

Directorate:	CYPF Directorate	Date updated:	January 2013
Service Area:	Directorate Level	Officer:	Rachel Egan / Seamus Gaynor

In accordance with the Equality Act 2010 (Specific Duties) Regulations and City Council protocol the CYPF Directorate has included in this template:

- Equality objectives for period 2012 - 15, and
- Equality information for period 2013 - 14

The Directorate is fully committed to the duty to promote equality and tackle discrimination and disadvantage for people across **all** nine protected characteristics. Our equality priorities are informed by:

- National policies and frameworks
- City Council priorities
- Local knowledge and awareness of inequalities among particular groups.

The City Council's (draft) equality objectives were published in April 2012. They are part of the Council's overarching "Priority Actions" to tackle inequality and deprivation and promote social cohesion across all communities in Birmingham.

The Directorate has SMART actions which reflect how it intends to achieve its equality objectives and deliver against the Council's "Priority Actions" by targeting measures to tackle discrimination and disadvantage among identified groups, as appropriate. The SMART actions are embedded in the Directorate's business planning and monitoring processes to ensure effective delivery and performance management.

Our equalities information is intended to demonstrate our ongoing commitment to the promotion of equality in **service delivery** for people who share a relevant protected characteristic. It includes information relating to service take-up, special projects / programmes, equality analysis of new / revised policies, and customer satisfaction, broken down by protected characteristic, where such information exists. The Directorate recognises there are gaps in information concerning some customer groups. It will work to narrow these gaps over the coming period. The **nine protected characteristics** are as follows:

- disability
- sex
- gender reassignment
- race
- age
- religion and belief
- sexual orientation
- marriage and civil partnership
- pregnancy and maternity

The overarching Priority Action(s):	Actions
<p>1 Prevention</p>	<p>Ensuring children, young people and families receive the right and early help to head off further difficulties and to enable children and young people to remain at home safely.</p> <ul style="list-style-type: none"> • We will strengthen early intervention and preventative support by agreeing an early help strategy and embedding the common assessment framework across all partners, leading to timely and effective multi-agency interventions. • We will clarify and enhance parenting support – focussing, for example, on mapping a pathway of support, and linking that to a menu / directory of support. <p>We will put in place a number of public health interventions designed to tackle infant mortality, obesity and smoking.</p>
<p>2 Integration</p>	<p>Through partnership working with schools, children’s centres and other partners effectively supporting children and young people’s transition between different services and phases, and maximising opportunities to combine resources to improve efficiency and create better services for citizens.</p> <ul style="list-style-type: none"> • We will create an inter-dependent school system through a new innovative Birmingham Cooperative Partnership, an “Umbrella Trust”, to support collaboration across schools. • We will improve support for children with complex needs (0-5) – focussing, for example, on a better understanding of need and of priorities and thresholds for service. • We will integrate social care and primary care functions – focussing on, for example, the role of Integration Family Support Teams (IFST’s) and considering co-location in general practice / primary care, and strengthening the Common Assessment and

The overarching Priority Action(s):	Actions
	<p>linking it with work in adult services around common assessment and information sharing.</p> <p>We will improve and strengthen arrangements and support for transitions – focussing on the difficulties experienced by young people moving into adult services, particularly in relation to mental health and learning difficulties, smoothing out the pathway with early assessment, reduced duplication and speedier assessment.</p>
<p>3 Aspiration</p>	<p>Improving children’s aspiration and self-belief by supporting parents and all those who work with children and young people to recognise their role in raising self-esteem.</p> <ul style="list-style-type: none"> • We will introduce an Enterprise Award for Birmingham schools to assist with the development of an enterprise culture in all schools. • We will use the Skills for Growth Compact to commit employers, colleges and schools to building a best-in-class skills service to link pupils and learners with real-world work opportunities. Our ambition is to recruit 25% of local businesses to the Compact by 2015. • We will raise the career and skills aspirations of young people and actively support the 3 year Skills Show and associated campaign. <p>We will promote to young people the value of continuing in education and training as part of their career and employment aspirations.</p>
<p>4 Safeguarding</p>	<p>Raising awareness about everyone’s responsibility for safeguarding children and young people, and by effectively supporting vulnerable children, young people and families.</p> <ul style="list-style-type: none"> • We will ensure a consistent understanding and application of thresholds by all partners.

The overarching Priority Action(s):	Actions
	<ul style="list-style-type: none"> • We will improve the quality of all agencies' safeguarding assessments and ensure appropriate decision-making through better supervision, management oversight, audits and learning and development. • We will ensure partner agency contributions to protecting children are properly agreed, planned, understood and recorded on the child's file. • We will improve the experiences of and outcomes for children in care and care leavers through more stable placements and improved support related to learning, employability and housing, drawing on all partners in their roles as corporate parents. • We will transform performance on adoption across children's social care. • We will work together to increase the scale and quality of fostering arrangements, with more places commissioned and more children fostered at an early point. <p>We will heighten community awareness of safeguarding issues and help communities deal responsibly with child safety.</p>
<p>5 Participation</p>	<p>Involving children and young people, parents, carers and the wider community in the development, review and delivery of services and acting upon what they tell us in a joined-up way.</p> <ul style="list-style-type: none"> • We will secure feedback from children, young people and parents on the impact of partners' safeguarding support. • We will establish standardised tools to obtain feedback from children, young people and families on "distance travelled and family learning", to be used in service design and development.

The overarching Priority Action(s):	Actions
	<p>We will establish both parent and child / young person stakeholder groups in each quadrant of the city to secure direct engagement and feedback on services and their impact.</p>
<p>6 Excellence through partnership</p>	<p>Providing support and challenge, delivering or commissioning high quality services which reduce inequalities of outcomes between identified groups, and recognising and celebrating successful practice and outcomes.</p> <ul style="list-style-type: none"> • We will secure inspirational leadership across the multi-agency partnership with clear direction around a common vision and agenda. • We will ensure children in need experience consistently good services from all agencies, timely and aligned to their needs. • We will deliver the Troubled Families programme whereby partners will combine information and resources to secure better outcomes for over 4,000 families. This programme will help to transform how organisations across the city work together. <p>We will work with schools, universities and the business community to introduce a Birmingham Baccalaureate. This will be a new 'Standard of Achievement' which places enterprise education centre-stage, guaranteeing a job interview or training to every young applicant who achieves accreditation. This will be designed to equip our young people for the world of work and to make the most of the opportunities open to them. It will build on the core of the subjects in the English Baccalaureate, but also bring together the skills and competencies developed through education, work experience, training, volunteering, the creative arts, sports and participation in civic life.</p>

SMART ACTIONS:

Action	Rationale
No 1	<p>Our Organisation Development Plan includes SMART actions for addressing the above priorities, for example:</p> <ul style="list-style-type: none">• the development of an early help strategy• development of a multi-agency strategic plan in relation to sexual exploitation• development of a new 5 year Strategy for Special Provision• using the Troubled Families programme to deliver system change to create a focus on think family and improve outcomes <p>See the draft CYPF Organisational Development Plan.</p>
No. 2	See above

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			Yes	No	N/A	
1	Take up or non-take up of services	<p>The Children, Young People and Families (CYPF) Directorate provides support for safeguarding, children's social care and education and skills, and covers a broad range of functions including early years and childcare, targeted support for vulnerable children and young people including those with learning difficulties and / or disabilities and youth justice.</p> <p>The Directorate has a critical role to play in creating an economically thriving city, in ensuring that people have the education and skills to make the most of job opportunities and that the population is healthy and able to live well in thriving communities. This work begins before birth and continues through all the major developmental phases and transition points of the 0-19 age range. The Directorate sees itself as taking the lead in developing partnership arrangements and collaborative working to improve the outcomes that we achieve for children and young people so that as adults they are prepared and enabled to succeed economically, be healthy and</p>	✓	Yes broadly:	Age Race Disability	<p>Sexual orientation Gender reassignment Marriage and civil partnership</p> <p>There is not currently a need to collect information against the protected characteristics above. We ensure the services we provide are based on equality and fairness and collect data against other protected characteristics relevant to the services we provide.</p>

Equality Act 2012: Specific Duties

What should be published	Available evidence <i>Please include links to documents and websites where relevant</i>	Is this broken down by protected group?			Information Gaps Based on the 9 protected characteristics establish what data you currently do not collect and if you will be collecting it from now on
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	<p>contribute to safe neighbourhoods.</p> <p>The Directorate works alongside its key partners to gather evidence and information on the profile of the communities we serve and the extent of disadvantage within particular communities.</p> <p>The total population of children aged 0–18 in Birmingham is 288,000 with approximately 101,000 in the 13–19 age range. The city is diverse in its young population, in relation to children and young people the ethnic breakdown is 41% White, 36.7% Asian or Asian British, 11.2% Black or Black British, 6.7% Mixed Race, 0.4% Chinese.</p> <p>Birmingham has significant areas of deprivation. Only five of the 40 wards in the council area have fewer children living in poverty than the national average (20.64%). In the seven wards with the highest levels of deprivation, the percentage of children living in poverty ranges from 42.1% to 49.9%.</p> <p>Further information is available via the following</p>				

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	links:				
	<p>Profile of Young People “not in education, employment or training” (NEET):</p> <p>http://www.birmingham.gov.uk/neet</p> <p>NEET statistical information by protected characteristics is available at Appendix 1; (page 22).</p>	<p>✓ Yes broadly:</p> <p>Age Race Disability</p>			<p>Sexual orientation Gender reassignment Marriage and civil partnership</p> <p>There is not currently a need to collect information against the protected characteristics above. We ensure the services we provide are based on equality and fairness and collect data against other protected characteristics relevant to the services we provide.</p>
	<p>Profile of Children in Care:</p> <p>http://www.birmingham.gov.uk/childrens-care</p> <p>Children in Care (CiC) statistical information by protected characteristics is available at Appendix 2; (pages 25 – 28)</p>	<p>✓ Yes broadly:</p> <p>Age Race Disability</p>			<p>Sexual orientation Gender reassignment Marriage and civil partnership</p> <p>There is not currently a need to collect information against the protected characteristics above. We ensure the services we provide are based on equality and fairness and collect data against other protected characteristics relevant to the services we provide.</p>
	Profile of young people in the Youth Justice system:	<p>✓ Yes broadly:</p> <p>Age</p>			<p>Sexual orientation Gender reassignment</p>

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	http://www.birmingham.gov.uk/yos	Race Disability			Marriage and civil partnership There is not currently a need to collect information against the protected characteristics above. We ensure the services we provide are based on equality and fairness and collect data against other protected characteristics relevant to the services we provide.
	Profile of children and young people with Statement of Special Educational Needs: http://www.birmingham.gov.uk/cs/Satellite?c=Page&childpagename=Lib_Children_Accessibility%2FPageLayout&cid=1223092570870&pagename=BCC%2FCommon%2FWrapper%2FWrapper	✓ Yes broadly: Age Race Disability			Sexual orientation Gender reassignment Marriage and civil partnership There is not currently a need to collect information against the protected characteristics above. We ensure the services we provide are based on equality and fairness and collect data against other protected characteristics relevant to the services we provide.
	Profile of young people in Birmingham examination and assessment results report 2012. Examination and Assessment	✓ Yes broadly: Age Race Disability			Sexual orientation Gender reassignment Marriage and civil partnership There is not currently a need to collect information against the protected characteristics above. We

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	http://services.bgfl.org/cfpages/newperform/complete.cfm?phase=5&group_id=25				ensure the services we provide are based on equality and fairness and collect data against other protected characteristics relevant to the services we provide.
	<p>1 <u>Examination and Assessment.</u></p> <p>This report provides a comprehensive overview of the City's 2011 public examination and National Curriculum assessment results. Includes comparison of Birmingham's results 2011 with those of previous years and with those of other authorities and progress against performance targets.</p> <p>Report includes:</p> <ul style="list-style-type: none"> • Section 1: Results trends, targets and comparisons with other authorities. • Section 2: Equality of opportunity: results by ethnic group, gender, free school meal eligibility, looked after children, and Ward. • Section 3: Examination results (Key Stage 4 and post-16) by gender. 	<p>✓ Yes broadly: Age Race Disability</p>			<p>Sexual orientation Gender reassignment Marriage and civil partnership</p> <p>There is not currently a need to collect information against the protected characteristics above. We ensure the services we provide are based on equality and fairness and collect data against other protected characteristics relevant to the services we provide.</p>

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	Examination and assessment results annual report (full report) for 2012 will be available February 2013.				
	<p>2 Key pupil characteristics</p> <p>This link will provide an overview of key characteristics by school phase i.e. Primary, Secondary and Special, including the following where available:</p> <ul style="list-style-type: none"> • Key Facts • Ethnicity • Home Language • Religion • English as Additional Language (EAL) • Special Educational Needs (SEN) • Free School Meals (FSM) 	✓ Yes broadly: Age Race Disability			<p>Sexual orientation Gender reassignment Marriage and civil partnership</p> <p>There is not currently a need to collect information against the protected characteristics above. We ensure the services we provide are based on equality and fairness and collect data against other protected characteristics relevant to the services we provide.</p>
	<p>3 Ward Profiles</p> <p>This link provides an analysis of schools in each Ward including Primary, Secondary and Special schools.</p>	✓ Yes broadly: Age Race Disability			<p>Sexual orientation Gender reassignment Marriage and civil partnership</p> <p>There is not currently a need to collect information against the protected characteristics above. We</p>

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					ensure the services we provide are based on equality and fairness and collect data against other protected characteristics relevant to the services we provide.
	<p>4 DfE Performance Tables Primary</p> <p>This link from the Department of Education (DfE) shows schools characteristics, performance tables and other key measures for Primary schools.</p>	<p>✓ Yes broadly: Age Race Disability</p>			<p>Sexual orientation Gender reassignment Marriage and civil partnership</p> <p>There is not currently a need to collect information against the protected characteristics above. We ensure the services we provide are based on equality and fairness and collect data against other protected characteristics relevant to the services we provide.</p>
	<p>5 DfE Performance Tables Secondary</p> <p>This link from the Department of Education (DfE) shows schools characteristics, performance tables and other key measures for Secondary schools.</p>	<p>✓ Yes broadly: Age Race Disability</p>			<p>Sexual orientation Gender reassignment Marriage and civil partnership</p> <p>There is not currently a need to collect information against the protected characteristics above. We ensure the services we provide are based on equality and fairness and collect data against other protected characteristics relevant to the services we provide.</p>

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	<p>6 DfE Post16</p> <p>This link from the Department of Education (DfE) shows schools' characteristics, performance tables and other key measures for Post16.</p>	<p>✓ Yes broadly: Age Race Disability</p>	<p>Sexual orientation Gender reassignment Marriage and civil partnership</p> <p>There is not currently a need to collect information against the protected characteristics above. We ensure the services we provide are based on equality and fairness and collect data against other protected characteristics relevant to the services we provide.</p>		
	<p>7 Find Inspection Report</p> <p>This link from Ofsted provides schools' inspection reports.</p>	<p>✓ Yes broadly: Age Race Disability</p>	<p>Sexual orientation Gender reassignment Marriage and civil partnership</p> <p>There is not currently a need to collect information against the protected characteristics above. We ensure the services we provide are based on equality and fairness and collect data against other protected characteristics relevant to the services we provide.</p>		

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	<p>8 OfSTED Behaviour Data Report</p> <p>Click on the above link and select option Ofsted Behaviour Data Report this provides latest behaviour judgement for all schools for both LA and National for Nursery, Primary, Secondary and Special schools.</p>	✓ Yes broadly: Age Race Disability			<p>Sexual orientation Gender reassignment Marriage and civil partnership</p> <p>There is not currently a need to collect information against the protected characteristics above. We ensure the services we provide are based on equality and fairness and collect data against other protected characteristics relevant to the services we provide.</p>
	<p>9 Free School Meals (FSM) - Direct Services</p> <p>Direct Services provides meals in 320 schools in Birmingham with a total pupil population of 120,837. 49.9% (60,252) pupils have a school meal (free and paid).</p> <p>In the Primary sector 31,030 are entitled to a FSM and there is an 82.6% FSM take-up. In the Secondary sector the FSM take-up is 68.6% of the 10,304 who are entitled to a FSM.</p>	No			<p>Sexual orientation Gender reassignment Marriage and civil partnership</p> <p>There is not currently a need to collect information against the protected characteristics above. We ensure the services we provide are based on equality and fairness and collect data against other protected characteristics relevant to the services we provide.</p>

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2	Programmes / projects that benefit people within protected groups	<p>Examples including work related to:</p> <p>The Behaviour Support Service The Behaviour Support Service has two key roles:</p> <ol style="list-style-type: none"> 1. A statutory obligation to teach pupils who have been permanently excluded from school. 2. To offer a wide range of support strategies to schools and settings so that pupils with emotional and behavioural difficulties are supported and included and exclusion is avoided. <p>Here is the link for more information: www.birmingham.gov.uk/bss</p>	<p>✓Yes, broadly</p> <p>Gender Age Race Disability</p>	<p>Sexual orientation Religion or belief Sex</p> <p>There is not currently a need to collect information against the protected characteristics above. We ensure the service we provide are based on equality and fairness and collect data against other protected characteristics relevant to the service we provide.</p>		
		<p>Birmingham City Council Traded Services for Schools, Academies and Education settings This service is traded with independent and local authority educational establishments across Birmingham and beyond. The economies of scale achieved and the expertise derived from using these services are advantageous for all those involved in education.</p>	<p>✓ Yes broadly: Age Race Disability</p>	<p>Sexual orientation Gender reassignment Marriage and civil partnership</p> <p>There is not currently a need to collect information against the protected characteristics above. We ensure the services we provide are based on equality and fairness and collect data against other protected characteristics relevant to the services</p>		

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	Here is the link for more information: www.birmingham.gov.uk/tradingforeducation				we provide.
	<p>Troubled Families Programme The Troubled Families Programme Partnership Board is committed to turning around the lives of troubled families through the integrated families model of working. This involves getting children back into school.Reducing youth crime and anti-social behaviour, and putting adults on a path back to work.</p> <p>Here is the email address for more information. Troubledfamilies@birmingham.gov.uk</p>	✓ Yes broadly: Age Race Disability			<p>Sexual orientation Gender reassignment Marriage and civil partnership</p> <p>There is not currently a need to collect information against the protected characteristics above. We ensure the services we provide are based on equality and fairness and collect data against other protected characteristics relevant to the services we provide.</p>
	<p>Restorative Justice Restorative Justice is a programme to improve the behaviour of children living in residential homes. Restorative Justice involves both the victim and the offender and aims to repair the harm caused by the offence, reducing the likelihood of the behaviour being repeated in the future.</p> <p>http://www.birmingham.gov.uk/yos</p>	✓ Yes broadly: Age Race Disability			<p>Sexual orientation Gender reassignment Marriage and civil partnership</p> <p>There is not currently a need to collect information against the protected characteristics above. We ensure the services we provide are based on equality and fairness and collect data against other protected characteristics relevant to the services we provide.</p>

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	<p>Anti-bullying Information for Young People For a young person being bullied and who is not sure what to do, help can be obtained from Birmingham Anti-bullying Service. Here is the phone helpline number for more information:</p> <p>The Birmingham Signposting Service Anti-bullying helpline: 0808 808 1001</p>	✓ Yes broadly: Age Race Disability			<p>Sexual orientation Gender reassignment Marriage and civil partnership</p> <p>There is not currently a need to collect information against the protected characteristics above. We ensure the services we provide are based on equality and fairness and collect data against other protected characteristics relevant to the services we provide.</p>
	<p>Transition to Adulthood for Disabled Young People Transition to adulthood is about the change from being a teenager to being an adult. In Birmingham, the Transition Pathway is being implemented in all secondary schools to assist with transition planning for disabled young people.</p> <p>Here is the link for more information: www.birmingham.gov.uk/transition</p>	✓ Yes broadly: Age Race Disability			<p>Sexual orientation Gender reassignment Marriage and civil partnership</p> <p>There is not currently a need to collect information against the protected characteristics above. We ensure the services we provide are based on equality and fairness and collect data against other protected characteristics relevant to the services we provide.</p>

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3	Equality analysis & details of any information used during that analysis	Protected characteristics as set out in the Equalities Act 2010 have been taken into consideration in completing equality analyses There is a strong overlap between the protected characteristics and the client group whom it is our intention to support to have improved health and wellbeing outcomes.	✓ Yes broadly: Age Race Disability			Sexual orientation Gender reassignment Marriage and civil partnership There is not currently a need to collect information against the protected characteristics above. We ensure the services we provide are based on equality and fairness and collect data against other protected characteristics relevant to the services we provide.
	a) Equality Analysis	A schedule of current CYPF Directorate Equality Analyses is sent quarterly to the Social Cohesion and Equality Division.	✓ Yes broadly: Age Race Disability			Sexual orientation Gender reassignment Marriage and civil partnership There is not currently a need to collect information against the protected characteristics above. We ensure the services we provide are based on equality and fairness and collect data against other protected characteristics relevant to the services we provide.
	b) Policies or arrangements in place to	The Directorate recognises that a representative workforce can impact positively on our customer satisfaction levels and involvement from communities. We monitor our	✓ Yes broadly: Age Race Disability			Sexual orientation Gender reassignment Marriage and civil partnership

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ensure that we eliminate unlawful discrimination, harassment and victimisation (where relevant)	<p>workforce profile through Human Resources Operations and Workforce Intelligence Planning teams. We also recognise the value of the shared experience of staff and customers who share equality and diversity characteristics.</p> <p>http://birminghamnewsroom.com/freedom-of-information-and-useful-data</p> <p>All reports which go to the Council's Cabinet must be accompanied by an Equality Analysis, to ensure the executive has 'due regard to the public sector equality duty'.</p> <p>Here is the link for more information. http://www.birmingham.gov.uk/cs/Satellite?c=Page&childpage=Equalities%2FPageLayout&cid=1223092717800&page=BCC%2FCommon%2FWrapper%2FWrapper</p>				There is not currently a need to collect information against the protected characteristics above. We ensure the services we provide are based on equality and fairness and collect data against other protected characteristics relevant to the services we provide.
4 Details of engagement / consultation	The Directorate has a Rights and Participation Service which aims to optimise and empower children and young people's involvement in both strategic and local decisions that affect their lives.	✓ Yes broadly:	Age Race Disability		Religion or belief Sex Gender reassignment Marriage and civil partnership and Pregnancy and maternity.

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	<p>We have a number of diverse and creative engagement opportunities for children and young people. The development of our Children and Young People's Parliament (Voice is Power - VIP) ensures a clear remit to promote a structure for engagement.</p> <p>Our Children in Care Council reflects statutory requirements and supports our corporate parenting strategy and pledge. The Pledge was refreshed for January 2013. Young Disabled Champions sit as part of Voice is Power to represent themselves and peer issues. UK Youth Parliament works from within Voice is Power and cascades issues to a regional and national platform.</p> <p>We have examples of young people sitting at strategic levels and contributing on a number of different levels across the city, including via the Scrutiny Committee process.</p> <p>Here is the link for more information: Childrens Rights and Participation</p>				<p>There is not currently a need to collect information against the protected characteristics above. We ensure the service we provide are based on equality and fairness and collect data against other protected characteristics relevant to the service we provide.</p>

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	<p>Home To School Transport In July 2011, Birmingham City Council met with young people, parents and stakeholders to get their views on the Home to School Transport Service and how it should be delivered in the future. Here is the link for more information.</p> <p>https://www.birminghambeheard.org.uk/quickSearch.aspx</p>	✓ Yes broadly:	Age Race Disability		<p>Sexual orientation Gender reassignment Marriage and civil partnership</p> <p>There is not currently a need to collect information against the protected characteristics above. We ensure the services we provide are based on equality and fairness and collect data against other protected characteristics relevant to the services we provide.</p>
	<p>Parent Views Count ParentViewsCount represent parents with children of all abilities and all ages across Birmingham.</p> <p>ParentViewsCount was developed by parents and is run by parents.</p> <p>Here is the link for more information.</p> <p>http://parentviewscount.org</p>	✓ Yes broadly:	Age Race Disability		<p>Sexual orientation Gender reassignment Marriage and civil partnership</p> <p>There is not currently a need to collect information against the protected characteristics above. We ensure the services we provide are based on equality and fairness and collect data against other protected characteristics relevant to the services we provide.</p>

What should be published		Available evidence <i>Please include links to documents and websites where relevant</i>	Is this broken down by protected group?			Information Gaps Based on the 9 protected characteristics establish what data you currently do not collect and if you will be collecting it from now on
			Yes	No	N/A	
5	Satisfaction with services	<p>Be Heard- Satisfaction surveys Birmingham Be Heard Consultation Database lets you track what people have been asked, what they have said and what the council or other organisations are doing.</p> <p>The Rights and Participation Service offer an Advocacy Service to young people in Care. Young people were invited to complete a questionnaire (after their case has been closed) in order to assess whether they found their Advocate and the service offered of benefit. They were invited to make comments and recommendations to improve the service offered.</p> <p>Here is the link for more information: Be Heard</p>	✓	Age Gender Race Disability	<p>The Directorate has very little data on:</p> <p>Religion or belief Sex Gender reassignment Marriage and civil partnership and Pregnancy and maternity.</p> <p>There is not currently a need to collect information against the protected characteristics above. We ensure the service we provide are based on equality and fairness and collect data against other protected characteristics relevant to the service we provide.</p>	
6	Complaints, with an indication of their reasons	<p>The Directorate produces an annual report regarding the number of compliments, comments and complaints received under the statutory Complaints Procedure defined by the Children Act 1989.</p>	✓	The report records information on gender, age,	<p>Religion or belief Sex Gender reassignment Marriage and civil partnership and Pregnancy and maternity.</p>	

Equality Act 2012: Specific Duties

What should be published	Available evidence <i>Please include links to documents and websites where relevant</i>	Is this broken down by protected group?			Information Gaps Based on the 9 protected characteristics establish what data you currently do not collect and if you will be collecting it from now on
		Yes	No	N/A	
	<p>The current Compliments, Comments and Complaints Annual Report 2011 - 2012 is available on Democracy In Birmingham web page, within the Vulnerable Children Overview and Scrutiny Committee.</p> <p>The next Compliments, Comments and Complaints Annual Report 2011 - 2012 is due to be published in early 2013.</p> <p>Here is the link for more information.</p> <p>Democracy web site</p>		disability and race.		There is not currently a need to collect information against the protected characteristics above. We ensure the service we provide are based on equality and fairness and collect data against other protected characteristics relevant to the service we provide.

Profile of Young People not in education or training (NEET)

Count of client_ref		Count of client_ref		Count of client_ref		Count of client_ref	
Gender	Total	Ethnicity	Total	Age	Total	Disability	Total
Female	1112	Afghani	7	16	331	AUT = Autistic Spectrum Disorder	69
Male	1085	Arab	3	17	704	EBD = Emotional and Behavioural Difficulties	248
No Information	1	Bangladeshi	49	18	848	HI = Hearing Impairment	7
Grand Total	2198	Black African	16	19	315	MLD = Moderate Learning Difficulties	327
		Black Caribbean	102	Grand Total	2198	None	415
		Chinese	1			OTH = Other	78
		Gypsy / Roma	9			PD = Physical Difficulties	9
		Indian	22			PMLD = Profound and Multiple Learning Difficulties	2
		Information Not Obtained	51			SLD = Severe Learning Difficulties	
		Iranian	3			SPCH = Speech and Language Disorders	0
		Other Asian	15			SPLD = Specific Learning Difficulties	29

Equality Act 2012: Specific Duties

Count of client_ref		Count of client_ref		Count of client_ref		Count of client_ref	
Gender	Total	Ethnicity	Total	Age	Total	Disability	Total
		Background					
		Other Background	29			VI = Visual Impairment	3
		Other Black Background	9			Grand Total	2198
		Other Mixed Background	36				
		Other White Background	39				
		Pakistani	257				
		Refused	12				
		Somalian	17				
		Vietnamese	4				
		White & Asian Mixed	25				
		White & Black African Mixed	12				
		White & Black Caribbean Mixed	118				

Equality Act 2012: Specific Duties

Count of client_ref							
Gender	Total	Ethnicity	Total	Age	Total	Disability	Total
		White British	1325				
		White Irish	31				
		White Not Known	6				
		Grand Total	2198				

Profile of Children in Care (CIC) Statistical Information

		Total	%
Gender	Female	923	47.6
	Male	1015	52.4
Total		1938	100

		Total	%
CURRENT AGE (DoH age bands)	Under 1 year	122	6.3
	1 year to under 5 years	373	19.2
	5 years to under 10 years	365	18.8
	10 years to under 16 years	706	36.4
	16 years and over	372	19.2
Total		1938	100

Equality Act 2012: Specific Duties

		Total	%
ETHNICITY	White: United Kingdom	970	50.4
	White: Irish	14	0.7
	Black: Afro-Caribbean	243	12.6
	Indian	15	0.8
	Pakistani	110	5.7
	Bangladeshi	32	1.7
	Chinese	1	0.1
	Other	31	1.6
	Data Not On File	14	0.7
	Asian: Other	49	2.5
	Mixed Parentage (MP)	21	1.1
	MP - White And Black Caribbean	139	7.2
	MP - White And Black African	15	0.8
	MP - White And Asian	117	6.1
	MP - Other Mixed Background	101	5.2
	Traveller Of Irish Heritage	4	0.2
	Gypsy-Roma	5	0.3
	White - Other	57	3
Total		1938	100

		Total	%
DOH PLACEMENT CATEGORY	Foster Care	1360	70.2
	Placed For Adoption	108	5.6
	Placed With Own Parents	111	5.7
	Independent Living Incl. Res Employment	93	4.8
	Secure Unit	7	0.4
	Homes & Hostels Subject To Ch.Homes Regs.	164	8.5
	Homes & Hostels Not Subject To Ch.Homes Regs.	13	0.7
	Other Residential Settings	21	1.1
	R.S.S	15	0.8
	Missing From Placement	2	0.1
	Other Placements	44	2.3
Total		1938	100

		Total	%
LENGTH OF TIME LOOKED AFTER (BANDED)	Under 1 Year	478	24.7
	1 Year To Under 2 Years	304	15.7
	2 Years To Under 3 Years	216	11.1
	3 Years To Under 5 Years	308	15.9
	5 Years And Over	632	32.6
Total		1938	100

Children, Young People and Families Directorate

Organisational Development Plan 2012 - 13

Towards Excellence

Excellent by 2015

November 2012

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1. Introduction

The overarching Directorate Plan sets out our change agenda for the next three years. It provides the evidence base and context in which we have agreed our priorities and set out our broad programmes for change in order to deliver transformation of services and better outcomes for children, young people and families.

The Organisational Development Plan (ODP) provides a detailed road map of improvement actions necessary during 2012-13 to deliver our higher level aims and objectives. Whilst most of the actions are internal to the Directorate, many will be jointly delivered with or lead by partners.

The intention is to use the ODP as the main vehicle upon which we deliver change and enable the organisation to introduce effective performance management. The approach involves planning in a way that delivers rapid, sustainable, service-wide change through a renewed emphasis on performance assurance.

Feedback from staff and elected members, various audits and inspections have highlighted five themes for organisational development. The cross-cutting themes for organisational development include leadership, assuring excellence, performance assurance, workforce and supporting the front-line.

2. Vision

Birmingham's Sustainable Community Strategy (Birmingham 2026) has a focus on the people of Birmingham enjoying a high quality of life as its overall outcome, supported by economic success, safe and green neighbourhoods and healthy safe communities.

Our vision for Children's Services in Birmingham is that:

"Every child in every part of the city should achieve their potential. We will provide early help and support to those children and families who need it and, working together, will ensure that every child has the belief, aspiration and support to be their best".

Our vision and the drive to ensure children and young people are safe, healthy and engaged in learning will be delivered through a focus on six key priorities. This vision and the priorities are also those agreed by the Children's Strategic Partnership Board.

3. Priorities (with actions from Birmingham Children and Young People's Plan 2012-15)

- Prevention
 - ensuring children, young people and families receive the right and early help to head off further difficulties and to enable children and young people to remain at home safely.
 - We will strengthen early intervention and preventative support by agreeing an early help strategy and embedding the common assessment framework across all partners, leading to timely and effective multi-agency interventions.

- We will clarify and enhance parenting support – focussing, for example, on mapping a pathway of support, and linking that to a menu / directory of support.
- We will put in place a number of public health interventions designed to tackle infant mortality, obesity and smoking.

- Integration
 - Through partnership working with schools, children's centres and other partners effectively supporting children and young people's transition between different services and phases, and maximising opportunities to combine resources to improve efficiency and create better services for citizens.
 - We will create an inter-dependent school system through a new innovative Birmingham Cooperative Partnership, an "Umbrella Trust", to support collaboration across schools.
 - We will improve support for children with complex needs (0-5) – focussing, for example, on a better understanding of need and of priorities and thresholds for service.
 - We will integrate social care and primary care functions – focussing on, for example, the role of IFSTs and considering co-location in general practice / primary care, and strengthening the Common Assessment and linking it with work in adult services around common assessment and information sharing.
 - We will improve and strengthen arrangements and support for transitions – focussing on the difficulties experienced by young people moving into adult services, particularly in relation to mental health and learning difficulties, smoothing out the pathway with early assessment, reduced duplication and speedier assessment.

- Aspiration
 - Improving children's aspiration and self-belief by supporting parents and all those who work with children and young people to recognise their role in raising self-esteem.
 - We will introduce an Enterprise Award for Birmingham schools to assist with the development of an enterprise culture in all schools.
 - We will use the Skills for Growth Compact to commit employers, colleges and schools to building a best-in-class skills service to link pupils and learners with real-world work opportunities. Our ambition is to recruit 25% of local businesses to the Compact by 2015.
 - We will raise the career and skills aspirations of young people and actively support the 3 year Skills Show and associated campaign.
 - We will promote to young people the value of continuing in education and training as part of their career and employment aspirations.

- Safeguarding
 - 1 We will heighten raising awareness about everyone's responsibility for safeguarding children and young people, and by effectively supporting vulnerable children, young people and families.
 - 2 We will ensure a consistent understanding and application of thresholds by all partners.
 - 3 We will improve the quality of all agencies' safeguarding assessments and ensure appropriate decision-making through better supervision, management oversight, audits and learning and development.

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- 4 We will ensure partner agency contributions to protecting children are properly agreed, planned, understood and recorded on the child's file.
- 5 We will improve the experiences of and outcomes for children in care and care leavers through more stable placements and improved support related to learning, employability and housing, drawing on all partners in their roles as corporate parents.
- 6 We will transform performance on adoption across children's social care.
- 7 We will work together to increase the scale and quality of fostering arrangements, with more places commissioned and more children fostered at an early point.
- 8 Community awareness of safeguarding issues and help communities deal responsibly with child safety.

- Participation

- Involving children and young people, parents, carers and the wider community in the development, review and delivery of services and acting upon what they tell us in a joined-up way.
- We will secure feedback from children, young people and parents on the impact of partners' safeguarding support.
- We will establish standardised tools to obtain feedback from children, young people and families on "distance travelled and family learning", to be used in service design and development.
- We will establish both parent and child / young person stakeholder groups in each quadrant of the city to secure direct engagement and feedback on services and their impact.

- Excellence through partnership

- Providing support and challenge, delivering or commissioning high quality services which reduce inequalities of outcomes between identified groups, and recognising and celebrating successful practice and outcomes.
- We will secure inspirational leadership across the multi-agency partnership with clear direction around a common vision and agenda.
- We will ensure children in need experience consistently good services from all agencies, timely and aligned to their needs.
- We will deliver the Troubled Families programme whereby partners will combine information and resources to secure better outcomes for over 4,000 families. This programme will help to transform how organisations across the city work together.
- We will work with schools, universities and the business community to introduce a Birmingham Baccalaureate. This will be a new 'Standard of Achievement' which places enterprise education centre-stage, guaranteeing a job interview or training to every young applicant who achieves accreditation. This will be designed to equip our young people for the world of work and to make the most of the opportunities open to them. It will build on the core of the subjects in the English Baccalaureate, but also bring together the skills and competencies developed through education, work experience, training, volunteering, the creative arts, sports and participation in civic life.

The Children, Young People and Families (CYPF) Directorate is the largest directorate within the City Council. The Directorate currently provides support for safeguarding, children's social care and education and skills, and covers a broad

range of functions including early years and childcare, targeted support for vulnerable children and young people including those with learning difficulties and / or disabilities, youth justice, and activities for young people.

The Directorate has a critical role to play in creating an economically thriving city, in ensuring that people have the education and skills to make the most of job opportunities and that the population is healthy and able to live well in thriving communities. This work begins before birth and continues through all the major developmental phases and transition points of the 0-19 age range. The Directorate sees itself as taking the lead in developing partnership arrangements and collaborative working to improve the outcomes that we achieve for children and young people so that as adults they are prepared and enabled to succeed economically, be healthy and contribute to safe neighbourhoods.

This plan aims to build a single, integrated service, with schools as a central pillar of our services for children. Our collective purpose will be to ensure that every child in every part of the city achieves their potential. Providing support at an early stage and reducing the need for more intrusive interventions will be a key principle.

The plan recognises that working with partners will be key to our success. The crucial role of the Children's Strategic Partnership Board and Birmingham Safeguarding Children's Board are recognised within the plan. The plan takes account of the need through influence and persuasion to maintain and strengthen our work with all schools regardless of their governance arrangements.

4. Context

This document describes Birmingham Children's Directorate's planned actions during 2012 / 13 to contribute to moving the directorate forward to a position of excellence within three years. The plan includes the objectives from relevant sources including the Improvement Notice issued in December 2011, the Ofsted inspection in September 2012 and a summary of the outcomes and objectives from the Directorate Service plan and from the BSCB Business Strategy Plan.

The Directorate Leadership Team (DLT) is responsible for agreeing the updated Plan and monitoring implementation, recognising that much of the work here is dependant on strong partnership engagement.

5. The Organisational Development Plan

The Directorate Organisational Development plan consists of five cross-cutting themes. Each theme's outcomes and relevant improvement actions are outlined in the plan. The plan is supported by the development of a performance assurance framework including a performance dashboard and will feature as one of the core tools by which change and improvements will be delivered.

The five themes are:

- Supporting front-line staff
- Assuring Excellent Practice
- Workforce
- Leadership, governance & partnership
- Performance Assurance

Theme 1: Supporting Front-line Staff Outcomes

Staff consistently report satisfaction that they are listened to and responded to, and that they have the tools to provide excellence.
The infrastructure supports the front-line to provide an excellent service to children, young people and families.

Front-line staff feel supported by the directorate senior leadership team and their immediate line manager.

Staff report that risks are managed and shared appropriately throughout the organisation.

Staff report that actions are taken to reward, recognise and celebrate success.

Staff report that they are valued by the organisation and express a desire to remain within the organisation.

Organisational arrangements are informed by excellent services / practice and front-line staff.

KEY

Actions in Blue text are from the original Safeguarding Improvement Plan

Actions in Red text are new or amended actions developed from the Ofsted Report

Actions in Black text are original actions in the Organisational Development Plan

Theme 1: Support to Front-Line Staff					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families					
Reference	Actions	Timescales	RAG	Lead	Measures
1.1 Outcome: Social workers and front-line managers spend more time in face-to-face contact with children and families. Benefits of new technology are maximised.					
1.1.1 Imp Plan Th 1 obj (viii)	Produce IT systems development plan and funding for 2012 / 13, prioritise system improvements to and support effective safeguarding. Review and develop the performance reporting arrangements, information and systems to support improvement to front-line practice.	March 2013	Amber	Rachel Egan	<ul style="list-style-type: none"> • Clear IT systems development plan in place focused on outcomes and real impacts for children, young people and families. • Staff survey identifies that staff feel they have the IT tools available to support their jobs. • Benefit analysis of system changes evidences a reduction in staff time required to complete routine information management functions. • By March 2013 IT systems are fit for purpose and better perceived by managers (baseline from management survey completed July 2012). • By September 2013 managers comment positively on the improvements made to the CYPF IT systems, feel fully engaged in the shaping and development of information management systems and can articulate improvements in the corporate systems (baseline from management survey completed July 2012).

Theme 1: Support to Front-Line Staff					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families					
Reference	Actions	Timescales	RAG	Lead	Measures
1.2 Outcome: There is a culture of excellence in which all are skilled and engaged in delivering the best possible outcomes for children and young people.					
1.2.1 Imp Plan Th 1 obj (i)	Improve communications and engagement of the workforce.	Oct 2012	Green	Peter Duxbury	<ul style="list-style-type: none"> • Staff survey shows that staff feel valued and are aware of the directorate vision and purpose. • % of CIC and CP satisfied with the service they received. • % of schools graded outstanding.
1.2.2	Improve internal and external communication and engagement.	December 2012	Amber	Terry Hawkins / Rachel Egan	<ul style="list-style-type: none"> • Improvements from staff engagement and surveys and induction issue mapping used to form the basis of a communications and engagement strategy by October 2012. • A communications framework is established and implemented within and outside the CYPF Directorate by November 2012. • Use of intranet / internet page to help teams to access practice tools and research by December 2012. • Staff engagement and feedback monitored through attendance at key events, feedback and Your Voice Survey.

Theme 1: Support to Front-Line Staff					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families					
Reference	Actions	Timescales	RAG	Lead	Measures
1.2.3	To review CareFirst forms, to ensure the system supports front-line staff and enable the 'story of the child'	Jan 2013	Amber	Carol Douch / Rachel Egan	<ul style="list-style-type: none"> • Revised forms are in line with operational and procedural requirements. • Social Work staff report satisfaction with CareFirst. • CP, CIC and CIN forms and plans are all child centred and outcome focused.
1.3 Outcome: Staff are engaged in Birmingham's award processes, have aspirations to be part of them and report that they make them feel valued.					
1.3.1	Ensure that BCC's awards, reward and recognition mechanisms are appropriately, fairly and transparently applied to recognise good / high performance.	September 2012	Amber	Rachel Egan / Carol Douch	<ul style="list-style-type: none"> ▪ Surveys confirm that managers and staff are confident that good performance is recognised and reinforced through the reward system. ▪ CYPF is acknowledged in local and national awards starting January 2014. ▪ Examples of innovation and good practice are shared and celebrated locally and city-wide and feedback from colleagues in other directorates within the council is positive about CYPF, as is feedback from Members and CMT. ▪ CYPF rewards and recognition approach is developed and led by practitioners.
1.3.2	To introduce an ongoing programme of rewards and recognition.	Oct 2012	Amber	Rachel Egan / Carol Douch	<ul style="list-style-type: none"> • Evidence is in place that recognition events are held. • Numbers of people involved. • Increase in people feeling their work is recognised.

Theme 1: Support to Front-Line Staff					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families					
Reference	Actions	Timescales	RAG	Lead	Measures
1.3.3	To increase engagement of staff in contributing ideas and suggestions for further improvement.	August 2012	Green	Rachel Egan / Carol Douch	<ul style="list-style-type: none"> • People contributing their ideas and suggestions. • Implementation of ideas generated. • People feeling they have an opportunity to contribute their ideas.
1.4 Outcome: Efficient working practices to improve financial and management information					
1.4.1	Promote and facilitate use of systems e.g. CareFirst and Voyager to record financial commitments where appropriate. Coordinate programme of training for staff and managers to streamline processing and reduce reliance on finance staff for routine information.	October 2012	Amber	Jane Brown	<ul style="list-style-type: none"> • Simplified and more accurate reporting. • Staff satisfaction through better understanding of systems. • Increased supplier / provider satisfaction through prompt payments.
1.4.2	CYP&F is the final directorate to go live with the Customer First corporate business transformation solution.	December 2012	Amber	Terry Hawkins	<ul style="list-style-type: none"> • Full Business Case approved. • Customer First programme implemented.

Theme 1: Support to Front-Line Staff					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families					
Reference	Actions	Timescales	RAG	Lead	Measures
1.4.3	PSS - Corporate initiative - efficiencies through refining / aligning administrative processes.	March 2013	Amber	Carol Douch	<ul style="list-style-type: none"> • Full Business Case approved. • PSS programme implemented.
1.5 Outcome: Children receive good quality care which meets their needs and enhances their life chances. Area staff and partner agencies have confidence in the ability of the in-house services to provide high quality support.					
1.5.1 Children in Care Placement savings plan	The refocus of Residential Homes will ensure that we offer care for those young people with complex needs as far as possible within the city, to support both children and area colleagues and partners. This will be driven by engagement of staff in a change programme.	March 2013	Amber	Amanda Lamb	<ul style="list-style-type: none"> • Reduce the number of placement breakdowns and movement by ensuring we have the right staff in the right places supporting children with complex needs. • Social Workers actively support young people who have a change in placement through transformations
1.5.2 CAMHS service plan	CAMHS to develop outcome measurement within the service through the development of improvement indicators for individual children.	September 2012	Amber	Amanda Lamb	<ul style="list-style-type: none"> • KPIs developed around CAMHS integrated into CIC dashboard.

Theme 1: Support to Front-Line Staff					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families					
Reference	Actions	Timescales	RAG	Lead	Measures
1.6 Outcome: Appropriate legal, financial and property support to schools converting to academies.					
1.6.1	Management and oversight of the Academy conversion process.	Ongoing	Amber	Sally Taylor	<ul style="list-style-type: none"> Process managed in timely manner as legally required.
1.6.2	Creation of an overarching Trust	September 2012	Amber	Sally Taylor	<ul style="list-style-type: none"> Offer made to schools and governors. Through service consultations events in October and November 2012 commitment and sign up from schools

Theme 2: Assuring Excellent Practice

Outcomes

People consistently report positive and high satisfaction with services and interventions.

All services know what excellence looks like and are able to translate this into the local delivery of services.

The highest standards are expected and delivered.

Managers and staff are able to plan for continuous improvement.

Service innovations, regular feedback from all stakeholders and creativity of staff contribute to the delivery of excellence.

All staff receive regular, effective and reflective supervision.

Independent Reviewing Officers / Conference Chairs champion quality in their assurance role. They check, challenge and contribute to improvements in social work practice.

Performance management and PDRs are used to improve practice.

Practice is consistently of a high standard and exceptionally child-centred. Social Workers are clear about expectations of them and excellent standards to be achieved.

All children benefit from good quality assessments and appropriate decision-making.

Children and young people with disabilities, special educational and complex needs have their needs met and they are supported to have and achieve their aspirations.

Children young people and families feel supported and that their views are heard and reflected in the decision-making processes.

Children in care receive supportive and high quality services which enhance their life chances and actions are in place to mitigate the disadvantage of the care system.

Children missing from education are appropriately accounted for and risks to them minimised.

KEY

Actions in Blue text are from the original Safeguarding Improvement Plan

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Actions in Black text are original actions in the Organisational Development Plan

Theme 2 : Assuring Excellent Practice					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families.					
Reference	Actions	Timescales	RAG	Lead	Measures
2.1 Outcome: To ensure that children are enabled to move smoothly through the social care system and receive the necessary service. Measured by: Initial Assessment and Core Assessment Timescales and timescales to Initial Conferences all hitting their targets.					
2.1.1 Ofsted immediate Action / Imp Plan Th1 Obj (ii) Children's Plan	Introduce and embed revised CIN policy. Improve engagement of agencies in CP cases and conferences Complete plans for all CIN	December 2012	Amber	Kay Child / Area Assistant Directors	<ul style="list-style-type: none"> • Effective CIN assessment and plans in place delivering improved outcomes. • % of CIN visits in the month. • % of CIN case files judged good or better across Ofsted standards.

Theme 2 : Assuring Excellent Practice					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families.					
Reference	Actions	Timescales	RAG	Lead	Measures
2.1.2 Ofsted immediate Action	<p>Further work to ensure compliance this involves:</p> <ul style="list-style-type: none"> • Immediate action to identify number of children with a CIN plan. Broken down into: <ul style="list-style-type: none"> ○ SGO / RO cohort ○ Court report requested Sec 7 etc... ○ CIN (not CP or CIC) who are subject to casework (review this group to ensure plans in place) ○ Children being assessed awaiting status decision(10 or 32 day decision) ○ Disabled children with care packages • Monitoring of progress through audit findings and CareFirst outputs. • CP chairs embedding CIN processes 	January 2013		Kay Child / Area Assistant Directors	<ul style="list-style-type: none"> • Children and young people with CIN plans identified • All children and young people identified have a CIN plan <ul style="list-style-type: none"> - CIN plans introduced August 19th - Children stepped down from CP list - All Children CIN • Staff demonstrate confidence in understanding CIN processes and delivering effective support.

Theme 2 : Assuring Excellent Practice					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families.					
Reference	Actions	Timescales	RAG	Lead	Measures
2.2 Outcome: To ensure all children benefit from good quality assessments and appropriate decision-making.					
2.2.1 Imp Plan Th1 Obj (iii) Ofsted Immediate Action (linked to 2.2.5)	Improve timeliness of initial and core assessments with targets for timeliness of initial and core assessments being met.	March 2013	Amber	Paul Marshall / Area Assistant Directors	<ul style="list-style-type: none"> Managers focused on outcomes driving forward improvements to standards. Practice improvement focused on responsiveness and wider aspects of quality

Theme 2 : Assuring Excellent Practice					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families.					
Reference	Actions	Timescales	RAG	Lead	Measures
2.2.2 Ofsted Leader's Policy statement	<p>Implement the Practice Excellence Initiative.</p> <p>Ensure case file audit processes are embedded and consistent across the areas. Audits challenge practice and raise standards.</p> <p>Ensure that all Children in Need, or who have a CP plan, or CIC or are Privately Fostered receive statutory visits within appropriate timescales.</p> <p>Improve the quality of assessments by critical analysis of the risks.</p>	December 2012	Amber	Carol Douch / Area Assistant Directors	<p>Managers driving improvements in practice leading to:</p> <ul style="list-style-type: none"> • Evidence of improved social work practice. • Social workers reporting satisfaction with guidance, support and feedback about practice. • Evidence of practice improvement identified through case file audits • Moderation of audits provides management with consistent and reliable information and clearly identifies that all areas are working to the same measures • 100% CP,CIN (target to be agreed) , CIC and Private Fostering visits • Mid-year review mandatory element of the PDR
2.2.3	Develop excellent supervision and appropriate audit arrangements.	September 2012	Amber	Carol Douch	<ul style="list-style-type: none"> • Managers providing excellent oversight and contribute to improved practice. • Feedback from supervising managers in respect of the quality of their own supervision. • Staff report increased satisfaction with supervision.

Theme 2 : Assuring Excellent Practice					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families.					
Reference	Actions	Timescales	RAG	Lead	Measures
2.2.4	Review and implement CIC process within CareFirst to stream- line recording of decision-making and care planning.	September 2012	Amber	Lorna Scarlett	<ul style="list-style-type: none"> • Systems provide effective support for improved practice
2.2.5 Ofsted immediate action Children's Plan (linked to 2.2.1)	<p>Improve timeliness and quality of assessments. Further work involves:</p> <ul style="list-style-type: none"> • Developing a single assessment in line with new "working together" within 6 weeks of publication work will be completed. (Link to 4.13.1) • Develop local timescales • Child focus and partners contribution are clearly indicated in assessments evidenced through audit. • On production of assessments TM / AM / ADs will ensure that only adequate and above assessments are signed off. 	Jan 2013		Carol Douch / TMs / Area AMs	<ul style="list-style-type: none"> • % of assessments completed in timescale (YTD) • Targets for timeliness of assessments met (new indicators due and will only have 1 assessment) • Timeliness from request to receiving a package of help (to be set) • TM / AM / ADs are robust in driving improvements in assessment timescales • Audits will measure quality of assessments

Theme 2 : Assuring Excellent Practice					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families.					
Reference	Actions	Timescales	RAG	Lead	Measures
2.3 Outcome: To ensure the right child in the right system getting the right service – measured through re-referral rates, numbers of referrals to First Response sent with a CAF and regular scrutiny of conversion data across all four areas.					
2.3.1 Ofsted 3 month Action / Imp Plan Th 1 obj. (iv) Th 1 obj. (vii) Children's Plan BSCB action 2.1	Embed the new thresholds of intervention. Ensure effective use of CAF by partners and area stakeholder forums to disseminate good practice. This involves: <ul style="list-style-type: none"> • Refreshed threshold document in place • Use of CAF by partner agencies tracked through Safeguarding Dashboard • Performance assurance arrangements to focus on referrals, and to help establish good multi agency practice with regard to referrals. • Workforce has received appropriate training on new model. 	December 2012		Jane Held	<ul style="list-style-type: none"> • New threshold document approved by BSCB • Common application of thresholds across the partnership • Re-referrals (YTD) • No. of referrals received with a CAF. • % of overall CAFs from police (Monthly). • % of overall CAFs from schools (Monthly). • % of overall CAFs from health (Monthly). • % of CAFs in which a referral was achieved and desired outcomes for child and family are achieved (Monthly).

Theme 2 : Assuring Excellent Practice					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families.					
Reference	Actions	Timescales	RAG	Lead	Measures
2.3.2 CAF Team / Service Plan Ofsted Immediate Action	Service development plan promotes a simplified fCAF and increases engagement of all stakeholders in the use of a Common Assessment.	Dec 2012		Andrew Jenkins	<ul style="list-style-type: none"> • Service plan clearly identifies actions and performance measures. • Clear plans in place focusing on outcomes to be achieved.
2.3.3 Ofsted Immediate action Children's Plan	<p>CAF process has a single recording system and the assessment process fully involves children and families. This involves ;</p> <ul style="list-style-type: none"> • Ensuring the first recording of concerns regarding a child are on CAF • Families setting the targets through family support / family learning tool. <p>Introduction of CAF onto CareFirst.</p>	<p>Dec 2012</p> <p>Dec 2012</p> <p>Feb 2012</p>		<p>Rachel Egan</p> <p>Area AMs</p> <p>Rachel Egan</p>	<ul style="list-style-type: none"> • CAF single recording system in place. • CAF is on CareFirst. • CAF pre-populated significantly from school database to include CV; family attendance; absence; school meals; and attainment information. • Health child record assessment use CAF assessment. • Common system and approach across the partnership.

Theme 2 : Assuring Excellent Practice					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families.					
Reference	Actions	Timescales	RAG	Lead	Measures
2.4 Outcome: Partner agency contributions to protecting children are properly agreed, planned, understood and recorded on the child's file. Risks to children are clearly articulated and responded to. Improvements in timeliness of interventions are achieved.					
2.4.1 Ofsted / Imp Plan Th 1 obj.(vi)	Implement improvements to strategy meetings, ensure multi-agency contributions to S47s and roll out of MASH.	January 2013	Amber	Kay Child	<ul style="list-style-type: none"> Managers and conference chairs champion practice improvement and multi-agency active engagement. Common system for reporting multi-agency attendance.
2.5 Outcome: Delivery of improved services to Children In Care and Care Leavers.					
2.5.1 Imp Plan Th 1 obj. (ix)	Implement the Care2work action plan.	Dec 2012	Amber	Lorna Scarlett	<ul style="list-style-type: none"> % 16-17 year old children in care who are NEET. Outcomes for 16-17 year olds are improved.
2.5.2	Implement financial policy for arrangements for Care Leavers payments.	November 2012	Amber	Lorna Scarlett	<ul style="list-style-type: none"> Revised payment system implemented. Budgets allocated. Satisfaction amongst care leavers about payment system.

Theme 2 : Assuring Excellent Practice					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families.					
Reference	Actions	Timescales	RAG	Lead	Measures
2.6 Outcome: NEET eradicated with all available CYP placed in education, employment or training.					
2.6.1 NEET Strategy, RPA Strategy	Refresh NEET strategy taking account of new responsibilities for Connexions / schools. Formalise and agree leads for each priority group to work cross-agency on identifying and tackling the barriers to participation.	September 2012	Amber	Sue Twells	<ul style="list-style-type: none"> • Clear strategic plan in place focused on outcomes. • NEET figures (headline plus those for each priority group – LDD, CIC, care leavers, pregnant young women, and young offenders).
2.7 Outcome: Revised Fair Access Protocol (FAP) in place, understood and applied by all users / stakeholders; time taken to place CYP without school place reduced					
2.7.1 FAP, Education Act	Draft revised FAP and consult with schools on implementation, as part of framework setting out respective LA / school responsibilities.	October 2012	Amber	Sue Twells	<ul style="list-style-type: none"> • Agreement reached on new FAP arrangements and associated roles and responsibilities of schools / LA / sharing panels in September. • Improved operation of processes to place children out of school and reduce waiting times.

Theme 2 : Assuring Excellent Practice					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families.					
Reference	Actions	Timescales	RAG	Lead	Measures
2.8 Outcome: Early years delivery is based upon need identified via front-line service providers, implemented as part of a locality network, with targeted specialist provision and reduced duplication ensuring maximisation of reach, focus upon 'core purpose' services and improved outcomes for children.					
2.8.1 CC Locality Business Plans	Conclusion of the locality-based business planning process and delivery of associated contracts. This will involve: <ul style="list-style-type: none"> • Business Plans agreed • SLAs / contracts and implementation plans in place 	December 2012	Amber	Paul Marshall	<ul style="list-style-type: none"> • All locality full business cases with centre action plans have been approved. Contracts and service specifications have been issued including locality scorecard. • Area Managers will oversee contracts as part of termly visits and the annual conversation. They will produce and present quarterly reports to the head of service and ADs. • The central team also produce reports from the CCM system that records all CC activities. • CC outcomes framework is being developed building on that developed by Prof Marmot and 4Children.

Theme 2 : Assuring Excellent Practice					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families.					
Reference	Actions	Timescales	RAG	Lead	Measures
2.9 Outcome: Independent Reviewing Officers champion quality in their assurance role improving the effectiveness of care planning and where appropriate challenge casework decisions or delays.					
2.9.1	Following each CIC review the IRO undertake a judgement regarding the quality of the file and make recommendations.	Sept 2012	Green	Carol Douch	<ul style="list-style-type: none"> ▪ IROs drive forward improvement in standards through effective quality assurance and constructively challenge practice. ▪ Monthly report by Independent Reviewing Officers service produced and submitted to Performance Board. ▪ Progress on permanence planning, health assessments, core assessments, care plans and Personal Education Plans is measured through performance reporting and demonstrates improvement in key areas. ▪ Each month a small reference group of skilled IROs to moderate and critically challenge IRO care plans and CP plans ensuring development of child outcome focused plans.

Theme 2 : Assuring Excellent Practice					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families.					
Reference	Actions	Timescales	RAG	Lead	Measures
2.10 Outcome: - Children in care receive supportive and high quality services which enhance their life chances and actions are in place to mitigate the disadvantage of the care system.					
2.10.1 Corporate Parenting Action Plan Leader's Policy Statement	Promote awareness of Corporate Parenting responsibilities and ensure that the whole of BCC meet its obligations to LAC.	March 2013	Amber	Amanda Lamb	<ul style="list-style-type: none"> • KPIs developed around Corporate Parenting and linked to CIC dashboard. • Members and directorate champions receive regular briefings and are clear about their responsibilities.
2.10.2 Corporate Parenting Action Plan Leader's Policy Statement Children's Plan	Developing a culture of support through directorate and constituency-based champions. This involves a focus this year on employment and work experience opportunities and improved access to quality housing for care leavers.	March 2013	Red	Amanda Lamb	<ul style="list-style-type: none"> • Council initiatives routinely prioritise opportunities for CIC e.g. apprenticeships. • Care Leavers part of target group for Voluntary Sector initiative and wider Corporate growth strategies • Corporate Parenting Strategy developed to link Care Leavers to BCC employment.

Theme 2 : Assuring Excellent Practice					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families.					
Reference	Actions	Timescales	RAG	Lead	Measures
2.11 Outcome: The needs of children and young people with disabilities, special educational and complex needs are met and they are supported to have and achieve their aspirations.					
2.11.1 Education Transport Service Plan	Ensure safe and effective home to school transport is provided in line with need, best value and the views of children, young people, their families and key stakeholders.	March 2013	Amber	Rachel Egan / Chris Atkinson	<ul style="list-style-type: none"> To review the Home to School Transport Policy- Stage 1 consultation completed; Stage 2 to be commenced by July 2012. Feedback from children, young people, parents / carers and schools has demonstrably shaped both the HTS policy and offer; evidence includes direct engagement with children and young people. Business case prepared for August 2012 and implemented by March 2013. Review of Assessment Process for Home to School Transport Requests – maintaining and extending the productive relationship with SENAR. Completed and fully implemented by June 2013. Feedback from children, young people, parents / carers and schools demonstrates that the HTS transport service reflects their needs and that it is safe, clean, efficient and friendly.

Theme 2 : Assuring Excellent Practice					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families.					
Reference	Actions	Timescales	RAG	Lead	Measures
2.12 Outcome: Sufficient childcare provision is available across the city to support parents / carers in work / training and this contributes to the health and wellbeing of children, young people and their families.					
2.12.1 Early Years and Childcare Service Plan	Processes are in place to ensure sufficient childcare provision that is quality assured and accessible.	March 2013	Amber	Rachel Egan	<ul style="list-style-type: none"> • 2011 Childcare Sufficiency Assessment is used as a baseline to detail actions for future sufficiency planning in area teams, contributing to the specific action plan for the area-based EYC teams July 2012. • A current comprehensive ward-based profile of childcare available matched against demand for each ward in the city is produced and maintained on a regular basis for July 2012, October 2012, January 2013 and March 2013. • To ensure moderation of ratings at support for settings meetings – with a target of 20 settings per month, 200 over the year monitored on a quarterly basis. • To plan and implement a strategy for supporting the maintained sector in meeting the requirements of the Code of Practice for 2, 3 and 4 year olds by December 2012. • Provision of free entitlement places to a minimum of 850 children during 2012 / 13. • Formal monitoring and evaluation undertaken.

Theme 2 : Assuring Excellent Practice					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families.					
Reference	Actions	Timescales	RAG	Lead	Measures
2.13 Outcome: Children with complex needs have access to appropriate educational placements and post- 16 pathways.					
2.13.1	Know extent and characteristics of Children in Care and Children with SEN who are out of school including length of time out of school.	September 2012	Amber	Chris Atkinson	<ul style="list-style-type: none"> • Appropriate educational placements are secured within appropriate timescales for children in care and children with SEN who are out of school. • Electronic record system for all Post -19 ISP Files. • Risk assessments, CAF, re-entry plan agreed with school, parents and services. • Prompt response to new arrivals leading to appropriate placement.
2.13.2	Increase collaboration and integrated working for children with complex needs with partners and across universal and targeted services.	March 2013	Amber	Chris Atkinson	<ul style="list-style-type: none"> • Collaboration between Complex Needs Services and IFSTs with clear lines of communication, information sharing, signposting and family support for families, local practitioners and special schools. • Implement and embed Early Support approach in DCSC and SENAR in partnership with parents, Health, Children's Centres and identified Early Support lead. • Area-based Strategic Partnership Meetings which are school focused. • Children with SEN as a focus in Consortium-based CAF / multi-agency meetings. • Primary sharing panels / arrangements in place for 8 consortia.

Theme 2 : Assuring Excellent Practice					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families.					
Reference	Actions	Timescales	RAG	Lead	Measures
2.13.3	Implement change management in schools and settings as part of the new Strategy for Special Provision.	March 2013	Amber	Chris Atkinson	<ul style="list-style-type: none"> • Range of models of support for children and young people with BESD including Secondary School mainstream support pilot, SENAR Learning Mentor, Primary BESD resource bases, safety net places.
2.14 Outcome: Better balance between demand and provision of school places. More school preferences met. Reductions in appeals.					
2.14.1	Pupil place planning and school organisation use demography to ensure enough primary, secondary and special school places are available to meet the needs of the city.	April 2013	Amber	Sally Taylor	<ul style="list-style-type: none"> • School places / delivery plans in place available to meet all forecast demand. • Data captured from free schools / academies to feed into place planning process. • Increased proportion of parental preferences met. • Reduction in pupil travelling distances / increase in placements within DfE recommended catchment areas. • Reduction in total / successful parental appeals.

Theme 2 : Assuring Excellent Practice					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families.					
Reference	Actions	Timescales	RAG	Lead	Measures
2.15 Outcome: More young people engaged in positive activity and reductions in youth offending.					
2.15.1	Preventing Violent Extremism. Funding agreed and targeted around YOS, SW and Youth work with young people around preventing violent extremism.	March 2013	Amber	Carol Douch	<ul style="list-style-type: none"> Increased community harmony and sense of safety and wellbeing.

Theme 2 : Assuring Excellent Practice					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families.					
Reference	Actions	Timescales	RAG	Lead	Measures
2.16 Outcome: Children young people and families are supported to fully participate in the Child Protection Planning.					
2.16.1 Ofsted immediate action Children's Plan BSCB action 3.3	<p>Ensure that children and families are consulted and included as part of the child protection planning and review processes, including core groups, and they understand what is happening to them with the help of support and advice from advocacy services where appropriate.</p> <ul style="list-style-type: none"> • Commission an advocacy service (linked to 2.21.1) • Parents must have access to hard copies of the CP report prior to CP conference and access to interpreted reports where appropriate. 	Jan 2013		Carol Douch	<ul style="list-style-type: none"> • Area focus groups in place by Nov 12. • Child and Parent surveys completed and analysis done. • Commissioning of Advocacy Services complete by Apr 2013. • Embedding of CIN plans and procedures; evaluated by Dec 2012. • Procedural change / guidance directed to ensure : <ul style="list-style-type: none"> ➢ Reports are available 3 working days prior to conference ➢ Reports are read to parents prior to conference ➢ Parents have understanding of the process.

Theme 2 : Assuring Excellent Practice					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families.					
Reference	Actions	Timescales	RAG	Lead	Measures
2.17 Outcome: Contacts received have decisions made in 24 hours					
2.17.1 Ofsted 3 month action	<p>This involves :-</p> <ul style="list-style-type: none"> • Bringing all IATs together as a city wide team • Customer first in place. • Prompt Sn SW / TM decision making / oversight • Partners use Threshold documents and take responsibility for risk decision making • Complete CAFs or use Multi Agency referral document <p>Partnership BSCB and Children's Strategic Partnership agreement for new Threshold Model by Dec 12</p>	Jan 2013		Kay Child (IATs) / Terry Hawkins (Customer First)	<ul style="list-style-type: none"> • All IATs are together as a city wide team by 15 Nov 2012 • Customer First in place • % of contacts decision made within 24hours • Audits reflect decisions being made within 24 hours • Welfare / Concern Risk Management Strategy in place by Feb 2013 • All concerns accompanied by a Multi Agency document or CAF. • Conversion rate reducing

Theme 2 : Assuring Excellent Practice					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families.					
Reference	Actions	Timescales	RAG	Lead	Measures
2.18 Outcome: Families are supported to safely care for their children through high quality, outcome and child focused, accessible Child Protection Plans.					
2.18.1 Ofsted	This involves: <ul style="list-style-type: none"> Suite of exemplars of high quality outcome based plans drawn up and resultant actions these ensure focus on improving plans in particularly the voice of the child CPIR chairs responsible for ensuring new proformas are used and quality checked using judgements aligned to Ofsted (IAGO) AMs, TMs, SW attend workshop to understand new plan expectations 	Jan 2013		Carol Douch	<ul style="list-style-type: none"> CPIR IAGO judgements good Audits indicate quality of plans improving All plans are child and outcome focused – reviewed by IRO / CP chairs group formed to critically challenge / moderate plans to ensure consistency

Theme 2 : Assuring Excellent Practice					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families.					
Reference	Actions	Timescales	RAG	Lead	Measures
2.19 Outcome: Proportion of children missing from education is reduced and risks to them minimised.					
2.19.1 Ofsted Immediate Action	<p>Clarify procedures for locating children reported missing from education for more than 20 consecutive days, including the role of the IFSTs and the process for closing enquiries when children have left the UK and checks show there is no information that the children are suffering or at risk of significant harm.</p> <p>Target schools and community leaders to raise parental awareness of the importance of informing the school of the pupil's proposed movement - providing school with proof of travel via copies of tickets & other associated docs etc.</p>	Nov 2013		Chris Atkinson / Julie Newbold	<ul style="list-style-type: none"> Procedures refreshed and circulated to all key stakeholders. Guidance to schools amended and reissued. Reduced number and proportion of children missing from education.

Theme 2 : Assuring Excellent Practice					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families.					
Reference	Actions	Timescales	RAG	Lead	Measures
2.20 Outcome: Families are supported and have access to relevant and up to date information.					
2.20.1 Children's Plan	Clarify and enhance parenting support this involves: <ul style="list-style-type: none"> • Mapping of pathway support • Linking pathway support to a menu / directory of support 	April 2013	Green	Sally Taylor	<ul style="list-style-type: none"> • Pathway support mapped. • Menu / directory available to families.
2.21 Outcome: Feedback from children, young people and families is used to help develop service design.					
2.21.1 Children's Plan BSCB action 3.3	Develop strategy to ensure feedback and standardised tools for obtaining feedback from children, young people and families.	October 2012	Green	Jacqui Jensen	<ul style="list-style-type: none"> • Standardised tools established to obtain feedback from children, young people and families.

Theme 2 : Assuring Excellent Practice					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families.					
Reference	Actions	Timescales	RAG	Lead	Measures
2.22 Outcome: Children, young people and families stakeholder groups operate in each area of the city and feedback from these groups directly impacts on service delivery.					
2.22.1 Children's Plan	Establish children, young people and families stakeholder groups in each area of the city.	March 2013		Carol Douch	<ul style="list-style-type: none"> Stakeholder groups established Children, young people and families survey's indicate that they feel they are listened to and have an impact on the services they receive.

Theme 3: Workforce

Outcomes

There is an effective workforce plan that addresses staffing requirements to meet the needs of the community and diversity.

Effective recruitment and retention strategy in place.

Competent, capable workforce with the capacity to achieve excellence in meeting the needs of the directorate and children young people and families.

Birmingham Local Authority has a good reputation and is seen by staff as an excellent place to work and they want to stay there.

The workforce are motivated with the right skills, offered in the right place, at the right time to provide excellent services.

Managers demonstrate strong leadership and cooperation and set high standards.

Staff work in a culture of challenge and support and improvement, led by inspiring managers who can display effective leadership and management.

Knowledge, learning and development are well embedded and demonstrate that staff increase their skills.

Caseloads are manageable and balanced across the service.

Resource deficits are understood and risk assessed and appropriate action taken.

Weaknesses are tackled and appropriate action taken to overcome barriers to improvement.

Staff working to provide direct services to children in care are motivated, experienced and well trained to meet the challenges and inspire confidence in colleagues.

There is a sufficient supply of confident, capable and experienced social workers who are well informed by evidence and learning from practice.

KEY

Actions in Blue text are from the original Safeguarding Improvement Plan

Actions in Red text are new or amended actions developed from the Ofsted Report

Actions in Black text are original actions in the Organisational Development Plan

Theme 3 : Workforce					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families					
Reference	Actions	Timescales	RAG	Lead	Measures
3.1. Outcome Development of Children Services Partnership workforce is informed by an overarching strategic plan					
3.1.1 BSCB action 4.1	CYPF workforce development refreshed taking into account new BSCB strategic plan.	Jan 2013	Amber	BSCB / Jacqui Jensen	<ul style="list-style-type: none"> • CYPF workforce development strategic plan in place by Dec 2012 • Draft to BSCB for inclusion in partnership document by Jan 2013

Theme 3 : Workforce					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families					
Reference	Actions	Timescales	RAG	Lead	Measures
3.2 Outcome: Effective recruitment and retention strategy in place and agreed workforce targets met. Key measures will be staff vacancy rates, staff turnover, measure of period in the service at point of departure, exit interviews analysis, completed HR files.					
3.2.1 Ofsted / Imp Plan Th 2 obj (i)	Implement effective recruitment and retention strategies. This involves: <ul style="list-style-type: none"> Marketing being developed. Monthly interview panels led by ADs. 	March 2013	Amber	Kay Child	<ul style="list-style-type: none"> CYPF micro site developed. Staff absence and vacancy rates reduced. Increased recruitment rates of experienced SW & TM. Revised R& R strategy informed by workforce development strategy by Dec 2012. HR dashboard and scorecard. Baseline of when social workers leave Birmingham. Stable workforce in place; fewer staff leaving.
3.2.2 Ofsted	Introduce revised agency contracts to establish practice excellence teams.	December 2012		Jacqui Jensen / Terry Hawkins	<ul style="list-style-type: none"> Reduction in reliance on agency TM and Agency SW by March 2013

Theme 3 : Workforce					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families					
Reference	Actions	Timescales	RAG	Lead	Measures
3.2.3	Workforce capacity improved. This involves: <ul style="list-style-type: none"> • Improved sickness management and co-ordination. • Establishment of excellence teams. • Robust performance management and adherence to capability measures. 	March 2013	Amber	Peter Duxbury	<ul style="list-style-type: none"> • Sickness levels monitored regularly and levels reducing. • Excellent teams in place. • Capability being monitored and managed. • Monthly Absence Panel meet in each area to reduce periods of long term sickness.

Theme 3 : Workforce					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families					
Reference	Actions	Timescales	RAG	Lead	Measures
3.2.4 Ofsted	<p>Managers know what good practice is. Staff and service under-performance is challenged and corrective action taken to support improvements. Provide appropriate support for managers to manage capability and individual performance issues. This involves:</p> <ul style="list-style-type: none"> • Identify all managers with staff performance issues including capability • Provide appropriate management and HR expertise to help managers make an impact on performance • Performance manage progress 	December 2012	Amber	DLT	<ul style="list-style-type: none"> • All staff make better use of People Solutions to establish a HR baseline. • Ongoing HR reports reflect changes / improvements.

Theme 3 : Workforce					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families					
Reference	Actions	Timescales	RAG	Lead	Measures
3.3 Outcome: Improve retention of social workers through more manageable caseloads. To reduce the number of changes of social workers. To ensure balanced caseloads ensure more effective interventions and enable professional development.					
3.3.1 Imp Plan Th 2 obj (ii)	Ensure performance review includes caseload monitoring and weekly reports to operational managers. This includes weekly caseload reports available for and interrogated by managers.	Ongoing	Amber	Area ADs	<ul style="list-style-type: none"> • Caseload information included in Safeguarding Dashboard. • Reduce the number of children who have more than 3 social workers. • Reduction in the number of staff with over 25 cases allocated. • Average 18 cases per worker in FRT, CIC and SAS teams.
3.4 Outcome: Improved team management oversight and supervision quality.					
3.4.1 Imp Plan Th 2 obj (iii)	Revise Learning and Development programme. Mandatory management and front-line social work development programme to be implemented covering both formal and informal training modules.	April 2013	Green	Carol Douch	<ul style="list-style-type: none"> • Staff survey indicates that staff feel more satisfied with training and development. • Targeted team Development Programme for FRT, SAS, CIC and IFSTs teams beginning Nov 2012 ending June 2013. • Theoretical Framework for Practice developed and embedded. • Critical Analysis training given and embedded. • Mandatory training in place and attendance monitored. • Audits judged good or better. • IRO judgements are good or better.

Theme 3 : Workforce					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families					
Reference	Actions	Timescales	RAG	Lead	Measures
3.4.2	Promote principles of learning organisation. Ensure easy access to latest research using IT as a medium.	September 2012	Amber	Carol Douch	<ul style="list-style-type: none"> • Training to support use of evidence in Assessment • Confident and competent staff have easy access to latest research available. • Research In Practice • Community Care Inform
3.4.3	Introduce mandatory management development programmes for priority groups of managers based on needs-led intelligence and findings from survey. Introduce a phased and twin track approach to management training with an appropriate balance between informal and formal training.	Dec 2012	Amber	Carol Douch	<ul style="list-style-type: none"> • The number of managers who have attended learning and development programmes. • The number of managers who are satisfied the training was relevant and better equipped them for the challenges of their roles.

Theme 3 : Workforce					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families					
Reference	Actions	Timescales	RAG	Lead	Measures
3.5 Outcome: Directorate Leadership Team (DLT) appropriately focused on strategic management and performance improvement. Evidenced through meeting minutes, development programmes in place and agreed core data set regularly scrutinised and improvement actions identified.					
3.5.1 Imp Plan Th 2 obj (iv)	<p>Introduce leadership development programme at DLT level, establish leadership objectives and competencies across all management levels. This involves:</p> <ul style="list-style-type: none"> • DLT completed leadership development programme. • Managers have core objectives within PDRs. 	June 2012	Green	Peter Duxbury	<ul style="list-style-type: none"> • Staff survey reports that staff feel more supported by senior management and feel that senior management are aware of the issues.
3.5.2	<p>Conduct and complete a leadership and management survey with senior managers. Engage managers and leaders in identifying leadership gaps and strengths in order to fulfil their roles in delivering high quality services.</p>	September 2012	Green	Terry Hawkins / Carol Douch	<ul style="list-style-type: none"> ▪ A gap analysis completed that will link guidance to practice, against which management can be assessed. ▪ Will inform middle managers' development programme.

Theme 3 : Workforce					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families					
Reference	Actions	Timescales	RAG	Lead	Measures
3.5.3	Across the directorate put in place a programme which establishes and promotes the new leadership competencies and required behaviours, and expectations of leaders, managers and staff to ensure they are clear about what is required.	July 2012	Amber	Carol Douch	<ul style="list-style-type: none"> ▪ Programme developed and timetable implemented. ▪ Evaluation and review of the impact of the programme informed by staff feedback.
3.5.4	Provide access to coaching, and / or mentoring for the senior management team.	October 2012	Amber	Peter Duxbury	<ul style="list-style-type: none"> ▪ Coaching / mentoring sessions offered / delivered to individual staff. Additional sessions offered as appropriate. ▪ Middle managers development programme established
3.6 Outcome: Delivering a quality Learning and Development offer is central to both staff recruitment and retention and to raising practice standards. To ensure social workers perform to the required practice standards and competencies.					
3.6.1 Imp Plan Th 2 obj (v)	Develop a comprehensive training and development programme through formal and informal learning opportunities linked to effective PDR and career progression.	May 2012	Green	Carol Douch	<ul style="list-style-type: none"> • Staff survey identifies that staff have clear understanding of their career pathway and that training is clearly linked to professional development programme.

Theme 3 : Workforce					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families					
Reference	Actions	Timescales	RAG	Lead	Measures
3.6.2	To complete training service plans based on skills audits for all service areas.	September 2012	Amber	Carol Douch	<ul style="list-style-type: none"> • Service plans in place.
3.6.3 Ofsted Immediate Action	<p>Practitioners and managers have the skills to risk assess and use this to inform a child's plan. This involves:</p> <ul style="list-style-type: none"> • Targeted team training plan. • Appraisal of training. • Team manager training. • Risk assessment exemplars. • Risk assessment model includes –impact of DV, MH, substance abuse on children and family functions and formulation of a plan. • Risk assessment model includes an analysis of impact of diversity and ethnicity on the child and family functioning and the formulation of a plan. 	April 2013		Carol Douch / Area Assistant Directors	<ul style="list-style-type: none"> • Audits show that risks are identified in CAFs. Child's wishes / views are included in plan and that the plans include child focused risk and protective factors for each case type (CIC, CP & CIN). • Chronologies inform risk assessments in all circumstances. • Audit findings judged good or better. • IRO findings judged good or better.

Theme 3 : Workforce					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families					
Reference	Actions	Timescales	RAG	Lead	Measures
3.7 Outcome: Staff working to provide direct services to children in care are motivated, experienced and well trained to meet the challenges and inspire confidence in colleagues. Managers demonstrate strong leadership and cooperation and set high standards.					
3.7.1	<p>Put in place appropriate supports for managers to ensure they are well placed to succeed. This involves:</p> <ul style="list-style-type: none"> • Conduct a directorate-wide management survey to identify the supports required. • Communicate the results of the survey and the improvement actions to be implemented. • Performance manage the delivery of actions. 	July 2012	Green	Carol Douch	<ul style="list-style-type: none"> • Survey results reported. • Managers report their needs are known and met. • Improvement actions implemented.

Theme 3 : Workforce					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families					
Reference	Actions	Timescales	RAG	Lead	Measures
3.7.2	<p>Put in place appropriate supports for staff to ensure they are well placed to succeed in delivering excellence. This involves:</p> <ul style="list-style-type: none"> • Send out briefing to staff about changes introduced since the last survey (May 2011). • Conduct a directorate-wide staff survey to identify the supports required. • Communicate the results of the survey and the improvement actions to be implemented. • Performance manage the delivery of actions. 	August 2012	Red	Carol Douch	<ul style="list-style-type: none"> • Survey results reported. • Managers report their needs are known and met. • Improvement actions implemented.

Theme 3 : Workforce					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families					
Reference	Actions	Timescales	RAG	Lead	Measures
3.7.3 Ofsted	<p>Embed and refine PDR process so it reflects current practice improvement requirements and the outcomes from the inspection.</p> <p>Modify PDR objectives to better align with improvement programme and organisational needs. Managers' mid-year review in Dec should be refreshed to include specific performance measures and targets that TM / AM need to meet.</p> <p>This involves:</p> <ul style="list-style-type: none"> • Senior management to identify the indicators against which the TM / AM will be measured and the targets. • Coaching sessions for managers on how to manage the review. • Ensuring all managers include indicators in the 	Dec 2012	Amber	Carol Douch	<ul style="list-style-type: none"> • Clear objectives available for each grade. • Guidance and coaching provided. • Staff can clearly articulate the PDR objectives for their grades. • Indicators and targets agreed. • Indicators monitored and used to measure capability of managers. • Reduction in number of complaints received in an area / team. • PDR mid-year review conducted in Oct / Nov 2012.

	<p>revised PDR in Dec.</p> <ul style="list-style-type: none">• Clear high standards and performance and behaviour are articulated in the PDRs for managers.				
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Theme 3 : Workforce					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families					
Reference	Actions	Timescales	RAG	Lead	Measures
3.8 Outcome: Complex needs workforce sufficiency and competency – new ways of working, maintaining improvement, balanced budgets.					
3.8.1	Rationalisation of BCC Pupil Referral Unit provision.	September 2013	Amber	Chris Atkinson	<ul style="list-style-type: none"> Delegated budget arrangements agreed by April 2013. Economies of scale / effectiveness evidenced by April 2013. With a delegated budget the Pupil Referral Unit (City of Birmingham School) delivers an increased. number of pupil programmes from September 2013. Reduction in permanent exclusions particularly in EYFS and KS1.

Theme 3 : Workforce					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families					
Reference	Actions	Timescales	RAG	Lead	Measures
3.8.2	The meeting of needs of Children with SEN, in homes, schools and settings is increasingly successful	September 2012	Amber	Chris Atkinson	<ul style="list-style-type: none"> • Lead specialist roles within SENAR teams established for specialist provider groups. • Integrated resolution and appeals process, training programme and development of roles complete. • Services' administrative structures effective (as part of PSS). • Planned joint CPD. • A new Integrated Planning process with schools in place with new / alternative way for SENCOs / Inclusion Leaders to access support. • QA processes focused on professional / city-wide standards. • Creative management of budgets focused on best value.

Theme 4: Leadership, Governance & Partnership

Outcomes

Inspirational leadership across the multi-agency partnership is recognised and reported as driving improvement across the whole system.

Effective oversight of children, young people and families services at political and organisational levels.

There is a shared and effective approach to performance management across all agencies as reported by BSCB.

Comprehensive strategies are in place based on JSNA and include early help.

Clear direction around a common vision and agenda.

Continuous and sustainable improvement is underway based on effective feedback system from CYP&F.

Clarity of expectations.

Appropriate resources and access to learning from best in class.

All managers are active and visibly involved in auditing and supporting excellent practice.

KEY

Actions in Blue text are from the original Safeguarding Improvement Plan

Actions in Red text are new or amended actions developed from the Ofsted Report

Actions in Black text are original actions in the Organisational Development Plan

Theme 4 : Leadership, Governance and Partnership					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families, Stephen Hughes, Chief Executive, Birmingham City Council and Jane Held, Chair BSCB.					
Reference	Actions	Timescales	RAG	Lead	Measures
4.1. Outcomes: Evidence of the whole system effectively and proactively engaged in children, young people and families services. Positive feedback identified in future inspections. Increased evidence of partnership work available. Creation and delivery of the Strategic and Business plans of BSCB. Council decisions that impact on children, young people and families are understood and supported at the highest level. Political awareness of the need to mitigate any risk of budget decisions impacting services and safeguards. The support from corporate resources and services takes account of the needs of front-line children's service delivery.					
4.1.1 Imp Plan Th 3 obj (i)	Active involvement of staff from CYPFD with BSCB to develop a strategic plan, with priority actions and appropriate funding.	March 2013	Green	DLT	<ul style="list-style-type: none"> • Outcome focused plans with evidence of real impact on children. • Plan in place and funding agreed. • Effective BSCB as evidenced through attendance and progress reports.
4.1.2 Imp Plan Th 3 obj (i)	Contribute to the development of a new multi-agency Performance Assurance framework, including the establishment of relevant performance scorecards linked to each agency.	March 2013	Amber	Rachel Egan	<ul style="list-style-type: none"> • Clear and effective holding to account of partners. • Managers focused on outcomes. • Evidence of active monitoring of performance and feedback to relevant agencies and subsequent improvement across the partnership. • All key agencies including schools have undertaken Section 11 and 175 audits.

Theme 4 : Leadership, Governance and Partnership					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families, Stephen Hughes, Chief Executive, Birmingham City Council and Jane Held, Chair BSCB.					
Reference	Actions	Timescales	RAG	Lead	Measures
4.1.3 Imp Plan Th 3 obj (i)	Directorate to engage with senior council officers to provide effective briefings and engagement of Leader's Task Force, Lead Member and Corporate Parenting Board, and Scrutiny Committee.	March 2013	Green	DLT	<ul style="list-style-type: none"> Senior council officers are more aware of key priorities and challenges around children's safeguarding as demonstrated through feedback All CYPF senior managers' PDRs contain a safeguarding – related objective.
4.2 Outcome: BSCB takes ownership of children's safeguarding in Birmingham and develops its capacity to fully act on and deliver these responsibilities.					
4.2.1 Imp Plan Th 3 obj (ii)	Directorate contribute to effective governance arrangements, secure approvals, makes modifications to BSCB arrangements to ensure effective oversight.	March 2013	Amber	DLT	<ul style="list-style-type: none"> Survey of BSCB identifies that its members feel appropriate governance arrangements are being instilled by council staff. BSCB requests regular reports from statutory agencies / partners relating to key areas of activity i.e. CSE, FCAF, early help and child protection activity.

Theme 4 : Leadership, Governance and Partnership					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families, Stephen Hughes, Chief Executive, Birmingham City Council and Jane Held, Chair BSCB.					
Reference	Actions	Timescales	RAG	Lead	Measures
4.3 Outcome: To have a robust and effective Strategic Partnership Board.					
4.3.1 Children's Strategic Partnership Board clear role in coordinating and driving improvements.	Review Children's Trust Board remit and membership.	September 2012	Amber	Peter Duxbury	<ul style="list-style-type: none"> • Involvement of children and young people in governance and in service review. • Clear plans that are outcome focused on real impact on children and young people

Theme 4 : Leadership, Governance and Partnership					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families, Stephen Hughes, Chief Executive, Birmingham City Council and Jane Held, Chair BSCB.					
Reference	Actions	Timescales	RAG	Lead	Measures
4.4 Outcome: Agreed School Improvement Strategy which supports the city partnership agenda whilst delivering improved outcomes for CYP across Birmingham schools and children centres.					
4.4.1 Existing School Improvement Strategy (Cabinet paper) Leader's Policy Statement Children's Plan	Develop a model for the Birmingham 'umbrella trust' alongside existing school improvement strategies.	October 2012	Amber	Sally Taylor	<ul style="list-style-type: none"> • Number of schools opting to become part of the 'umbrella trust'. • Model accepted by DfE as suitable vehicle for school improvement, including the most vulnerable schools. • Improved attainment and engagement in schools operating within the new trust model. • Model developed and schools see benefits and are part of the Trust. • Improved performance at the end of Key stage 2 and key stage 4.

Theme 4 : Leadership, Governance and Partnership					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families, Stephen Hughes, Chief Executive, Birmingham City Council and Jane Held, Chair BSCB.					
Reference	Actions	Timescales	RAG	Lead	Measures
4.5 Outcome: Young people leave school with the portable skills to meet employers' 'work ready' requirements.					
4.5.1 LEP Skills Programme proposals Leaders Policy Statement Children's Plan	Define the relevant skill sets for the Birmingham Baccalaureate and develop plan with schools / stakeholders to maximise uptake.	September 2013	Amber	Sally Taylor	<ul style="list-style-type: none"> • Number of schools offering BBACC. • Uptake by pupils in each element of the offer and progression to employment / further training. • Participation by employers in the offer (provision of school partnerships with schools, mentoring, work experience placements, interviews, apprenticeships). • Parents and young people aware of the entitlement. • Reduction in NEET figures. • Improved attainment at 16 and 19. • Ofsted outcomes for individual schools reflect this position.

Theme 4 : Leadership, Governance and Partnership					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families, Stephen Hughes, Chief Executive, Birmingham City Council and Jane Held, Chair BSCB.					
Reference	Actions	Timescales	RAG	Lead	Measures
4.5.2 Leader's Policy Statement Children's Plan	Introduce an Enterprise award for Birmingham Schools to assist with the development of an enterprise culture in all schools. This involves: <ul style="list-style-type: none"> Investigating options for the scheme including potential sponsors Launch Scheme to tie in with the skills summit / skills show	Nov 2012	Amber	Sally Taylor	<ul style="list-style-type: none"> Engagement of schools in award scheme Launch at Skills Show in November 2012
4.5.3 Children's Plan	Use Skills for Growth Compact to commit employers, colleges and schools to building a best-in-class skills service to link pupils and learners with the real world work opportunities.	March 2013	Amber	Sue Twells	<ul style="list-style-type: none"> 25% of local businesses recruited to Compact by 2015.

Theme 4 : Leadership, Governance and Partnership

Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families, Stephen Hughes, Chief Executive, Birmingham City Council and Jane Held, Chair BSCB.

Reference	Actions	Timescales	RAG	Lead	Measures
4.5.4 Children's Plan	Raise career and skills aspirations of young people and actively support the 3 year Skills Show and associated campaign.	March 2013	Amber	Sue Twells	<ul style="list-style-type: none"> Skills agenda launched Nov 2012.

Theme 4 : Leadership, Governance and Partnership					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families, Stephen Hughes, Chief Executive, Birmingham City Council and Jane Held, Chair BSCB.					
Reference	Actions	Timescales	RAG	Lead	Measures
4.6 Outcome: Integration of front-line Safeguarding Services and Early Help Offer					
4.6.1 IFSTs Service Plan Ofsted 3 month action. Children's Plan	<p>Integration of front-line safeguarding and early help services is integral to improving outcomes for children and families.</p> <p>Integration also underpins savings objectives.</p> <p>Phase 1 Integrate CYPF services around a family support / family change model.</p> <p>Training guidance and tools are available to support improvement in practice.</p> <p>A theoretical model of service delivery underpins practice.</p> <p>This work will be underpinned by family engagement as outlined in the Participation, Engagement and Evaluation strategy.</p>	Nov 2012		Paul Marshall	<ul style="list-style-type: none"> • Integrated services showing improved outcomes. • Multi-agency engagement and resources deployed to deliver integrated locality-based services. • Integration Draft strategy completed. • Plan for implementation developed.

Theme 4 : Leadership, Governance and Partnership					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families, Stephen Hughes, Chief Executive, Birmingham City Council and Jane Held, Chair BSCB.					
Reference	Actions	Timescales	RAG	Lead	Measures
4.6.2 Ofsted	Phase 2 Partners are included in the Integrated Operational Delivery model. Multi-agency teams: <ul style="list-style-type: none"> • Health staff including Health Visitors, Nursery Nurses and School Nurses • Police and MASH roll out. 	March 2013		Paul Marshall	<ul style="list-style-type: none"> • Partners actively involved in multi-agency audits and showing improved outcomes. • Pooled budgets and integrated services showing improved outcomes.
4.7 Outcome: The vision for the service is disseminated and understood by staff across the Directorate.					
4.7.1	Ensure the vision is implemented across children's services. To include staff briefings and engagement with opportunities to contribute ideas and improvement actions.	Sept 2012	Amber	Peter Duxbury / DLT	<ul style="list-style-type: none"> ▪ Managers driving forward standards. ▪ Staff demonstrate understanding of priorities.

Theme 4 : Leadership, Governance and Partnership					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families, Stephen Hughes, Chief Executive, Birmingham City Council and Jane Held, Chair BSCB.					
Reference	Actions	Timescales	RAG	Lead	Measures
4.8 Outcome: Early intervention and prevention support children and young people to remain at home and in the community.					
4.8.1 CYPFD Business Plan Ofsted 3 month action Leader's Policy Statement Children's Plan	Develop a multi-agency early help strategy. This involves: <ul style="list-style-type: none"> • Mapping of needs across the city to identify priorities and service gaps. • Re-alignment of services against the Wellbeing model and thresholds are clearly understood. • Strategy which is presented to and agreed by the Children's Strategic Partnership Board and Health and Wellbeing Board. 	December 2012	Red	Paul Marshall	<ul style="list-style-type: none"> • Improvement is driven forward across the whole system. • Early intervention and prevention offer is documented and communicated across partners and to the public. • Leadership is recognised and reported as driving improvement across the whole system.
4.8.2	Establish a multi-agency Area Partnership Board for each of the areas that delivers against the CYP and Health and Wellbeing priorities.	September 2012	Red	Area ADs	<ul style="list-style-type: none"> • Effective co-ordination of services in areas and priorities and needs being addressed.

Theme 4 : Leadership, Governance and Partnership					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families, Stephen Hughes, Chief Executive, Birmingham City Council and Jane Held, Chair BSCB.					
Reference	Actions	Timescales	RAG	Lead	Measures
4.9 Outcome: Improved confidence in social work practice and reduction in time children spend subject to family court proceedings.					
4.9.1 CYPFD Business Plan	Implement a Children, Young People and Families Legal Services performance improvement plan.	August 2012	Amber	Paul Marshall / Jerome O’Ryan	<ul style="list-style-type: none"> • Reduction in legal costs. • Reduction in length of time children are subject to public law proceedings. • Excellent performance against Family Justice Council Indicators (to be confirmed but will include % of care proceedings concluded in 26 weeks and will be monitored April2013). • Increased number of children adopted within agreed government timescales.
4.9.2 Family Justice Review	Contribute to the establishment and development of Local Family Justice Board.	September 2013	Amber	Paul Marshall / Jerome O’Ryan	<ul style="list-style-type: none"> • A LFJB development / performance improvement plan focussed on outcomes and delivering improvements.
4.10 Outcome: Effective management of budgets and delivery of efficiencies.					
4.10.1	Establish financial reports, monitoring arrangements and information to CMT, Members, and Performance Board.	July 2012	Green	Jane Brown	<ul style="list-style-type: none"> • Effective financial management and excellent progress with delivering efficiencies.

Theme 4 : Leadership, Governance and Partnership					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families, Stephen Hughes, Chief Executive, Birmingham City Council and Jane Held, Chair BSCB.					
Reference	Actions	Timescales	RAG	Lead	Measures
4.11 Outcome: To reduce the number of victims of sexual exploitation.					
4.11.1 CP and R Service Plan Ofsted immediate action BSCB action 2.4	To develop a multi-agency strategic plan in relation to child sexual exploitation. This involves: Option 1 partnership agreement to recruit immediately and a co-ordinator in post by Feb 2013 Option 2 partnership agreement to second an interim into post	Feb 2013	Amber	Carol Douch / Jane Held	<ul style="list-style-type: none"> • Clear plans in place that focus on outcomes and impacts for children and young people. • Co-ordinator in place and operating effective strategy. • Increase in numbers of children at potential risk identified. • Commensurate reduction in children being exploited.
4.12 Outcome: To ensure effective multi-agency arrangements for safeguarding and promoting the welfare of children.					
4.12.1 "Working Together"	In response to the new "Working Together" guidance contribute to a revision of multi- agency procedures (linked to work in 2.2.5).	Completion within 6 weeks of final publication of new "Working Together" document	Amber	Jane Held	<ul style="list-style-type: none"> • Feedback provided into consultation by September 2012. • Model developed once document clarified and assessment process agreed. • Assessment model agreed. • Excellent multi-agency procedures in place. • Effective communication with staff at all levels.

Theme 4 : Leadership, Governance and Partnership					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families, Stephen Hughes, Chief Executive, Birmingham City Council and Jane Held, Chair BSCB.					
Reference	Actions	Timescales	RAG	Lead	Measures
4.13 Outcome: The local authority and its partners deliver and undertake effective strategic and joint commissioning informed by a robust and up-to-date joint strategic needs assessment taking account of local need and the views and experiences of children, young people and their families.					
4.13.1 Children's Commissioning Team Service Plan BSCB Performance and QA Framework	Provide an integrated commissioning function which maximises available resources.	March 2013	Amber	Rachel Egan	<ul style="list-style-type: none"> • Pooled budgets and integrated services show improved outcomes. • Evidence of compliance against measures placed in contracts and performance monitoring of commissioned contracts.
4.13.2 Troubled Families Design Paper Children's Plan	Use the Troubled Families programme to deliver system change to create a focus on think family and improve outcomes.	March 2015	Amber	Peter Duxbury	<ul style="list-style-type: none"> • Children, young people and families receive early help and are satisfied. • Effective multi-agency partnership delivering excellent early help.

Theme 4 : Leadership, Governance and Partnership					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families, Stephen Hughes, Chief Executive, Birmingham City Council and Jane Held, Chair BSCB.					
Reference	Actions	Timescales	RAG	Lead	Measures
4.14 Outcome: Implement change management in schools and settings as part of the refreshed strategy for special provision.					
4.14.1	Develop a new 5 year Strategy for Special Provision led by a head teacher with support from BCC officers, based on a demographic analysis looking forward at least 10 years.	December 2012	Amber	Sally Taylor	<ul style="list-style-type: none"> • Clear timeline for implementation agreed. • Clear strategic plan in place focused on outcomes and impacts for children and young people. • Relevant consultation undertaken and present to cabinet Jan 2013.
4.14.2	Clarify our approach to the development of personalisation guided by a statement of principles from the new Strategy for Special Provision. Develop 5 year Plan	March 2013	Amber	Chris Atkinson	<ul style="list-style-type: none"> • Clear timeline for implementation agreed. • Clear strategic plan in place focused on outcomes and impacts for children and young people.

Theme 4 : Leadership, Governance and Partnership					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families, Stephen Hughes, Chief Executive, Birmingham City Council and Jane Held, Chair BSCB.					
Reference	Actions	Timescales	RAG	Lead	Measures
4.14.3 Children's Plan	Agree principles for co-commissioning and influence full JSNA and funding priorities for children with complex health needs, disabilities and SEN. Establish co-commissioning projects.	March 2013	Amber	Chris Atkinson	<ul style="list-style-type: none"> • Clear evidence of need, areas for improvement and effective action in tackling weaknesses in services. • Effective multi-agency working.
4.14.4 Leader's Policy Statement Children's Plan	Develop a shared vision with adult social care around the lifetime support for people with disabilities. Agree a joint development plan with Adult Social Care	December 2012	Amber	Chris Atkinson	<ul style="list-style-type: none"> • Effective joint working through transition. • Managers and staff know what arrangements are in place.

Theme 4 : Leadership, Governance and Partnership					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families, Stephen Hughes, Chief Executive, Birmingham City Council and Jane Held, Chair BSCB.					
Reference	Actions	Timescales	RAG	Lead	Measures
4.15 Outcome: To reduce the number of victims of domestic abuse.					
4.15.1 BSCB action 2.2	Influence multi-agency domestic abuse policy; develop a strategy regarding violence against women. This involves: <ul style="list-style-type: none"> • CYPF being appropriately represented in each strand • Developing performance measures for strands linked to CYPF. 	September 2012	Amber	Kay Child	<ul style="list-style-type: none"> • Impact on the rate of domestic violence in families. • Clear plans, resources and priorities focussed on outcomes. • Monitoring of performance measures developed
4.16 Outcome: To ensure immediate and effective partnership response to children at risk of harm presenting in hospital settings.					
4.16.1	Working on new specification for hospital social work service. Locating service within hospitals across the city. Modelling multi-disciplinary approach.	Dec 2012	Amber	Kay Child	<ul style="list-style-type: none"> • Effective hospital integrated service providing early intervention.

4.17 Outcome: Improving attainment for children and young people in Birmingham					
4.17.1 Leader's Policy Statement	<p>Achieve year-on-year improvement that builds on a step-change in performance needed in many of our schools – including guaranteeing that every child reaches their optimal level of literacy by the age of 11 and where necessary each young person has intensive support to obtain 5 GCSEs, including English and Maths.</p> <p>This involves:</p> <ul style="list-style-type: none"> • Assess how to influence the wider family and community elements of under attainment. • Promote and develop aspiration with the school improvement boards and review existing improvement plans and develop plans for step change improvements in the light of the 2012 data. 	Nov 2012	Amber	Sally Taylor	<ul style="list-style-type: none"> • Improvement in young people's educational attainment.

Theme 4 : Leadership, Governance and Partnership					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families, Stephen Hughes, Chief Executive, Birmingham City Council and Jane Held, Chair BSCB.					
Reference	Actions	Timescales	RAG	Lead	Measures
4.18 Outcome; Housing policies meet needs of young people as they move to independent living and adulthood.					
4.18.1 Leader's Policy Statement	Work with colleagues in housing to ensure that our housing policies help young people in their move to independent living and adulthood. This involves: <ul style="list-style-type: none"> • Establishing Housing Pathway Teams. • Reviewing effectiveness of YP Hub. • Strategy for 16 to 17yr olds. 	November 2012	Amber	Lorna Scarlett	<ul style="list-style-type: none"> • Effective Housing pathway teams in place delivering improved outcomes for young people.
4.19 Outcome: Local authority are meeting their statutory duties and all staff have received the appropriate safeguarding training					
4.19.1 BSCB action ?	CYPFD to assist the Local Authority in meeting their statutory duties to ensure staff have had the appropriate safeguarding training.				<ul style="list-style-type: none"> • Safeguarding training provided at appropriate level to Local Authority staff.

Theme 4 : Leadership, Governance and Partnership					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families, Stephen Hughes, Chief Executive, Birmingham City Council and Jane Held, Chair BSCB.					
Reference	Actions	Timescales	RAG	Lead	Measures
4.19.2	CYPFD to assist Local Authority in meeting their statutory duty to complete a section 11 audit.				<ul style="list-style-type: none"> Section 11 audit for Local Authority completed.

Theme 5: Performance Assurance

Outcomes

There is an effective approach to performance management and improvement throughout the organisation and shared across partner agencies.

Excellence is achieved and recognised and rewarded.

There is a culture of focusing on the achievement of outcomes at all levels throughout the organisation.

We know our business and what impact we are having and there are no surprises.

Managers scrutinise and champion excellent practice through effective audit systems.

BSCB and leaders provide effective challenge that drives improvement.

Priorities and progress are underpinned by effective use of management information.

Continuous learning is supported by effective engagement of CYP&F.

Management oversight, monitoring and risk assessment and decision-making are effective.

There is evidence of sustained positive outcomes for CYPF.

KEY

Actions in Blue text are from the original Safeguarding Improvement Plan

Actions in Red text are new or amended actions developed from the Ofsted Report

Actions in Black text are original actions in the Organisational Development Plan

Theme 5 : Performance Assurance					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families					
Reference	Actions	Timescales	RAG	Lead	Measures
5.1 Outcome: All staff contribute to, understand and take ownership of service improvements. Children experience consistently good services that are aligned to their needs in a timely fashion. Measured by improvements in performance and quality indicators.					
5.1.1 Imp Plan Th 1 obj(v) BSCB action 31. / 3.2	Establish a new performance assurance framework with effective governance arrangements Involves: <ul style="list-style-type: none"> Performance board established supported by a change plan (Organisational Development Plan) and a performance dashboard. Performance review meetings at every level within the organisation. 	July 2012	Green	DLT	<ul style="list-style-type: none"> Consistent directorate, service and area-based performance assurance arrangements in place that effectively evidence performance improvement. National and local indicator set reviewed and agreed. targets / standards for performance established and understood. Effective approach to performance management and improvement across the service. Managers regularly monitor performance and this is improving practice.

Theme 5 : Performance Assurance					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families					
Reference	Actions	Timescales	RAG	Lead	Measures
5.1.2 Imp Plan	Performance against plan is monitored and progress against outcomes clearly identified. Performance measures identified that are focused on outcomes.	March 2013		Rachel Egan	<ul style="list-style-type: none"> • Outcome based performance measures in place
5.2 Outcome: Placements savings and efficiencies achieved and continuous improvement in in-house services in place.					
5.2.1 Children in Care Placement Savings Plan	Internal residential care rationalisation of placements. This involves: <ul style="list-style-type: none"> • Having an approved business case. • Consultation with trade unions, staff and young people. 	December 2012	Amber	Amanda Lamb	<ul style="list-style-type: none"> • Commission appropriate placements for CYPF. • Effective use of resources in delivering improved outcomes for CIC.
5.2.2 Children in Care Placement Savings Plan Children's Plan	Develop Internal Fostering service to deliver an increase in numbers and quality of internal Foster Carers. This involves: <ul style="list-style-type: none"> • Improved recruitment. • Increased assessment capacity. 	March 2013	Amber	Amanda Lamb	<ul style="list-style-type: none"> • Increased numbers and quality of in-house foster carers. • Reduced reliance on external placements.

Theme 5 : Performance Assurance					
Accountable Lead: Peter Duxbury, Strategic Director, Children Young People and Families					
Reference	Actions	Timescales	RAG	Lead	Measures
5.2.3 Children in Care Placement Savings Plan	Develop more efficient commissioning of external foster placements.	November 2012	Amber	Amanda Lamb	<ul style="list-style-type: none"> • Deliver savings and improvements in quality of placements through contracted foster placements, spot and framework. • Effective use of resources.
5.2.4 Children in Care Placement Savings Plan	Business proposal for service redesign to improve quality and reduce overspend on Child Protection Specialist Assessments. Report to corporate procurement following approval from DLT.	September 2012	Red	Amanda Lamb	<ul style="list-style-type: none"> • Business proposal agreed and in place. • Service review of Child Protection Assessment service complete and resources allocated to Areas with agreed process for external commissioning. • Improved practice standards leading to reduced reliance on specialist assessment.
5.3 Outcome: Transforming performance on adoption across children's social care to ensure best possible outcomes for children in an efficient and effective way.					
5.3.1 Adoption Action Plan Children's Plan	Implement the priorities set out in the Adoption Action Plan, focussing on improving timescales for placement of children and recruitment and support of adoptive families.	March 2013	Amber	Amanda Lamb	<ul style="list-style-type: none"> • Managers can demonstrate improved Adoption performance. • Children, young people and adopters reporting higher levels of service satisfaction. • Courts reporting improved satisfaction with performance and timeliness in permanency cases.

RAG ratings

Current RAG Status
No progress expected
No progress or significant slippage
Progressing but not complete or minor slippage
Action complete or business as usual.
Outcomes achieved

Glossary

Abbreviation	
CP	Child Protection
CIC	Children in Care
CIN	Children in Need
AM	Area Manager
TM	Team Manager
FR	First Response team
SAS	Safeguarding and Support team
IAT	Integrated Access teams
IFST	Integrated Family Support Teams
SGO	Special Guardianship Order
RO	Residency Order
IRO	Independent Reviewing Officer
SW	Social Worker
CAF	Common Assessment Framework
CPIR	Child Protection Independent Reviewing Officer
CAMHS	Child and Adolescent Mental Health Services
PSS	Professional Support Service
SENCO	Special Educational Needs Co-ordinator