

APPENDIX 1: Children's Services Strategy (2021-24) and Priority Actions

Wokingham Children's Services Strategy (2021-24)					
Our Vision	Wokingham is a great place to live, learn and grow and a great place to do business				
	Wokingham is a Borough in which all children and young people are safe and cared for, enjoy and achieve, are healthy and resilient, grow up ready for adulthood, and feel happy, hopeful and loved.				
Community outcomes	Enriching Lives Safe, Strong Communities A Clean and Green Borough Right Homes, Right Places Keeping the Borough Moving Changing the Way We Work For You				
Outcomes for CYP	1. Safe and cared for	2. Enjoy and Achieve	3. Healthy and resilient	4. Ready for adulthood	5. Happy, hopeful and loved
Our Values	We focus on making a difference.	We aim high.	We are strategic, efficient and effective.	We value our people.	We drive partnership, collaboration and coproduction.
	We support children, young people and families on their journey and measure our success in terms of impact on outcomes.	We have high aspirations for every child and young person. We are ambitious for our services, and strive for excellence in everything we do.	We manage all our resources efficiently and effectively to meet the needs of our children, young people and families.	We highly value and support our children's workforce. We support our people to excel, grow, and love their work.	We work in strategic partnership with professionals, children, young people and families to achieve our shared goal to improve outcomes.
25 Our Strategic Priorities	SP1. Ensure we are designed to deliver excellent outcomes for all children, young people & families in Wokingham	SP2. Excel in our practice, be known for the quality of our work, and perform to the highest standards	SP3. Develop effective strategies which improve outcomes and deliver them in the most efficient way	SP4. Recruit, develop and retain a high-performing children's workforce	SP5. Strengthen our partnerships, drive system leadership & put children at the heart of everything Wokingham does
	SP1.1) Develop a sustainable future model and design of children's service SP1.2) Embed our models of early intervention and prevention, including Early Help, Edge of Care and Emotional Wellbeing SP1.3) Continue to develop and embed an effective approach to tackling exploitation SP1.4) Embed innovative models of support for CWD, SEND and Inclusion	SP2.1) Continue to drive improvements in performance & practice standards SP2.2) Set challenging goals for all our services, and continually challenge ourselves to be the best we can be SP2.3) Target our business change and continuous improvement activities	SP3.1) Ensure our strategies have impact and focus on delivering better outcomes SP3.2) Continuously improve our ways of working, pathways & processes SP3.3) Strengthen our data and information management SP3.4) Work in an agile and flexible way to help manage demand SP3.5) Make intelligent decisions about how we best manage risks & financial resources	SP4.1) Refresh and reinvigorate our approach to recruitment SP4.2) Invest in and support our staff to grow in their roles and capabilities, and accelerate in their careers SP4.3) Strengthen retention & succession planning SP4.4) Responding successfully to prevailing and forecast changes in the job market SP4.5) Build effective and successful leaders	SP5.1) Strengthen the strategic focus and nature of our partnership working SP5.2) Deliver genuine coproduction at the strategic and individual level SP5.3) Drive a "one Wokingham" approach to improved outcomes for children, young people and families, across the council and the Wokingham area SP5.4) Strengthen our relationship with Schools to collectively improve outcomes for children and young people
Our Business Areas driving delivery	Children's Social Care and Early Help	Learning, Achievement and Partnerships	Quality Assurance and Safeguarding	Strategic and Operational Delivery	
	<ul style="list-style-type: none"> Providing the right type and amount of help at the right time, to support the most vulnerable children, young people and families Driving an early intervention and prevention approach to anticipating and addressing needs Strengthening resilience and well-being Strengthening our support for vulnerable adolescents in the community Strengthen our partnership arrangements to ensure children are safeguarded in their homes and in the wider community 	<ul style="list-style-type: none"> Supporting children and young people to enjoy life and achieve their potential Supporting the most vulnerable to achieve Narrowing the gap in attainment outcomes Supporting schools and building partnerships to drive attainment and independence Driving inclusion and an inclusive approach to delivering better outcomes for all children and young people 	<ul style="list-style-type: none"> To develop self-knowledge through quantitative and qualitative analysis To put in place standards, systems and processes which provide a strong framework for continuous improvement To produce accurate targeted data, effective analysis and evaluation of performance which supports management and practice across services for children To embed a culture of challenge and improvement, where quality assurance is everyone's business To provide opportunities for learning and development to enable staff to make the most of their aptitudes and abilities (ASYEs – Managers) To promote excellence of practice which results in the best possible outcomes for children and young people To advance and enhance practice through the development of the Practice Model 	<ul style="list-style-type: none"> Driving cross-council working to put children and young people at the heart of everything Wokingham does Developing strategies and programmes to drive excellence & continuous improvement Driving commercial excellence, effective financial management & Value for Money Engaging strategically and proactively with peers, networks and regulators 	

Priority Actions

1A	1.7: Review the sufficiency, structure and operations of the School Admissions Service to ensure that it delivers its statutory responsibilities effectively	2A	2.5: Systems are improved and developed to support agreed service priorities (MOSIAC)	3E	3.11: Placement Strategy
1B	1.24: Explore the feasibility of future models of delivery	2B	2.1, 2.7 & 2.22: Performance management, data analysis and insight support across Children's Services	3F	3.7: Early Intervention and Prevention Strategy
1C	1.08 & 1.20: Actions relating to model of NEET Service, Adult Learning, Child Employment	2C	2.8: Diving improvement in contract management (legal element only)	4A	4.14: Supporting staff to develop within their existing roles and/or progress within the organisation
1D	1.13, 1.14, 1.16 & 1.25: Modernising approaches to training, learning, development, and remote service delivery	3A	3.8: Develop a comprehensive portfolio of savings and efficiencies across Children's Services & transformational projects to address	4B	4.1, 4.2, 4.3 & 4.5: ASYEs and pipeline of high-quality social workers
2E	1.23: Fostering Transformation	3B	3.7, 5.8 & 5.9: Serious Youth Violence and Exploitation Strategy	5A	5.10 & 5.11: Refresh, reform and refocus the CYPP and the CYPP Plan
1F	1.4 & 1.22: Developing a new model of Emotional Wellbeing	3C	3.2: Accuracy, quality and consistency of Strategies across the Service	5B	5.12: Work with internal and external stakeholders including CYPP to progress towards UNICEF Child-Friendly Community status
		3D	3.12 & 3.6: Strengthen communications across Children's Services	5C	5.13, 5.14, 5.15, 5.18 & 5.19: Education Partnership and strengthening strategic partnership relationships with Schools

