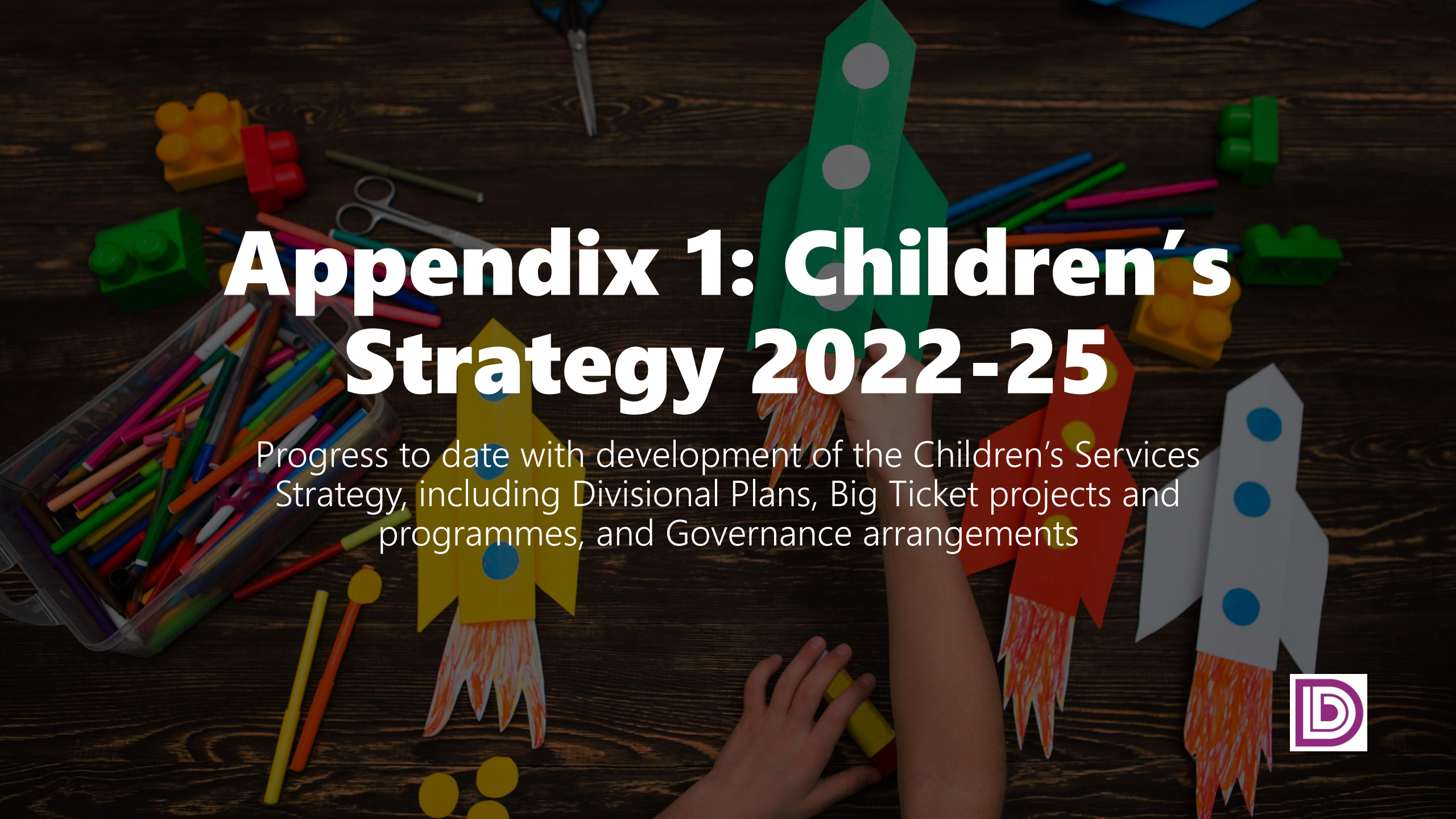

Appendix 1: Children's Strategy 2022-25

Progress to date with development of the Children's Services Strategy, including Divisional Plans, Big Ticket projects and programmes, and Governance arrangements

Children's Services Strategy (2022-25)

Our Ambition and Values

Council Ambition	We will work together with our partners and communities to be an enterprising council, delivering value for money and enabling local people and places to thrive.				
Children's Services Ambition	We will work creatively and collaboratively to inspire and empower children, young people and their families to be the best they can be. Our ambition is that all children and young people in Derbyshire are safe, healthy, happy, learning and ready for work.				
Council Values	Listen to, engage and involve local people ensuring we are responsive and take account of the things that matter most to them	Be open minded, honest and accountable ensuring the decisions that we make are fair and transparent	Spend money wisely making the best use of the resources that we have	Work with partners and local communities because we know that we cannot tackle complex problems on our own	Be aspirational about our vision for the future, for our organisation, local people and communities
How Children's Services deliver the Council Values	• We focus on what matters to the child, young person and family. • Voices of children an young people are central to what we do, including how we design and deliver services. • We aim for excellence in our engagement and genuine coproduction in our work with children, young people and families.	• We stive for fairness, openness and transparency in the way we work. • We welcome the opportunity to improve and learn from feedback and constructive challenge. • The information we provide is clear and accessible. • We hold ourselves to account for doing the most we can do to improve outcomes for children, young people and families.	• We make sure that what we do makes a positive difference to the lives of children and young people. • We make sure we deliver the right support at the right time. • We aim for efficiency and effectiveness in our delivery. • We have effective, agile governance which manages risk while driving delivery at pace. • We work with internal and external partners to make the best use of all our resources. • We value our staff and invest in their development.	• We play an active and leading role in improving the Systems that affect the lives of children, young people and families. • We work strategically with our partners and local communities, to define and achieve common goals. • We work collaboratively with our partners and local communities to harness the skills, insight and expertise needed to tackle complex issues and barriers to improving outcomes.	• We are bold and ambitious when it comes to our commitments to improve outcomes; we set challenging goals and push ourselves to achieve them. • We want the best for every child, young person and family, and are passionate about helping all children and young people to fulfil their potential • We are passionately committed to Derbyshire's future generation, and work with our colleagues and local communities to put children and young people at the heart of everything we do.

Our Strategic Priorities (2022-25): Strategy on a Page

Council Plan 2022-25 Priorities	Resilient healthy and safe communities	High performing, value for money & resident focused services
	Effective early help for individuals and communities	A prosperous and green Derbyshire

Thriving Communities: working with our communities to succeed

Enterprising Council: working within and across our organisation to succeed

Vision Derbyshire: working with our partners to succeed

Partnerships and Systems Leadership	Models & Structures that Deliver	Workforce Development	Strategy and Financial Sustainability	Quality, Practice and Performance
1. Develop a more effective strategic approach to working in partnership, internally with teams across DCC and externally with our partner agencies 2. Strengthen our understanding of the partnership landscape and the issues / challenges which drive our partners 3. Strengthen the effectiveness of our coproduction and collaboration with communities in order to improve outcomes for children and families 4. Play a leading role in developing effective strategic partnerships which drive systems change, deliver impact on outcomes, and provide a meaningful contribution to issues which we cannot tackle on our own 5. Drive strategic and collaborative use of resources across our strategic partnerships	1. Structures which deliver our key strategic aims to provide better outcomes for children in a financially sustainable way 2. Develop and implement service models which deliver the right help, at the right time, in efficient and sustainable ways 3. Integrating our services to deliver better outcomes for children 4. Modernising and reforming our approach to traded and commercial services 5. Strengthening our change, transformation and improvement capabilities	1. Implement a strategic, balanced and consistent approach to workforce development across the service 2. Incorporate and embed workforce development goals and objectives into key strategies and plans 3. Set out detailed plans for addressing key skills needs and requirements 4. Take a consistent and coherent approach to recruitment and retention across the service 5. Linked to Performance: ensure that staff supervisions, appraisals and performance reviews deliver meaningful and measurable improvements in service performance, as well as progress against individual personal development objectives	1. Ensure we have a consistent and coherent set of strategies in place to deliver our overall goals for the service, which we monitor and review for effectiveness 2. Strengthen strategic programme and delivery support, to ensure Strategies and Action Plans are successfully delivered 3. Develop a robust financial model underpinning our delivery – ensuring budgets are set appropriately, need and demand is managed and predicted as far as possible 4. Strengthen our monitoring and management of our financial resources, empowering managers at all levels to make effective decisions about spend 5. Ensure that our work with strategic partners helps to deliver a meaningful contribution to long-term financial sustainability	1. Strengthening our use of data, intelligence and insight to drive effective decision-making at all levels 2. Continue to strengthen our approaches to quality assurance, practice improvement and performance management across the service 3. Strengthen our approach to contract management 4. Ensure a robust approach to satisfying key statutory and regulatory requirements 5. Streamline and strengthen our approaches to performance management, governance (including effective risk management practice) and reporting

Children's Services Strategy (2022-25)

Guiding Principles

Principles	Description
Early Intervention and Prevention and Early Help	Early Help and Early Intervention and Prevention may be needed at any point in a child or young person's life. It refers to interventions made early in a child's life as well as interventions early in the development of a problem. It can refer to support at an early stage to help families solve problems, or to reduce the impact of problems that have already emerged. Acting early and ensuring the right support is in place at the right time is a key principle which underpins our Strategy and the actions in our Action Plan.
Strengthening Inclusion	Taking an evidence-based and targeted approach to narrowing the gap in positive outcomes between vulnerable children and young people, and the average for the County. This can involve strengthening inclusion of children and young people with SEND in mainstream education; reducing school exclusions through provision of behavioural support; empowering and enabling vulnerable children and young people to remain at home rather than in the care system.
Focusing on Sufficiency and Managing Demand	Ensuring we manage demand for our services by investing in and reshaping our preventative services, and ensuring we have sufficient provision in place to achieve this and provide the right kind of specialist support when this is essential in order to meet a child or young person's need.
Focusing on Quality and Raising Standards	Driving a culture of learning and constructive challenge, to raise standards across children's services. Ensuring the voice of the child and young person is heard and central to our approach to service development and continuous improvement.
Working Together to Focus on Outcomes	The Divisional Plans and "Big Ticket" programmes which collectively deliver the Children's Services Strategy are organised around Strategic Priorities which bring services across the Department together, and depend on effective strategic Partnership working. This strategic Partnership working will need to include effective teamworking within the Council; between Derbyshire County Council, Districts and Boroughs; between the Council and Partners from other agencies. Governance arrangements for delivery will be designed to facilitate cross-service and multi-agency working, and breaking down silos to genuinely put outcomes for children at the heart of everything we do.
Ensuring the Voices of Children, Young People and Families are Heard	A key tenet of the Children's Services Strategy is to put children, young people and families at the heart of everything we do. This means ensuring we focus on needs, and improving outcomes. Our Ambition reflects these objectives, and our selection of strategic priorities is designed to ensure that the actions we take have the greatest possible positive impact on the lives of children, young people and families. Our delivery and monitoring of progress through our Governance arrangements will need to clearly reflect the voices of children, young people and families.

The Children's Services Strategy is delivered through three channels

Partnerships and Systems Leadership	Models & Structures that Deliver	Workforce Development	Strategy and Financial Sustainability	Quality, Practice and Performance
1. Develop a more effective strategic approach to working in partnership, internally with teams across DCC and externally with our partner agencies 2. Strengthen our understanding of the partnership landscape and the issues / challenges which drive our partners 3. Strengthen the effectiveness of our coproduction and collaboration with communities in order to improve outcomes for children and families 4. Play a leading role in developing effective strategic partnerships which drive systems change, deliver impact on outcomes, and provide a meaningful contribution to issues which we cannot tackle on our own 5. Drive strategic and collaborative use of resources across our strategic partnerships	1. Structures which deliver our key strategic aims to provide better outcomes for children in a financially sustainable way 2. Develop and implement service models which deliver the right help, at the right time, in efficient and sustainable ways 3. Integrating our services to deliver better outcomes for children 4. Modernising and reforming our approach to traded and commercial services 5. Strengthening our change, transformation and improvement capabilities	1. Implement a strategic, balanced and consistent approach to workforce development across the service 2. Incorporate and embed workforce development goals and objectives into key strategies and plans 3. Set out detailed plans for addressing key skills needs and requirements 4. Take a consistent and coherent approach to recruitment and retention across the service 5. Linked to Performance: ensure that staff supervisions, appraisals and performance reviews deliver meaningful and measurable improvements in service performance, as well as progress against individual personal development objectives	1. Ensure we have a consistent and coherent set of strategies in place to deliver our overall goals for the service, which we monitor and review for effectiveness 2. Strengthen strategic programme and delivery support, to ensure Strategies and Action Plans are successfully delivered 3. Develop a robust financial model underpinning our delivery – ensuring budgets are set appropriately, need and demand is managed and predicted as far as possible 4. Strengthen our monitoring and management of our financial resources, empowering managers at all levels to make effective decisions about spend 5. Ensure that our work with strategic partners helps to deliver a meaningful contribution to long-term financial sustainability	1. Strengthening our use of data, intelligence and insight to drive effective decision-making at all levels 2. Continue to strengthen our approaches to quality assurance, practice improvement and performance management across the service 3. Strengthen our approach to contract management 4. Ensure a robust approach to satisfying key statutory and regulatory requirements 5. Streamline and strengthen our approaches to performance management, governance (including effective risk management practice) and reporting

Delivery Channel 3

Strategic Partnerships: Partnership contributions to Big Ticket strategies & System Leadership

Delivery Channel 2

Big Ticket Items: Major strategies which unite SMT and Partners to deliver the CS vision and objectives

Delivery Channel 1

Divisional Plans: Divisional contributions to CS Strategy, Divisional and shared SMT Priorities

Key Success Measures: things we monitor and measure to assess our impact, drive improvement and value for money, provide the evidence behind our narrative about how we are making a difference, provide the basis for evaluation

Service Plans (as required)

Service and Operational Success Measures and KPIs

Delivering the Strategy:

Divisional Plans

Council Plan Priorities

Children's Services Priorities

Divisional priorities

Individual priorities

Our Strategic Priorities (2022-25): Strategy on a Page

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	Effective early help for individuals and communities	A prosperous and green Derbyshire

Thriving Communities: working with our communities to succeed

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Vision Derbyshire: working with our partners to succeed

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Divisional Priorities to Deliver the Strategy (example for illustration)

	Models & Structures that Deliver	Quality, Practice and Performance	Strategy and Financial Sustainability	Workforce Development	Partnerships and Systems Leadership
Ali	• Reviewing and developing future offer of Early Help; progressing evaluations • Right services at the right time, right level for the right people • Fostering and placement sufficiency • Looking at our future model for Edge of Care and our partnerships in that space • Effective resource panels at Edge of Care (engaging CAMHS and others) • Building Council-wide support to improve outcomes for children and young people (e.g. children in care, care leavers) • Closer integration across Early Help and Safeguarding and across CS services (e.g. SEND) • Youth Service offer: define, refine • Review of/modernising approach to Fostering (links to AGF)	• Consistency of practice for the best interest of children whilst recognising different local & individual needs. Experience for child, young person & family should feel consistently positive but approach is flexed • Consistent approach to learning from some of our themes around placement breakdowns, implications for edge of care • Shared understanding of the value of placements, placement stability, and implications of placement breakdowns • Consistency of perspectives on thresholds and levels of need/dependency on support from children's services • Use of "soft intelligence" from partners (e.g. to support EIP) • Investment in inspection readiness and preparation	• Efficiency through right services at the right time, at the right level for the right people • Sufficiency of service availability for children and young people • Investment in family reunification • Balancing resource and investment (e.g. in vulnerable young people) • Recruitment/retention and modernisation of Fostering • Fostering banding: review of allowances • Reinvigorate targeted marketing to attract social workers and foster carers; securing council support for this • Strengthening business cases behind the freedom to innovate (e.g. in terms of marketing and recruitment)	• Workforce able to provide right help right time right level • Capacity and capability to lead and deliver the change work • Interface with learning and learning loop • Establishment of an academy which owns learning and social work practice (links to Early Help review) • (Linked to above) Focus on retention strategy: developing sense of ownership and belonging. Sell and market our investment in people	• Strengthening interfaces between Children's Services and other departments, including Corporate interface • Partnerships to help with prediction of demand • Partnerships to help strengthen prevention, threshold positions • Partnerships and Edge of Care (models) • Council-wide understanding of Corporate Parenting pledge, role, responsibilities, remits, opportunities • Effective Council-wide approach to promotion of Fostering • Partnerships to achieve consistency in practice, but flex to meet local need • Define our model of partnership universal support for EIP • Defining partner roles & responsibilities
Iain	• Streamlining Governance across Children's Services • Delivering We Are Derbyshire • Defining future model of Services to Schools (including School Improvement) • Traded Services: EPs, schools catering – strategic approach to corporate overhead	• Continued quality assurance performance improvement and coproduction in SEND • Delivery of key outcome areas within We Are Derbyshire (e.g. reading, speech and language, positive transitions, tackling NEET/ETE, mental health and resilience, life skills, workforce development)	• Implications of School Improvement Grant reductions • Addressing High Needs Block sustainability • Sufficiency: SEND provision, school places, admissions • Address sufficiency of strategic finance support to meet our financial challenges	• Developed a Leadership Development programme for staff stepping up to T2 • Links into corporate approaches/programmes • Succession planning and talent development • Continued focus on Recruitment & Retention	• Delivering We Are Derbyshire • Delivery of the SEND programme in strategic partnership • Engagement with internal partners and build a shared understanding of key challenges and opportunities
Isobel	• Review Traded Services & All Services Models – VFM and SLAs across teams/services • D2N2 Partnership (Commissioning, framework, contracting, cost mitigation) • S75 agreements & co-delivery with Partners • Strengthening change and project management model, skillsets & resource	• Process improvement work and resolving blocks/barriers • Contract Management • Strategic Procurement • Forward Planning and Scheduling our priority work	• D2N2 Partnership (Commissioning, framework, contracting, cost mitigation) • Commercial Opportunities: identifying, structuring, enabling • Overheads & Traded Services Review (needs to progress; all services focus)	• Commercial Skillsets / Toolkits • Continuous improvement: process improvement, change management, business improvement	• S75 agreements and co-delivery with Partners • ICS implementation • Strengthening partnership arrangements • Partnerships that take decisions and deliver outcomes for children
Linda	• Further developing our model of effective quality assurance, performance management and insight • Excellence in support to operational delivery • Efficient corporate working around performance management and reporting	• Appropriate investment in inspection readiness and preparation • Efficiency in information coordination and reporting • Process improvement work and resolving blocks/barriers • Enhance predictive and forecasting capacity • Support effective contract management • Complaints and Subject Access Requests	• Efficiency in activity across the service • Data-led intelligence and evidence bases in strategy, policy, business cases and decision-making	• Skillsets around quality and performance management • Appropriate training and development to help with recruitment, retention and development	• ICS implementation • Strengthening partnership arrangements • Partnerships that take decisions and deliver outcomes for children • Strengthening internal partnership relationships

Our Council Plan Commitments

Summary of Council Plan commitments applicable to Children's Services

Our Measures of Success

Summary of KPIs: Corporate, Service Level, and Outcome Measures

Divisional Plans

- Completed for each of the 3 key Divisions
- Some clear **shared priorities** have emerged – these are things which all 3 Divisions or multiple Divisions share as priority objectives
- Success measures and approach to Performance Management will be developed further in coming months, along with work to align our Strategic priorities with the focus of Strategic Partnerships
- Delivery will be governed by the Children's Services SMT

Divisional Plans: Shared Priority Areas

Priority Areas for improvement and development shared by all Divisions in Children's Services

1. Partnerships and SL
Shared Priority Areas
Partnership Focus: Aligned and Strategic
Partnership Intelligence: Built and Shared
Partnership Resources: Aligned to Goals and Outcomes
Partnership Structures: Fit for Purpose
Partnership Reporting: Effective and Efficient

2. Models & Structures
Shared Priority Areas
Changes to Operating Models: Structures
More Efficient Business Processes & Ways of Working
Sharing Skills Across the Service
Channel Shift, Digital and Innovative New Models of Provision

3. Workforce Development
Shared Priority Areas
Needs/Gap analysis on key skills and competencies
Sharing Skills and competencies across the Department
Recruitment
Retention & Development
Regulatory sufficiency
MI / Forecasting / Predictive capability

4. Strategy & Finance
Shared Priority Areas
Evidence-based Budget setting
Effective Budget management
Evidence-based Strategy
Strategic Commercialisation
Governance and Accountability for Delivery: Making it Happen

5. Quality, Practice, Performance
Shared Priority Areas
Evidence-based Decision Making (operational as well as strategic)
Data Driving Service Improvement (performance and quality)
Building a Stronger Performance Management Culture
Embed Consistently Fit for Purpose QA

Feedback from Extended Senior Management Team

Engage our partners in defining and delivering one single narrative and mission in improving outcomes for children and young people

Simplification of some partnership structures and arrangements, recognition of what works and successes

Ensuring needs of Derbyshire's children and young people are identified and met consistently in a complex and multi-layered partnership space

Strengthening shared accountability for outcomes across agencies

1. Partnerships & Systems Leadership

Shared Priority Areas	PQP & Commissioning	Schools & Learning	Early Help & Safeguarding
Partnership Focus: Aligned and Strategic	Strengthen impact of partnership arrangements by reporting and engaging in agreed priorities	Align performance measures with CCG and Social Care when possible	Strengthening interfaces between Children's Services and other departments; partnerships & Edge of Care
Partnership Intelligence: Built and Shared	Develop further systems integration and information sharing	Develop internal communication and information sharing	Partnerships to help with prediction of demand
Partnership Resources: Aligned to Goals and Outcomes	Developing Thriving Communities approach collaboratively	Ensure that our work with Strategic Partners helps deliver a meaningful contribution to LT financial sustainability (CF4)	Strengthen partnership role at Frontdoor with appropriate referrals being received.
Partnership Structures: Fit for Purpose	Strengthen governance and oversight of management arrangements	Co-produced interventions agreed within whole partnerships	Partnerships to achieve consistency in practice, but flex to meet local need
Partnership Reporting: Effective and Efficient	Partnerships that don't sit within a specific division are effectively managed	Develop clear outcome measures for We Are Derbyshire; align with CCG and Social Care when possible	Improved volume and impact of Early Help within universal and targeted services

Feedback from Extended Senior Management Team

Better integration, project and programme management, insight and intelligence, research across departments

Sufficiency to support joined up working to improve outcomes

Pace of change around development and implementation of new structures

Delivering more commercially – requires change in culture, systems and different skillsets as well as oversight, governance and scrutiny

2. Models and Structures that Deliver

Shared Priority Areas	PQP & Commissioning	Schools & Learning	Early Help & Safeguarding
Changes to Operating Models: Structures	Ensuring structures are in place to provide effective quality assurance, performance management	Internal communication and development dashboard for risk, performance, finance and need	Building Council-wide support to improve outcomes for children and young people
More Efficient Business Processes & Ways of Working	Transform divisional structure to meet requirements of new departmental strategy (including meeting financial targets)	Budget and projection process to be defined and embedded across all schools and learning	Right services, right time, right level, right people
Sharing Skills Across the Service	Facilitate sharing of resources, experience and skills across the department	Facilitate sharing of resources, experience and skills through service delivery booklet and sales information	Closer integration across Early Help and Safeguarding and across CS services
Channel Shift, Digital and Innovative New Models of Provision	A programme of Channel Shift initiatives to support new operating models and achieve digital and transformation objectives	Strengthening our change, transformation and improvement capabilities	Fostering and placement sufficiency/futureproof Specialist Services through alignment and modernisation of services

Feedback from Extended Senior Management Team

3. Workforce Development

Shared Priority Areas	PQP & Commissioning	Schools & Learning	Early Help & Safeguarding
Needs/Gap analysis on key skills and competencies	Review current models and competencies in the division to determine gaps against future department operating model	Individual service skill assessment and training program to be implemented; set out detailed plans for addressing key skills needs and requirements	Workforce equipped and able to provide right help, right time, right level
Sharing Skills and competencies across the Department	Facilitate sharing of resources, skills and knowledge across the department where it supports the delivery of strategy	Implement a strategic, balanced and consistent approach to workforce development across the service	Interface with learning and learning loop
Recruitment	Workforce development plan to be created	Recruitment & communication governance streamlined; take a consistent approach to recruitment across the service	Workforce development plan to be created
Retention & Development	Succession planning in performance	Take a consistent and coherent approach to retention across the service; take a balanced approach to development across the service	Developing sense of belonging; Market our investment in people; capacity & capability to lead and deliver the change work, mgmt./leadership training, development and succession planning
Regulatory sufficiency	Resources allocated to practice improvement and preparation for inspection	Linked to performance: ensure staff supervisions, appraisals & performance reviews deliver meaningful & measurable improvements	Establishment of an academy which owns learning & SW practice (links to Early Help Review)
MI / Forecasting / Predictive capability	Developing predictive analytics and forecasting capability	Added: Addressing pressures in SEND, place sufficiency, school performance	Workforce equipped to adapt and respond

Feedback from Extended Senior Management Team

Financial modelling and forward planning, use of data to understand trends and future needs

Income generation e.g. through grants, bids and commercial models

Developing a robust view of cost per family

Ensure strategy is joined up and new innovations are aligned with priorities

4. Strategy & Financial Sustainability

Shared Priority Areas	PQP & Commissioning	Schools & Learning	Early Help & Safeguarding
Evidence-based Budget setting	Budgets are clearly set in a timely manner before each financial year with robust and regular scrutiny	Financial Budget setting process outlined and agreed	Work around sufficiency, investment in reunification, strengthening business cases
Effective Budget management	Scrutiny of budget to continue after its set	Monthly finance reporting added to service dashboard	Note: gap to address
Evidence-based Strategy	Data led intelligence to inform reviews	Note: gap to address	Improved analytical capacity to predict demand against cost
Strategic Commercialisation	Reducing to a minimum the use of fixed term contracts	Traded Service Strategy developed with appropriate business modelling	Strengthening business cases for the freedom to innovate
Governance and Accountability for Delivery: Making it Happen	Regular scrutiny from Senior Finance Business Partners and relevant budget holders and senior leaders within the department	Monthly finance reporting added to service dashboard; Note: gap to address	Outcomes for demand and growth to be created and measured

Feedback from Extended Senior Management Team

Continue to strengthen Quality Assurance and consistency of Quality Assurance

Workforce data and information more available / used more effectively

Strengthen areas of (staff) performance management

Need to strengthen intelligence and analysis (e.g. use of data and information, integrating information across teams/areas)

5. Quality, Practice and Performance

Shared Priority Areas	PQP & Commissioning	Schools & Learning	Early Help & Safeguarding
Evidence-based Decision Making (operational as well as strategic)	Transform the decision-making approaches within the division to ensure the right data is captured that underpins effective decision making	Delivery needs for each service and measures linking to one combined dashboard to work with social care, health and schools	Consistency in planned operations and in immediately required, responsive care
Data Driving Service Improvement (performance and quality)	Implement a review of current and future quality assurance processes to ensure that the strategic aims of the service align with quality assurance	Cross partnership QA for SEND and linked services	Consistency of practice for the best interest of children whilst recognising different local & individual needs.
Building a Stronger Performance Management Culture	Performance Review Potentially a Performance Board	Role of the Central Team supporting S&L / education data SEND data dashboard	Investment in inspection readiness and preparation
Embed Consistently Fit for Purpose QA	Establish a robust performance framework to ensure QA of delivery	In partnership with QA team set up termly micro inspection assessment process	Investment of QA into the development of the Fostering Modernisation Programme

Our Big Tickets

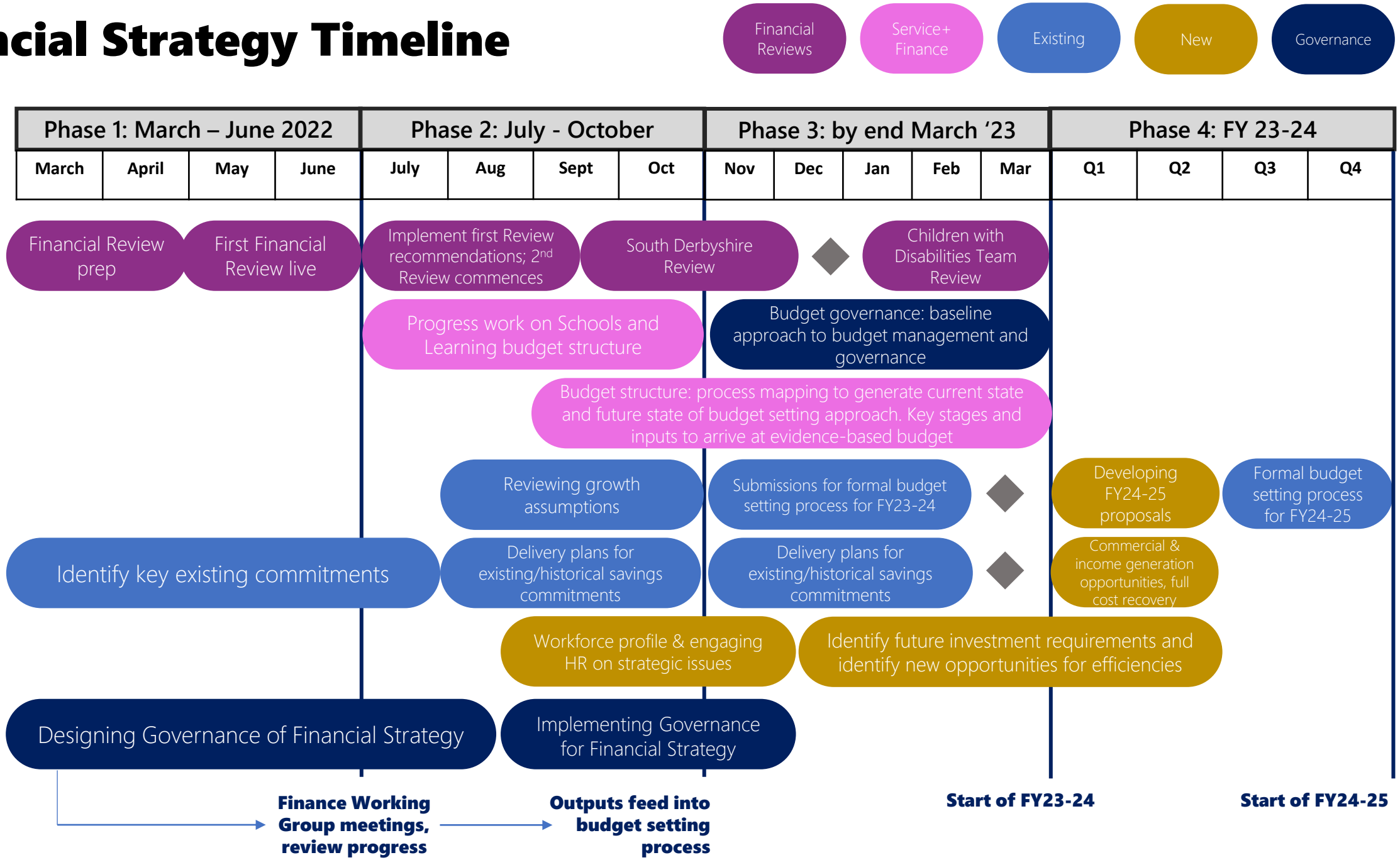
Major Programmes and Strategies which will help to deliver our Strategic Priorities

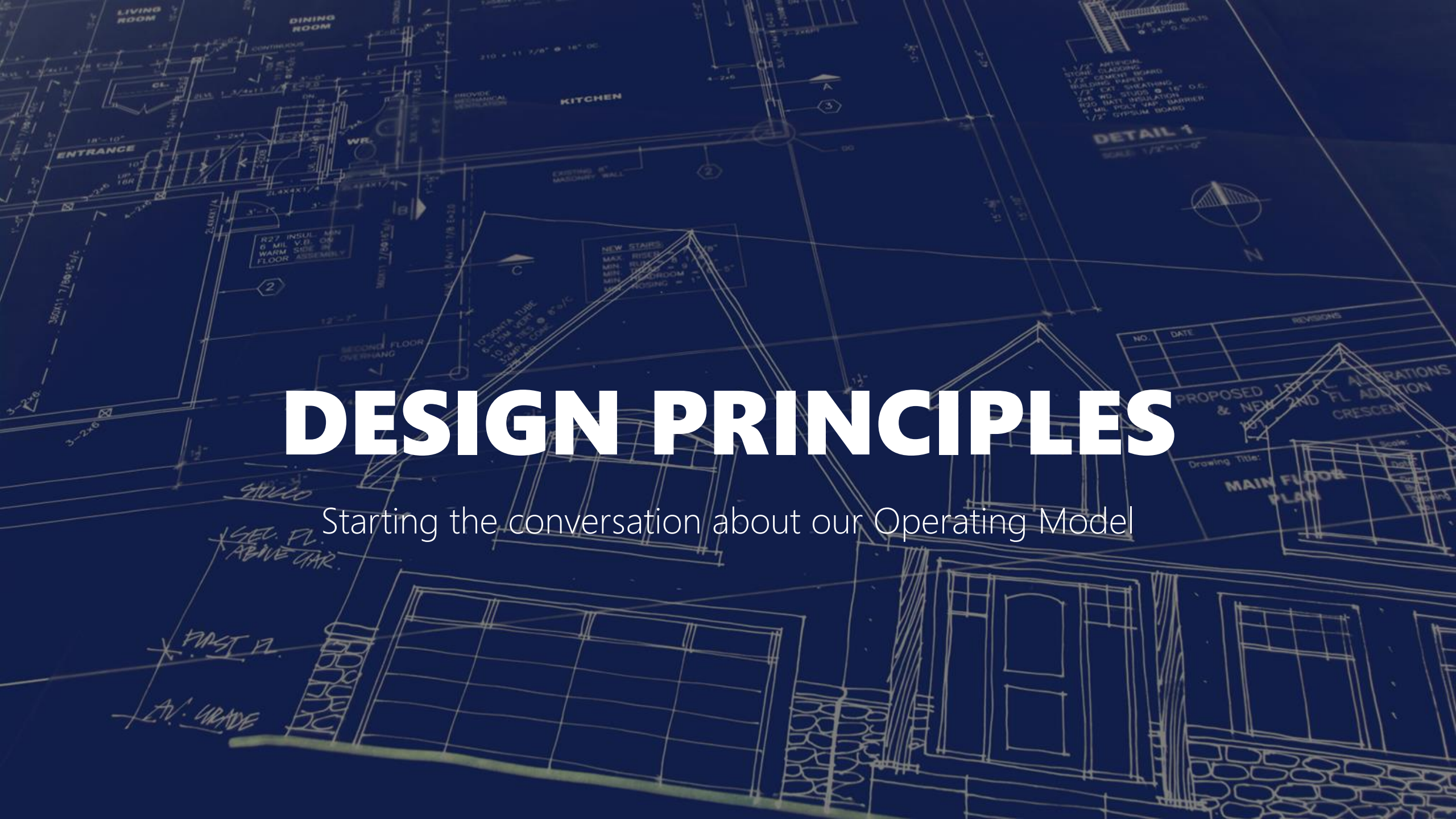
Big Ticket Items

- Early Intervention and Prevention Strategy
- Placement Strategy
- Fostering Modernisation
- Harm Outside the Home
- Preparing for Adulthood and Transitions
- Financial Strategy
- Strategic Partnerships: Strengthening effectiveness
- SEND and Social Care reforms

By Christmas (December 22)	By this time next year (August 23)	By the end of next FY (March 24)
Data and intelligence to determine our base position: needs, demand, performance; Context, scope, evidence base, priorities, objectives; Engage partners and stake-holders	Implementation and first year's annual evaluation of Early Intervention and Prevention and Placement Strategy	Review and refresh of Early Intervention and Prevention Strategy following outcomes from first Annual Evaluation
	Implementation of phase 1 of Fostering Modernisation Programme	Implementation of phase 2 of Fostering Modernisation Programme
Scoping the size and scale of the issues; also engaging partners around single agenda	Development of partnership Strategy to prevent and address Harm Outside the Home as driven by evidence	
Scoping the size and scale of the issues; data around CYP multiple services are concerned about; future role of Transitions Board (AGF)	Multi-agency and partnership approach to strengthening Preparation for / Transitions to Adulthood	Evaluation of new partnership model, adjustments to models
See separate timeline for Financial Strategy		
Progress work on strengthening internal partnerships. Define topics and areas for strengthening external partnerships (Oct progress)	Actions to move from "1 or 2" on the maturity model to "3-4" across key partnership activity	Actions to move from "3 to 4" on the maturity model to "4-5" across key partnership activity
Revisit once greater clarity about implications of legislative/regulatory changes	Progress the development and delivery of SEND Strategy and Programme to deliver strategic objectives	Embedded governance of SEND improvement and system leadership

Financial Strategy Timeline



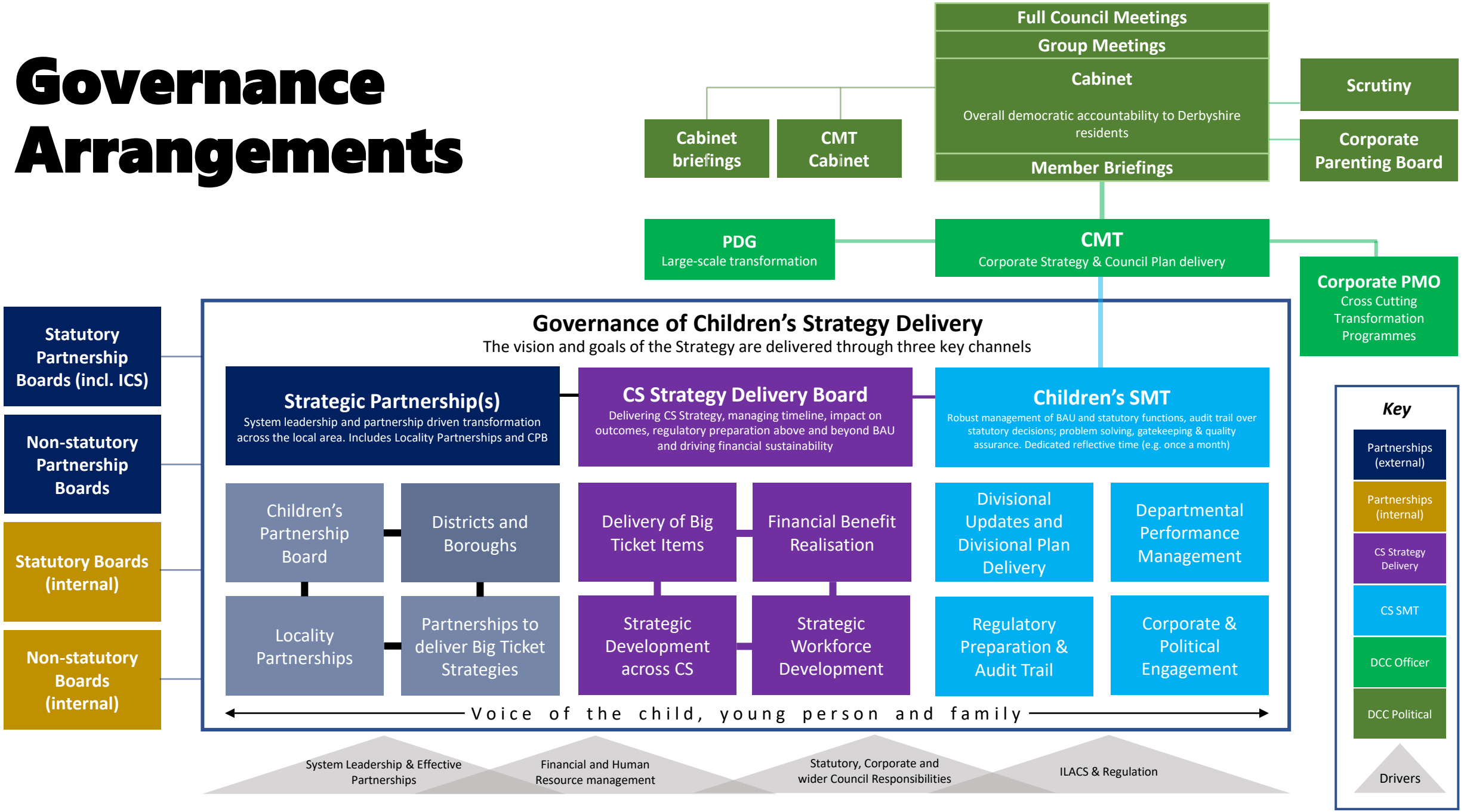


DESIGN PRINCIPLES

Starting the conversation about our Operating Model

Principles to guide our approach to developing new models

Aligned to our strategy, our values, and our ambition for children, young people and families

- Better for children, young people and families
- More efficient
- Improves quality and performance
- Reflects our ambition for excellence & sustained improvement
- Provides assurance (e.g. through independence)
- Developmental: better for our staff (e.g. aligns with workforce planning)
- Best evaluated option
- Intelligence based / informed by evidence and analysis
- Customer engagement and coproduction
- Cost effectiveness
- Reflects our ambition to modernise and innovate
- Aligned to the Council's strategy and vision

Governance Arrangements