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FRIDAY, 3 MARCH 2023

TO: ALL MEMBERS OF THE HEALTH & SOCIAL SERVICES SCRUTINY COMMITTEE

I HEREBY SUMMON YOU TO ATTEND A MEETING OF THE **HEALTH & SOCIAL SERVICES SCRUTINY COMMITTEE** WHICH WILL BE HELD IN THE **CHAMBER - COUNTY HALL, CARMARTHEN. SA31 1JP AND REMOTELY AT 10.00 AM ON THURSDAY, 9TH MARCH, 2023** FOR THE TRANSACTION OF THE BUSINESS OUTLINED ON THE ATTACHED AGENDA

Wendy Walters

CHIEF EXECUTIVE

Democratic Officer:	Emma Bryer
Telephone (direct line):	01267 224029
E-Mail:	ebryer@carmarthenshire.gov.uk
This is a multi-location meeting. Committee members can attend in person at the venue detailed above or remotely via the Zoom link which is provided separately.	
The meeting can be viewed on the Authority's website via the following link:- https://carmarthenshire.public-i.tv/core/portal/home	

Wendy Walters Prif Weithredwr, *Chief Executive*,
Neuadd y Sir, Caerfyrddin. SA31 1JP
County Hall, Carmarthen. SA31 1JP

HEALTH & SOCIAL SERVICES SCRUTINY COMMITTEE

PLAID CYMRU GROUP - 7 Members

Cllr. Hazel Evans (Chair)
Cllr. Bryan Davies
Cllr. Karen Davies
Cllr. Alex Evans
Cllr. Meinir James
Cllr. Hefin Jones
Cllr. Denise Owen

LABOUR GROUP - 4 Members

Cllr. Michelle Donoghue
Cllr. Jacqueline Seward
Cllr. Philip Warlow
Cllr. Janet Williams

INDEPENDENT GROUP - 2 Members

Cllr. Louvain Roberts (Vice-Chair)
Cllr. Fiona Walters

UNAFFILIATED

Cllr. John Jenkins

A G E N D A

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF PERSONAL INTERESTS INCLUDING ANY PARTY WHIPS ISSUED IN RELATION TO ANY AGENDA ITEM.**
- 3. PUBLIC QUESTIONS (NONE RECEIVED)**
- 4. REGIONAL ADULT ADVOCACY STRATEGY** 5 - 46
- 5. DRAFT DIVISIONAL DELIVERY PLANS 2023-24 FOR:
INTEGRATED SERVICES, COMMISSIONING AND BUSINESS
SUPPORT & ADULT SOCIAL CARE SERVICES** 47 - 96
- 6. CHILDREN'S SERVICES DRAFT SERVICE DELIVERY PLAN
2023-24** 97 - 118
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THIS SCRUTINY** 119 - 140
- 8. EXPLANATION FOR NON-SUBMISSION OF SCRUTINY REPORT** 141 - 146
- 9. FORTHCOMING ITEMS** 147 - 168
- 10. TO SIGN AS A CORRECT RECORD THE MINUTES OF THE
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HEALTH & SOCIAL SERVICES

SCRUTINY COMMITTEE

9TH MARCH, 2023

SUBJECT:

REGIONAL ADULT ADVOCACY STRATEGY

Purpose:

To consider the Regional Adult Advocacy Strategy for West Wales (2023-2027).

THE SCRUTINY COMMITTEE IS ASKED TO:

Endorse the strategy which seeks to shape the commissioning arrangements of Hywel Dda University Health Board, Carmarthenshire County Council, Ceredigion County Council and Pembrokeshire County Council in order to meet their statutory duties. However, more importantly it seeks to ensure that good quality advocacy is readily and equitably available to those who want, or need it, in the West Wales region of Ceredigion, Carmarthenshire and Pembrokeshire.

Reasons:

The Social Services and Well-being (Wales) Act 2014 (SSWBA) requires Local Authorities to commission Independent Professional Advocacy and to promote access to a range of advocacy provision.

Advocacy has an important role to play in relation to voice and control and underpinning the wider requirements of the Act in terms of well-being, safeguarding and prevention. It can greatly assist people to express their views and make informed choices, thereby ensuring they have access to relevant services.

(Ref: Social Services and Well-Being (Wales) Act Advocacy Code of Practice p.2)

To formulate views for submission to the Cabinet for consideration.

CABINET MEMBER PORTFOLIO HOLDER:-

Cllr Jane Tremlett (Health & Social Services Portfolio Holder)

Directorate: Communities Name of Head of Service: Chris Harrison Report Author: Joshua Summers	Designations: Head of strategic joint commissioning Regional Partnership Board Team	Tel: Email addresses: chris.harrison@pembrokeshire.gov.uk jsummers@carmarthenshire.gov.uk
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EXECUTIVE SUMMARY

REGIONAL ADULT ADVOCACY STRATEGY

1. BRIEF SUMMARY OF PURPOSE OF REPORT.

The purpose of this report is to seek endorsement of a new regional adult advocacy strategy that has been developed with stakeholders through the Advocacy Working Group (Membership includes 3 local authorities, Health board and third sector).

The draft Regional Adult Advocacy Strategy seeks to shape our commissioning arrangements to meet requirements to ensure good quality advocacy is readily and equitably available to those who want, or need it, in the West Wales region of Ceredigion, Carmarthenshire and Pembrokeshire.

This strategy is based on an extended period of engagement with citizens, especially those who engage with health and social care services, advocacy organisations, health and social care practitioners, statutory commissioners and other relevant stakeholders.

This Adult Advocacy Strategy has five priority areas, all aimed at improving outcomes for people who need advocacy. The priorities have been defined in the light of co-productive activity to date, engagement, the Regional Population Assessment, and in response to legislative requirements. They include:

- Priority 1. Maintain and develop further our co-productive approach
- Priority 2 Raise awareness of, and understanding of, advocacy.
- Priority 3. Ensure advocacy is easily accessible and equitably available
- Priority 4. Ensure advocacy is of a consistently high standard of quality
- Priority 5. Maintain specialisms and non-statutory forms of advocacy

DETAILED REPORT ATTACHED?

Yes

- Our West Wales Adult Advocacy Strategy (2023-2027)

IMPLICATIONS

I confirm that other than those implications which have been agreed with the appropriate Directors / Heads of Service and are referred to in detail below, there are no other implications associated with this report:

Signed: Chris Harrison

Head of Joint Strategic Commissioning

Policy, Crime & Disorder and Equalities	Legal	Finance	ICT	Risk Management Issues	Staffing Implications	Physical Assets
YES	YES	YES	NONE	NONE	NONE	NONE

1. Policy, Crime & Disorder and Equalities

Supports policy objectives in relation to the delivery of the Social Services & Wellbeing Act (2014). Advocacy is recognised, in all recent health and social care legislation, as being fundamentally important in situations within which individuals and marginalised groups need support to have their voices heard and their rights respected. Advocacy is designed and delivered to facilitate participation by individuals and groups within the decisions and processes that affect their lives.

The strategy supports equitable access of advocacy provision throughout West Wales.

2. Legal

The Social Services and well-being (Wales) Act 2014 provides the statutory framework for improving the well-being outcomes of adults and children who need care and support and carers who need support. It has a particular focus on voice and control so people have control over their own care and support and can make decisions about it as an equal partner.

The provision of Independent Professional Advocacy (IPA) is a legislative requirement under Part 10 of the Social Services and Wellbeing (Wales) Act (SSWBA) 2014.

3. Finance

The resources to support Carmarthenshire commitment to this strategy will come from existing resources.

CABINET MEMBER PORTFOLIO HOLDER(S) AWARE/CONSULTED YES	Include any observations here
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**Section 100D Local Government Act, 1972 – Access to Information
List of Background Papers used in the preparation of this report:**

THESE ARE DETAILED BELOW

Title of Document	File Ref No.	Locations that the papers are available for public inspection
Social Services and Well-being (Wales) Act 2014		https://www.legislation.gov.uk/anaw/2014/4/contents/Social Services and Well-being (Wales) Act 2014 – Part 2 Code of Practice (General Functions part-2-code-of-practice-general-functions.pdf (gov.wales)
Part 10 Advocacy Code of Practice		https://gov.wales/sites/default/files/publications/2019-05/part-10-code-of-practice-advocacy.pdf
Advocacy Charter		https://qualityadvocacy.org.uk/wp-content/uploads/2018/05/Advocacy-Charter-A3.pdf
Regulation and Inspection of Social Care (Wales) Act (RISCA)		https://careinspectorate.wales/sites/default/files/2018-06/180606-risca-guide-en.pdf
West Wales Population Needs Assessment		www.wwcp-data.org.uk.population-needs-assessment
Welsh Language Measures		https://www.legislation.gov.uk/mwa/2011/1/contents?lang=enhttps://www.legislation.gov.uk/mwa/2011/1/contents?lang=en
National Outcomes Framework		https://gov.wales/sites/default/files/publications/2019-05/the-national-outcomes-framework-for-people-who-need-care-and-support-and-carers-who-need-support.pdf
The Well-Being of Future Generations Act		https://www.futuregenerations.wales/about-us/future-generations-act/
Statistical Focus in Rural Wales		https://gov.wales/sites/default/files/statistics-and-research/2018-12/080515-statistical-focus-rural-wales-08-en.pdf
IMHA Code of Practice(incorporated into Mental Health(Wales) Act Code of Practice Chapter 6)		https://gov.wales/sites/default/files/publications/2019-03/mental-health-act-1983-code-of-practice-mental-health-act-1983-for-wales-review-revised-2016.pdf#:~:text=The%20Mental%20Health%20Act%201983%20Code%20of%20Practice,being%20laid%20before%20the%20National%20Assembly%20for%20Wales.
Code of Practice (incorporated into the Mental Capacity (Wales)Act Code of Practice chapter 10)		http://www.wales.nhs.uk/sites3/Documents/744/Code%20of%20Practice%20E.pdf
Planning, Commissioning and Co-production, Care Council for Wales		https://socialcare.wales/cms_assets/hub-downloads/Planning_and_Commissioning_Resource_Guide_-_January_17.pdf
GTAP Commissioning Independent Professional Advocacy for Adults under the Social Services and Well-being (Wales) Act 2014		https://www.ageuk.org.uk/globalassets/age-cymru/documents/golden-thread-advocacy-programme/programme-documents/commissioning-ipa-framework-english-oct-19.pdf
West Wales Area Plan 2018-23		www.wwcp.org.uk > west-wales-area-plan

2023 - 2027

Our West Wales Adult Advocacy Strategy

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Foreword

Advocacy is recognised, in all recent health and social care legislation, as being fundamentally important in situations within which individuals and marginalised groups need support to have their voices heard and their rights respected. Advocacy is designed and delivered to facilitate participation by individuals and groups within the decisions and processes that affect their lives.

This Adult Advocacy Strategy seeks to shape the commissioning arrangements of Hywel Dda University Health Board, Carmarthenshire County Council, Ceredigion County Council and Pembrokeshire County Council in order to meet their statutory duties. However, more importantly it seeks to ensure that good quality advocacy is readily and equitably available to those who want, or need it, in the West Wales region of Ceredigion, Carmarthenshire and Pembrokeshire.

Increasingly, it is recognised that significant numbers of people who require health or social care services also need forms of support that allow them to have an equal voice and control of how these services are planned and provided. The range of advocacy provision in our region looks to address this key support need and also encourages the development of individuals' confidence and skills to participate and express their own voices and choices through self-advocacy.

There are certain groups within our communities who need a significant level of support to be able to have their voice heard and their rights and entitlements fully met. This includes people with specific difficulties expressing their wishes and preferences, for example but not restricted to, people with learning disabilities, people with autism, people with dementia, people with complex mental health issues, some people with multiple or sensory impairments and some carers. It is to those groups which this strategy sets out to shape our future commissioning and provision of advocacy.

We intend that, through working in partnership with our communities and stakeholders, we will, in the next five years, be able to shape, through our commissioning arrangements, how the most appropriate forms of advocacy in the region will meet the range of advocacy needs. We intend to build upon what is already a solid base of existing provision whilst looking to develop advocacy provision in areas that require development. We intend to prioritise advocacy support to those individuals and groups who most need it.

We look forward to meeting these important challenges to ensure that access to, and the quality of, advocacy provision in our region is of the highest possible standard and reflects what our communities need from advocacy provision.



Judith Hardisty
Chair, West Wales Regional Partnership Board

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BACKGROUND & CONTEXT

To set the overall context in which the Adult Advocacy strategy for West Wales will operate we undertook a review of Welsh legislation that impacts this area.

Social Services and wellbeing act

The Social Services and Wellbeing Act (2014) requires that the three regional Local Authorities must [commission statutory Independent Professional Advocacy](#) services and for the Local Authorities to promote access to the [spectrum of advocacy provision](#).

Advocacy should be considered as an inherent part of the Act to focus social care around people and their well-being. Advocacy helps people to understand how they can be involved, how they can contribute and take part and whenever possible, to lead or direct the process.

(Wales) Act Advocacy Code of Practice p.8

Social Services and Well-Being

The Social Services and Wellbeing Act (2014) places a lot of emphasis on voice and control for people who need care and support, and carers who need support.

Advocacy has an important role to play in relation to voice and control and underpinning the wider requirements of the Act in terms of well-being, safeguarding and prevention. It can greatly assist people to express their views and make informed choices, thereby ensuring they have access to relevant services.

Social Services and Well-Being (Wales) Act Advocacy Code of Practice p.2

National Outcomes Framework & Wellbeing of future generations

The National Outcomes Framework (Social Services) and the Well-being of Future Generations Act place the concept of individual voice and participation at the centre of the approach to achieving well-being in Wales.

**My voice is heard and listened to.
My individual circumstances are considered. I speak for myself and contribute to the decisions that affect my life or have someone who can do it for me.**

National Outcomes Framework statement relating to achieving personal well-being.p.5

Mental Health Act & Mental Capacity Act

There are similar requirements in the Mental Health Act and the Mental Capacity Act for the Hywel Dda University Health Board to commission Independent Mental Capacity Advocate and Independent Mental Health Advocate services across the region.

West Wales Population Needs Assessment & Area Plan

Effective commissioning needs to draw upon the information ascertained through [co-production](#) and the demographic data in the [West Wales](#) Area Plan 2018-23 and the West Wales Population Needs Assessment.

What Is Advocacy and Who Needs It?

A widely accepted definition of advocacy is set out below:

‘Advocacy is taking action to help people say what they want, secure their rights, represent their interests and obtain services they need. Advocates and advocacy schemes work in partnership with the people they support and take their side. Advocacy promotes [social inclusion](#), equality and social justice.’ [National Development Team for Inclusion](#) Advocacy Charter 2018



The diagram above, produced by the [Golden Thread Advocacy Project](#), illustrates the [spectrum of advocacy provision](#). Each form has particular benefits:

Type	Description
Self-Advocacy	When individuals represent and speak up for themselves
Informal Advocacy	When family, friends or neighbours supporting an individual in having their views wishes and feelings heard which may include speaking on their behalf.
Peer Advocacy	One individual acting as an advocate for others who shares a common experience/ background.
Collective Advocacy	Involves groups of individuals with common experiences, being empowered to have a voice and influence change and promote social justice.
Citizen Advocacy	Involves a one-to-one long-term partnership between a trained or supported volunteer citizen advocate and an individual.
Independent Volunteer Advocacy	Involves an independent and unpaid advocate who works on a short term, or issue led basis, with one or more individuals.
Formal Advocacy	May refer to the advocacy role of staff in health, social care and other settings where professionals are required as part of their role to consider the wishes and feelings of the individual and to help ensure that they are addressed properly.
Independent Mental Health Advocacy (Statutory)	Specially trained advocates who support people to speak up and have their voices heard around their mental health care and treatment. It is a type of statutory advocacy.
Independent Mental Capacity Advocacy (Statutory)	An Independent Mental Capacity Advocate (IMCA) helps people who lack capacity so that they can be involved in decisions that are being made on their behalf. It is for people who have been assessed as lacking the mental capacity to make a decision for themselves.
Independent Professional	Involves a professional, trained advocate working in a one-to-one partnership with an individual to ensure that their views

Advocacy (Statutory)	are accurately conveyed and their rights upheld. This might be for a single issue or multiple issues.
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There is an important distinction to be made between instructed and non-instructed advocacy. Instructed advocacy is when advocates are instructed by the individual, even if the latter didn't refer themselves to the advocacy services. Together, they are able to establish a relationship and identify the advocacy issues, goals and intended outcomes in accordance with the wishes/preference of the service user.

The non-instructed form of advocacy may be needed when matters of communication and capacity mean that instruction and expression of choices and concerns are not apparent. This would involve taking affirmative action with or on behalf of a person who is unable to give clear indication of their views or wishes in a specific situation. Non-instructed advocates seeks to uphold the persons right, ensure fair and equal treatment, ensure access to services, and make certain that decisions are taken with due consideration for their unique preferences and perspectives (Social Services and Well-being (Wales) Act 2014)

West Wales Position Statement

Key Stakeholders



There has been a coordinated focus on advocacy in West Wales for a number of years, with the Three Counties Advocacy Network having been in existence for over 12 years. Representing providers of both statutory and non-statutory advocacy services across Carmarthenshire, Ceredigion and Pembrokeshire, the Network's aim is to improve, promote, and develop advocacy services whilst providing training opportunities for those services. This sits alongside an Advocacy Working Group which brings together the commissioners of advocacy services across West Wales, which include Carmarthenshire County Council, Ceredigion County Council and Pembrokeshire County Council. These relationships are demonstrated in the adjacent Venn diagram.

Regional Review




The original proposal was developed through a co-productive approach, as proposed by the [Golden Thread Advocacy Programme](#).

In 2017, the Three Counties Advocacy Network was awarded funding to undertake engagement work following a self-assessment exercise which identified areas for potential to improve practice, as part of the [Golden Thread Advocacy Programme](#). Engagement work, supported by the [West Wales Care Partnership](#), was undertaken with individuals, professionals, and other [stakeholders](#) from across the region, which included a survey (142 responses), five county events and one regional event.

This work, and the resultant report, culminated in the definition of and design of the proposed regional service model - key features include what was told to be important to those involved in the engagement: a single point of contract; local delivery; the continued recognition of specialisms (child protection, carers, learning disabilities); and the importance of linking with information, advice and assistance (IAA) services. The service model recognises the crucial role of [IPA](#) within a wider support context of non-statutory forms of advocacy. The so-called 'fried egg' model is presented below.

Three County Advocacy Network Proposal for IPA Framework - February 2019



	Supported groups or organisations in the wider network. Some may be working towards becoming IPA providers
	Generic and Specialist IA providers across the area meeting required standards for IPA
	Wider advocacy network including the Advocacy Strategy Network

Commissioning of [Independent Professional Advocacy Services](#)

In responding to the review, the local authorities in the Region agreed to jointly commission a single [IPA](#) service for adults (separate and distinct arrangements exist for children). This was influenced in part by the [West Wales Care Partnership's](#) commitment to regional commissioning, under Part 9 of SSWBA, and it was proposed that the service be supported by an associated pooled fund arrangement – made up of existing spend devoted to advocacy.

Whereas both Carmarthenshire and Pembrokeshire had existing contractual arrangements for the supply of advocacy, Ceredigion was providing ad hoc [IPA](#) on a 'spot-purchase' basis. The absence of existing contracts meant that arrangements for Ceredigion were a priority; and due to the risk of destabilising the market elsewhere, it was agreed to pilot the intended regional approach in Ceredigion initially, prior to wider rollout. The pilot approach also had an advantage in being an opportunity to assess (as then, unquantified) demand for [IPA](#), versus other types of advocacy.

The Ceredigion pilot commenced 1st October 2019, with the intention that subject to evaluation, a regional commissioning exercise would follow in 2020. However, the COVID pandemic which started in March 2020, has resulted in regional commissioning plans for the [IPA](#) service being delayed in to 2022

Commissioning of Independent Mental Health Advocacy and Independent Mental Capacity Advocacy

The Independent Mental Capacity Advocate (IMCA) service is a statutory role created under the Mental Capacity Act 2005. The IMCA service provides a safeguard for people who lack capacity to make important decisions. The IMCA role is to support and represent the person in the decision-making process. Essentially, they make sure that the Mental Capacity Act 2005 is being followed, when a decision needs to be made about a long-term change in accommodation or serious medical treatment.

The Act placed a duty on professionals. (Social Workers and/or Medical Staff) to appoint an IMCA for anyone who, aged 16 or over, has been deemed as lacking capacity and are unbefriended. IMCAs may also be involved in decisions concerning Care Reviews or Adult Safeguarding Cases. The IMCAs role is to support and represent the person who lacks capacity, therefore IMCAs have the right to see

relevant health and social care records and any reports provided by IMCAs must be considered as part of the decision-making process.

Mental Health Matters Wales provides the IMCA service within the Hywel Dda Health Board region. The IMCA contract sits with the Health Board on behalf of the region and Local Authorities, however work is currently ongoing to create a National All Wales IMCA contract which will be put to tender locally. Tenders should be ready by the summer with winning bidders notified by the autumn and a new contract to commence April 2024.

Commissioning of Community Advocacy Services

Hywel Dda University Health Board are recommissioning Community Advocacy across the West Wales region, with a view to provide Community Advocacy services for those who are experiencing low level Mental Health concerns.

Community Advocacy is to be community focused and is to support individuals to be heard and treated with respect to live within their community, safely, independently and feeling supported.

This type, and level of Advocacy, is to provide early support and early intervention in order to reduce pressures on Primary Care Services as well as reduce escalations of Mental Health concerns and demands on larger advocacy services.

Current regional provision of advocacy services

Across West Wales, advocacy provision can be broadly categorised as statutory and non-statutory provision. Building on work undertaken by the Three Counties Network, and noting the work outlined above, the current provision of advocacy services (June 2021) is as follows:

Service	Area	Commissioner	Provider (as at April 2021)
Independent Mental Health Advocacy	Carmarthenshire Ceredigion Pembrokeshire	Hywel Dda University Health Board	Advocacy West Wales
Independent Mental Capacity Advocacy	Carmarthenshire Ceredigion Pembrokeshire	Hywel Dda University Health Board	Mental Health Matters
Independent Professional Advocacy	Carmarthenshire Ceredigion Pembrokeshire	Regionally Commissioned by all 3 Local Authorities	3CIPA
Non-Statutory Advocacy	Carmarthenshire Ceredigion Pembrokeshire	N/A	Advocacy West Wales

Working Together – Our Shared Vision

Prior to the pandemic our vision for advocacy was as follows:

The [West Wales Care Partnership](#) will ensure equitable access to high quality advocacy in our area.

Since the pandemic and since this vision was drafted, a lot of work has been done to ensure equitable access to high quality advocacy in the region. A prime example of this work includes a jointly re-commissioned regional IPA service with a contractual framework.

Members of the Advocacy Working Group felt it was important that we kept this old vision in the final strategy as a means of highlighting distance travelled over the last 2-3 years in terms of regional advocacy provision.

Naturally, this vision is no longer suitable as it doesn't fit the aspirations held for advocacy services. Therefore, a new vision will be developed and will require a co-productive partnership with all key agencies, community forums and stakeholders to ensure that developments reflect the actions needed. This vision is to be agreed in a newly created regional advocacy steering group which will be set up in line with the publishing of this strategy.

All significant planning and development will be agreed within a co-productive regional advocacy steering group, terms of reference and membership to be developed, which will serve as a sub-group of the Commissioning Group which in turn acts on behalf of the West Wales Care Partnership (WWCP). The WWCP will have responsibility for ensuring this strategy meets our agreed aims.

Working with individuals who access care and support services, and their representatives will be central to our approach. The regional Advocacy Strategy Network (ASN), made up of local advocacy organisations, will be a key reference point for developments. It is essential that developments are not only co-produced but also collectively owned by all the different partners, stakeholders and people who use services.

Underpinning these principles is the need for advocacy organisations to have both organisational governance and operational independence.

NEEDS ANALYSIS

This strategy is based on an extended period of engagement with citizens, especially those who engage with health and social care services, advocacy organisations, health and social care practitioners, statutory commissioners and other relevant [stakeholders](#). This engagement began in 2016 and continued through till 2019 and was led by the national [Golden Thread Advocacy Programme \(GTAP\)](#), a project funded by the Welsh Government, to develop effective Local Authority commissioning of the [Independent Professional Advocacy](#) services which are now a requirement under the Social Services and Well-Being Act (Wales).

The strategy will be framed by a set of nationally agreed advocacy principles set out in the Social Services and Well-Being Act (Wales) Advocacy Code of Practice:

Advocacy services should:

- be led by the views and wishes of the individual
- be champions of the individual's rights and needs
- be well publicised and easy to use
- work exclusively for the individual
- be well managed, prompt, responsive and provide value for money
- respect confidentiality
- have effective, accessible Compliments and Complaints procedures
- promote and monitor equality

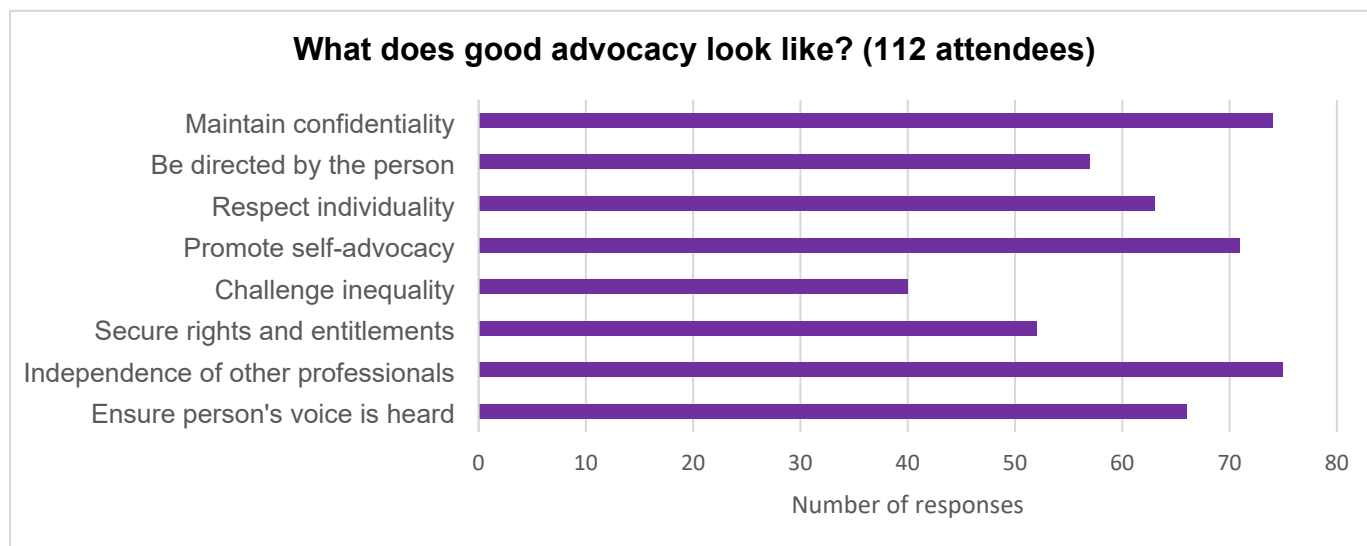
Working together with commissioners and the Three County Network, [Golden Thread](#) arranged a series of engagement events across the region and [service-user](#) groups which culminated in an Open event in Ceredigion in March 2019.

These events asked two questions:

1. What does good advocacy look like?
2. What is needed in terms of advocacy for West Wales?

What does good advocacy look like?

Recognising that this will mean different things to different people, there was general agreement that good advocacy should support people to have their voice heard, be independent, secure individual's rights and entitlements, challenge inequality, promote [self-advocacy](#), be directed by the person, be respectful of individuality and be confidential.



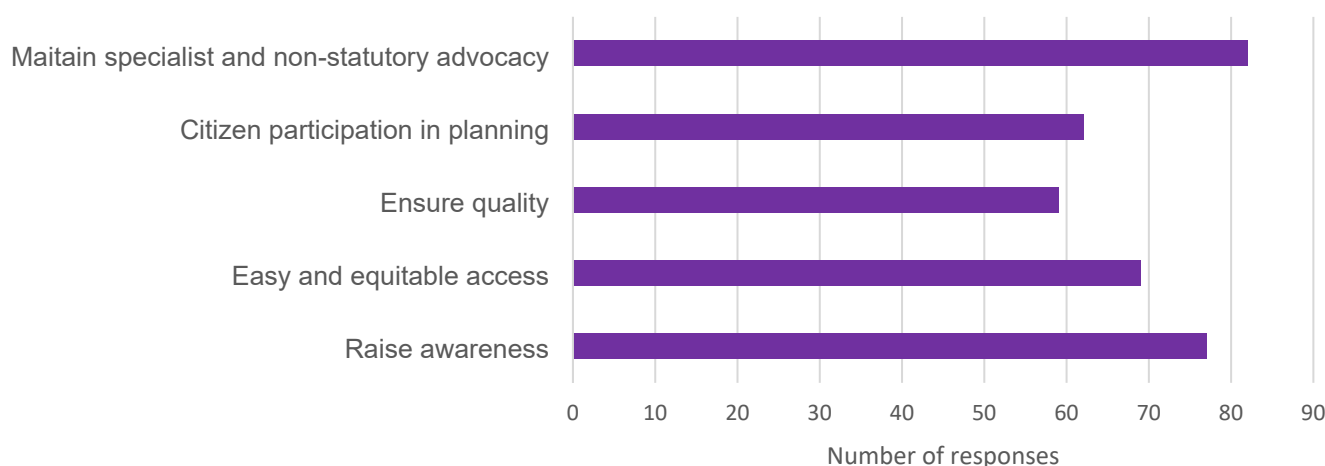
What is needed in terms of advocacy for West Wales?

Responses in relation to what is needed were quite diverse and differing priorities were identified from the different groups involved. However, it was possible to identify some shared themes from these responses which then informed the second phase of [co-production](#) engagement:

The need to:

1. Raise awareness amongst professionals and communities about the different forms of advocacy and the potential benefits of each.
2. Be able to access advocacy more easily and to make it equitably available across our region, particularly for individuals and groups who have to date not found it easy to access the right form of advocacy.
3. Ensure that the quality of advocacy services is of a high and consistent standard and that outcomes of advocacy can be effectively evaluated
4. Maintain and develop the full participation of citizens, communities and a range of organisational partners in how advocacy services are developed and delivered.
5. Support specialist and non-statutory forms of advocacy

What is needed in terms of advocacy for West Wales? (112 attendees)



Through 2020, a Project Lead within the [Regional Advocacy Development Project](#), held a series of individual discussions and focus groups exploring in more detail how these themes could translate into a detailed strategy.

When the COVID pandemic made it difficult to have face to face engagement further surveys and questionnaires were conducted. The WWCP is confident that sufficient information and views have been gathered to inform the strategic priorities. Ongoing [co-production](#) action planning will review and refine the strategy implementation as it evolves.

As we emerged from the COVID pandemic the Advocacy Working Group felt it was necessary to conduct further engagement again to not only bolster/supplement existing engagement but also ensure those closest to advocacy services have their voices highlighted prominently within the strategy. These were gathered via a series of virtual focus group events and also by attending existing forums/groups with stakeholders of advocacy provisions.

In this more recent engagement, responses from [service-users](#), carers, organisations delivering advocacy, other [stakeholders](#) and health and social care professionals showed a significant level of agreement on key priorities. These aligned closely with the five key findings from the earlier [GTAP](#) engagement.

What service-users said there is a need for:

In addition to the [GTAP](#) findings, a significant number of [service-users](#) expressed the preference to receive advocacy from a family member or close friend. They felt that if there was a need for an independent advocate, they should be allowed sufficient time to develop trust and that this would require a reasonable amount of time.

“My family help me to explain to Social Workers and Doctors the sort of help I want”

- Diane

“I need an advocate who takes time to get to know me”

- Matthew

“I want to speak up for myself most of the time. I only want support on the big decisions in my life”

- Gregg

What individual organisational stakeholders said was needed.

In addition to the [GTAP](#) findings a significant number of people from organisations felt the strategy needed to reference the need for greater co-operation and collaboration between advocacy organisations and related organisations providing [Information, Advice and Assistance](#) as a way of improving outcomes for people.

“Most advocacy is good but it’s not easy for people to find the right advocacy for them”

- Mary

“People would get better outcomes if advocacy, advice and other forms of support were better joined up”

- Paul

What advocates and their managers said was needed

In addition to the [GTAP](#) findings:

More secure and longer term-funding arrangements as a means of sustainable service planning.

The introduction of an [‘active offer’](#) approach to accessing advocacy. [Active offer](#) is a more facilitative approach taken by professionals when discussing the engagement of advocacy support.

“If more people were given good and timely information about advocacy, we could provide better advocacy support to those who most need it”

- Kelly

“I get frustrated that we are not able to make long-term plans to develop our service because our contract is short term and insecure”

- Jason

“Social Workers should always consider if a person would benefit from advocacy support”

- James

What professionals working in health and social care said was needed.

In addition to the [GTAP](#) findings:

The ability to deal with the complexity of advocacy need in relation to:

- Having well-resourced services that can cope with increases to demand on services
- Able to be flexible and responsive to deal with specialist and unknown issues arising in the future

““have we got enough advocates for in advocacy services to actually match? If you like the referrals that are coming in, it's about capacity”

- Susan

“Even before COVID, we had issues with things like access to carers assessments and backlog of waiting lists for carers assessments”

- Lorraine

General view of what is working well and what needs to change

From those people who had received advocacy support there was a very positive view of the benefits it had delivered. Of the forty-three people who had received advocacy support within our survey, only one said that it was not entirely helpful.

Once they were aware of the availability of advocacy support and how to access it, they felt things worked well. They felt that they would return for further advocacy support when they needed it and were also more confident to self-advocate.

"I feel much more confident to let people know what I want"

- Sarah

"I know where to go if I need advocacy again"

- Ben

The key challenge individuals felt was gaining initial access to the right type of advocacy support and at the right time. They felt that much more focus on providing information about advocacy and making it easier to access was crucial.

What Are We Going to Do?

This Adult Advocacy Strategy has five priority areas, all aimed at improving outcomes for people who need advocacy. The priorities have been defined in the light of co-productive activity to date, engagement, the Regional Population Assessment, and in response to legislative requirements.

The strategy will promote and support a shared commitment amongst key partners to implement developments equitably across the region.

Our five key priorities are.

The need to:

Priority 1. Maintain and develop further our co-productive approach

Priority 2 Raise awareness of, and understanding of, advocacy.

Priority 3. Ensure advocacy is easily accessible and equitably available

Priority 4. Ensure advocacy is of a consistently high standard of quality

Priority 5. Maintain specialisms and non-statutory forms of advocacy

Priority 1. Maintain And Develop Further Our Co-Productive Approach

Why is it important?

[Co-production](#) is central to the way the Welsh Government requires all health and social care services to be planned, commissioned, and delivered.

[Social Care Wales](#) (formerly known as the Care Council for Wales), Planning, Commissioning and [co-production](#) Code of Practice defines [co-production](#) as **'the concept of genuinely involving people and communities in the design and**

delivering of public services, appreciating their strengths and tailoring approaches accordingly.'

Voice, participation and responsibility will each lead to ensuring that action planning will reflect developments that all partners and [stakeholders](#) will feel that they have shared and collective control and ownership of.

It is important that those providing advocacy services are fully engaged in the detail of action planning, tendering and commissioning arrangements as they are uniquely placed in terms of their specialist knowledge and experience. Ensuring effective communication, engagement, reflection and learning helps to ensure that commissioning teams are fully informed of the practical application of advocacy and how positive outcomes are best achieved.

Closer collaboration and integration within health and social care planning is considered essential by the Welsh Government in terms of offering better outcomes for individuals and communities.

The WWCP is fully committed to ensure that the development and implementation of this strategy, through its associated action plan, will be maintained and strengthened.

What is the situation in West Wales?

The Regional Advocacy Strategy Network, which represents regional advocacy organisations, has established links with the [WWCP](#). The Network has been a key reference point in the development of this strategy and will have a significant ongoing role in action planning decisions. There has been active co-operation between the Network and Regional Commissioners through a process of effective communication, engagement, reflection and learning in the recent tendering of advocacy services which has led to improvements in service specifications, delivery and evaluation.

The Hywel Dda University Health Board (HDUHB) is a key partner in the [WWCP](#). In terms of the strategy, appropriate levels of collaboration and integration between the Board and the three Local Authorities are agreed within the [WWCP](#) decision-making framework.

What will we do?

We will through co-produced action plans:

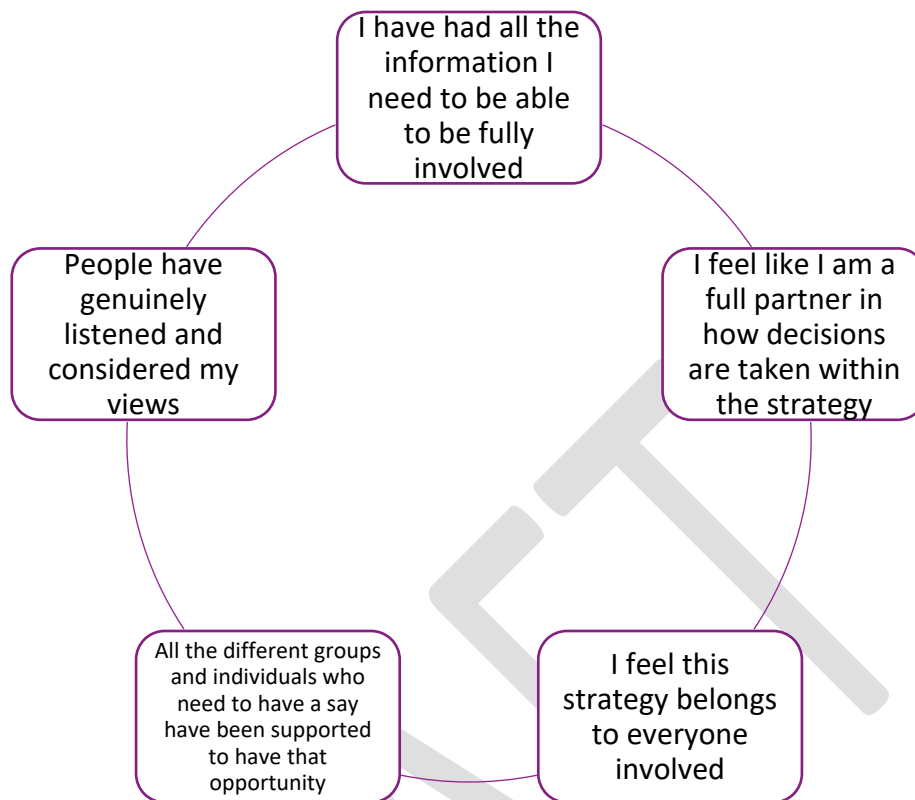
1. Ensure the necessary structures will be supported to develop a culture of effective and meaningful co-production ensuring broad representation of stakeholders across the region who can inform and shape decision-making reflecting what matters most

2. Adopt principles of effective communication, engagement, reflection and learning to shape and inform the approach to commissioning and tendering
3. strengthen the link between the [WWCP](#) and the Regional Advocacy Strategy Network
4. explore opportunities for closer collaboration and integration in advocacy planning and commissioning arrangements between statutory bodies

What will success look like?

- The contributions of citizens, [service-users](#) and carers will be acknowledged and valued
- Decision-making within action-planning to implement the strategy will have been significantly informed by citizens, particularly [service-user](#) groups and carers
- There will be a flow of relevant information between the different groups and structures within [co-production](#) including the Advocacy Strategy Network (ASN), service user groups etc.
- A culture of responsibility and ownership will have been created within the [co-production](#) partners.
- There will be regular engagement between the [WWCP](#) and the Regional Advocacy Strategy Network
- Building on the new regionally commissioned IPA services by ensuring we are working collaboratively to develop service

People receiving advocacy will say?



Priority 2: Raise Awareness Of, And Understanding Of, Advocacy.

Why is this important?

Advocacy provides an essential support service allowing people's voice to be heard, their rights protected and their entitlements to be secured. Raising awareness, and understanding of advocacy, will promote improved access to advocacy, especially for those who need it most.

Our engagement clearly evidenced that there is not always awareness and understanding of the different forms of advocacy, their functions and the benefits that each can offer. There is significant scope to develop both awareness and understanding within professional disciplines, [service-users](#) and key [stakeholders](#).

This commitment to further develop awareness of, and understanding of advocacy, will offer increased opportunities for individuals, especially those in most need, to access the right form of advocacy and in that way ensure that their voices are heard, their rights respected, and their entitlements secured. It is important to remember the correlation between awareness/promotion of advocacy and the number of referrals a service will receive. Advocacy providers must be supported to create well-resourced services that has the capacity to meet this additional demand.

What is the situation in West Wales?

The provision of informational and marketing materials by each advocacy organisation which relates to their own services is apparent but more general awareness and understanding could be further developed.

The rurality of our region presents particular challenges in terms of being able to reach out equitably to isolated individuals, groups and communities in terms of awareness-raising.

There are a range of different advocacy organisations in the region offering different forms of advocacy and this [spectrum of advocacy provision](#) does present challenges in terms of understanding and awareness. [Service-users](#) and professionals have awareness of advocacy services to which they have familiarity and contact but may be unaware of other provision that could also be appropriate.

There is scope for staff working for care providers, including residential and nursing homes, to have a better understanding of advocacy services.

There is scope for advocacy organisations and organisations providing [Information, Advice and Assistance](#) to work more collaboratively to raise awareness and understanding.

What we will do?

We will through a co-produced action plan:

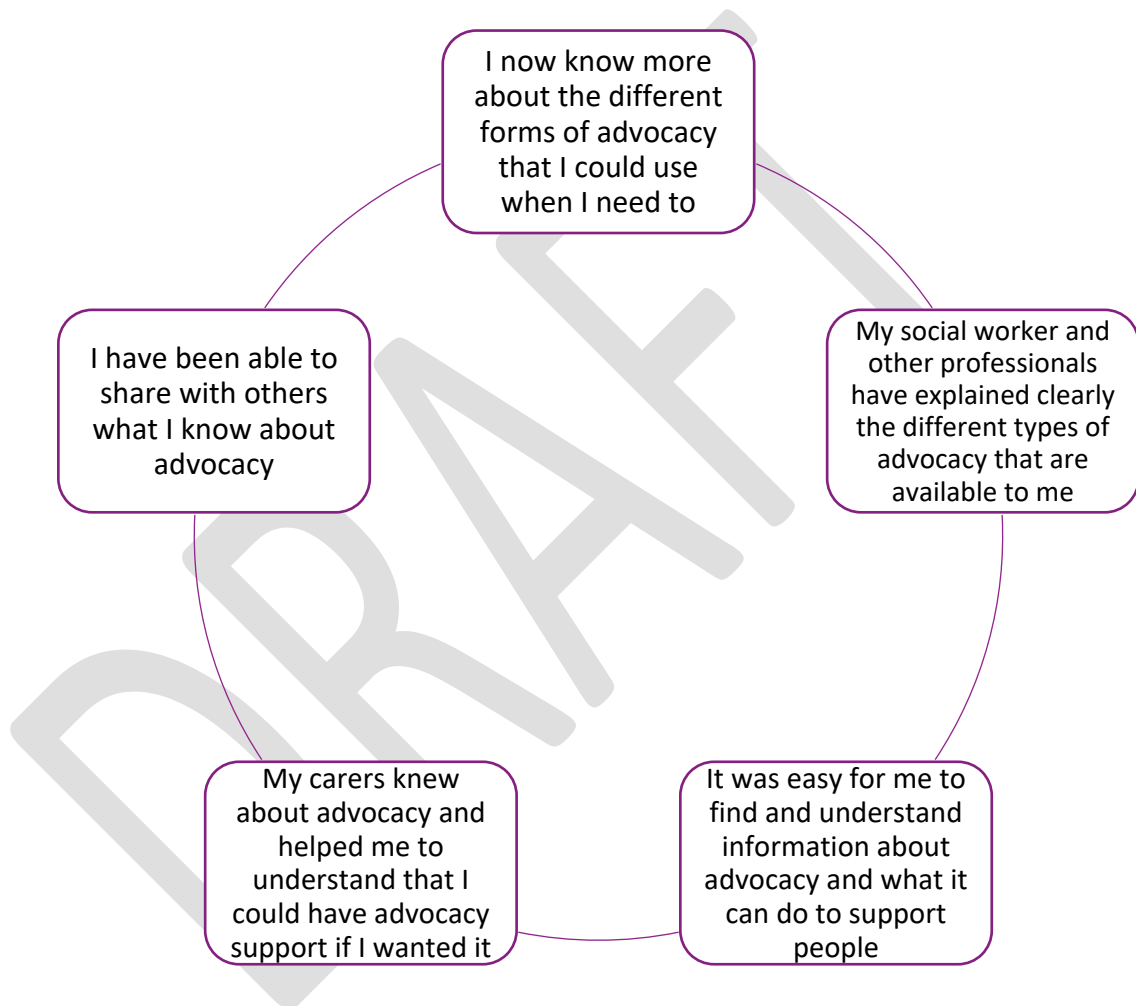
1. Agree a shared and structured approach to raising awareness and understanding of advocacy amongst citizens, [service-user](#) groups, health and social care professionals, care providers and other relevant [stakeholders](#).
2. Explore opportunities for using creative approaches to awareness-raising, including the range of digital platforms
3. Ensure that commissioned advocacy services provide information in the most accessible formats
4. Support & promote collaborative arrangements between advocacy organisations and those organisations offering [Information, Advice and Assistance](#)

What will success look like?

- There will be improved and updated informational materials in a range of accessible formats covering the [spectrum of advocacy provision](#) which will be widely distributed.

- Other creative approaches, including digital platforms, will have been further developed
- All relevant professionals will have an awareness and understanding of advocacy provision and its functions
- Those who are eligible to access advocacy support will know what the different types of advocacy can offer

People receiving advocacy will say?



Priority 3: Ensure Advocacy Is Easily Accessible and Equitably Available

Why is this important?

For advocacy to be able to provide support to those who need it most, it must be easy to access and equitably available.

Our [co-production](#) engagement identified that it was not always easy for people who would benefit from advocacy to get in touch with the most appropriate advocacy

organisation to support them. It was also clear that advocacy services were not always equitably distributed across the region. A more equitable geographical spread of the range of advocacy services, would allow individuals from different [service-user](#) groups to access advocacy support more locally.

The various engagement events evidenced that whilst there is a range of provision available, some people find it difficult to navigate to find the service that is right for them.

A key requirement in the Social Services and Well-Being Act Advocacy Code of Practice is for advocacy services to be engaged at an early stage in social care processes as an aspect of the 'preventative agenda'. This requires referrals from professionals being made at the earliest possible time allowing advocacy support to be meaningful and effective by ensuring that an individual's voice is heard when it most matters and to prevent issues escalating.

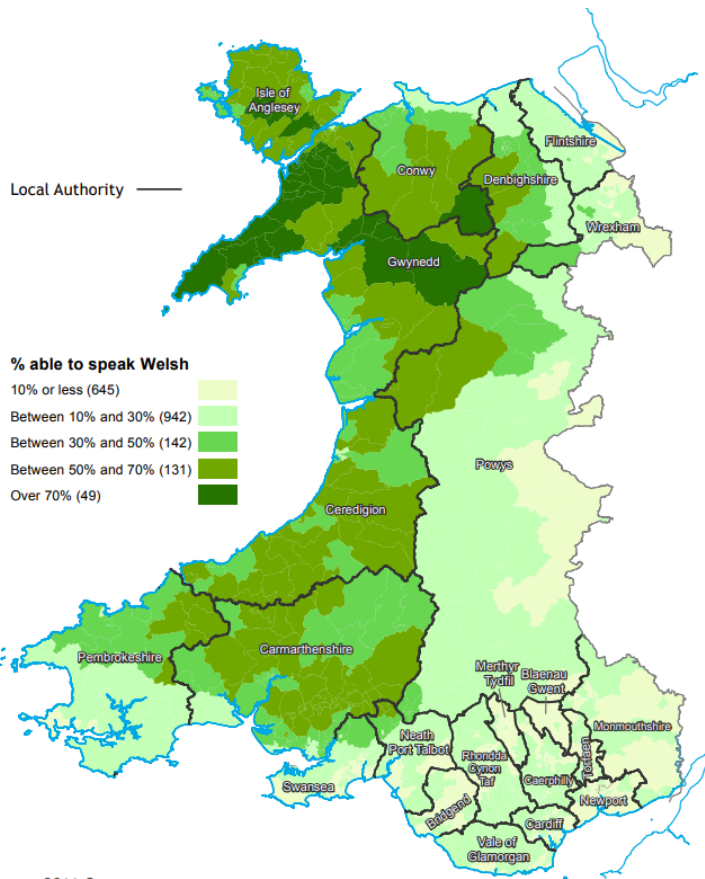
Similarly, [the Act](#) stresses the key role of advocacy support in [Safeguarding](#) processes and how advocacy referrals need to be made at the early stage of involvement to allow individuals the support they need to fully participate in decision-making and to achieve the most positive person-centred outcomes. A consistent and equitable approach to engaging [Independent Professional Advocacy](#) at the right time is essential.

Situation in West Wales

Advocacy provision in West Wales is relatively well established in our region, particularly in relation to specialist support for people with learning disabilities and people with mental health needs. For other [service-user](#) groups and carers generic [IPA](#) services are now in place and becoming established. This means that for most people who require advocacy, services are available.

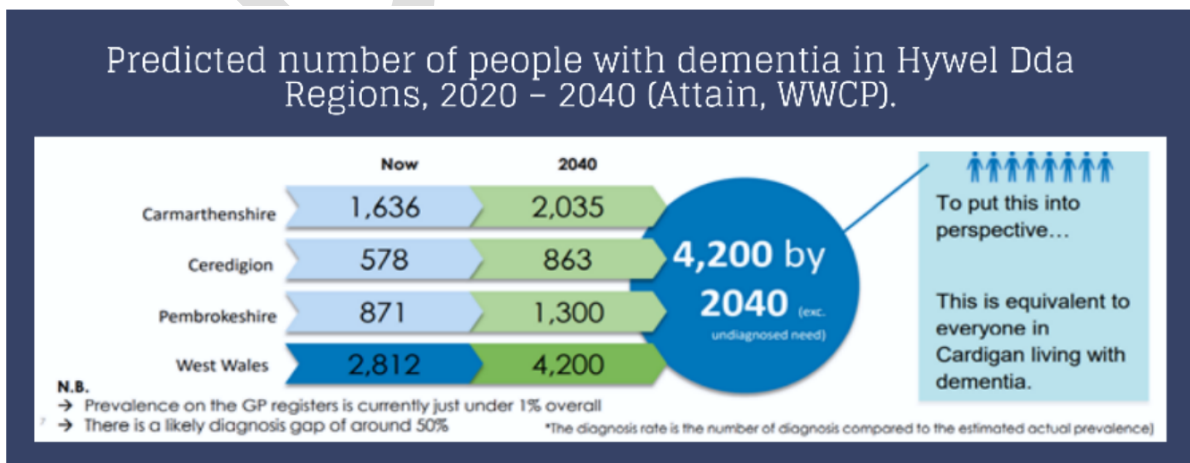
The predominantly rural nature, demography and geography of our region poses some challenges to facilitating physical access to most community-based health and social care services, including advocacy.

Similarly, we have significant numbers of Welsh speakers in our region and for our advocacy services to provide equitable access there is a need to ensure that advocacy services can be accessed through the Welsh language.



% of Welsh Speakers in Wales (Population Census, 2011)

The most significant factor identified in the [West Wales Population Assessment](#) is the growing numbers of older people likely to need some level of support services and specifically a sharp increase in the projected number of people with dementia. These demographic changes are most significant in isolated rural areas. These demographic changes will also increase the number of people becoming unpaid carers. These changes are likely to require a greater focus on access to advocacy services for older people and carers in the region and particularly in the more rural areas.



West Wales Population Assessment (2022)

What we will do?

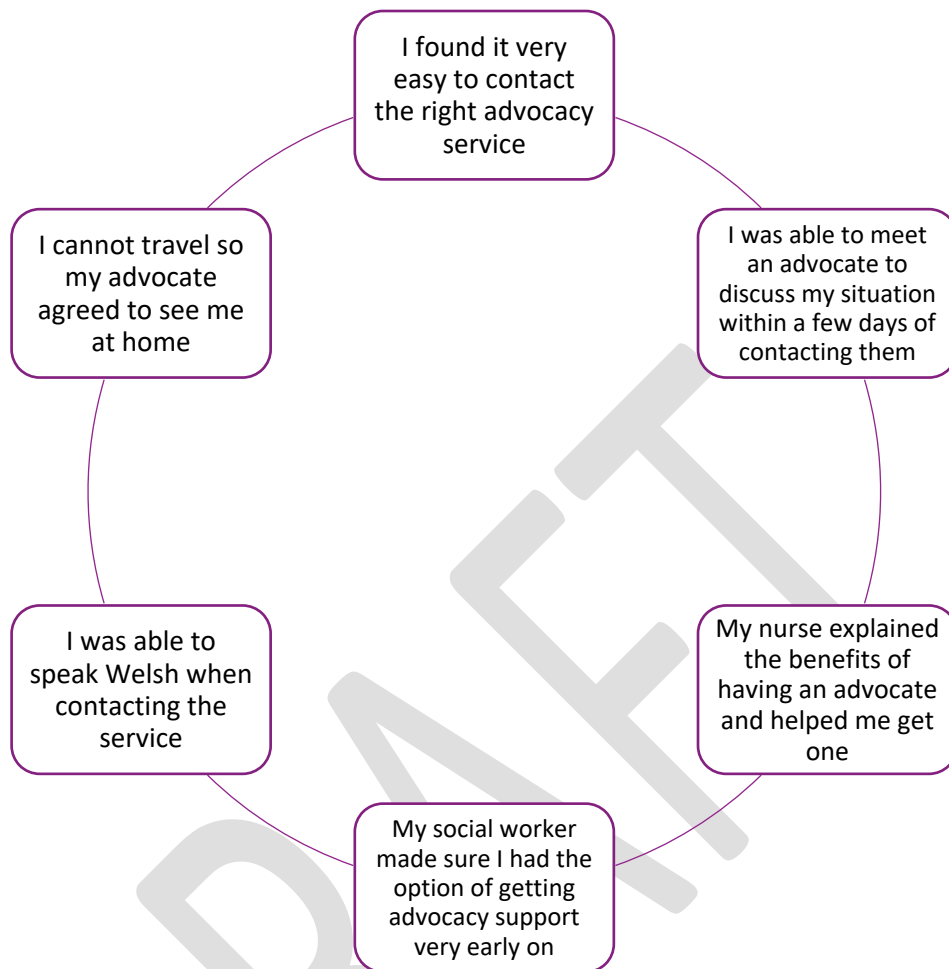
We will through a co-produced action plan:

1. Ensure improved access to advocacy provision and ensuring people who need it most can access it in a way suitable for them e.g. In Welsh, in person, online etc.
2. Develop an '[active offer](#)' approach to be employed by professionals which promotes and facilitates contact with an advocate so they can explain the support they can offer
3. Ensure that there will be equitable access to advocacy across our region taking into account the rurality and demography of our region
4. Evaluate the most effective referral '[gateways](#)' that facilitate ease of access

What will success look like?

- There will be easy ways by which people can access the form of advocacy that is right for them through the most effective referral '[gateway](#)' or '[gateways](#)'
- Advocacy will be made available at the earliest and most supportive time through the '[active offer](#)' approach
- People who prefer to access advocacy through the medium of Welsh can do so equitably
- People living in rural areas will have easy and equitable access to advocacy

People receiving advocacy will say?



Priority 4: Ensure Advocacy Is of a Consistently High Standard of Quality

Why is it important?

To achieve consistently positive outcomes for those receiving advocacy support there needs to be consistently high standards of quality in terms of governance and service delivery.

This priority was most significantly highlighted by organisations providing advocacy and other third sector organisations within the engagement process and is also key legal requirement on statutory bodies that commission advocacy services. A number of respondents felt that the quality of advocacy provision in the region was inconsistent and that all advocacy providers should have governance and delivery arrangements that met the highest standards.

Within the independent advocacy sector there has been a long-standing commitment to ensuring the quality of their advocacy. What has emerged over recent years has been the establishment of standards, as defined in the sector's own Advocacy Charter and Code of Practice and more recently the standards set out in the SSWBA Advocacy Code of Practice.

The key tool of quality assurance within independent advocacy is the [Quality Performance Mark\(QPM\)](#) which is independently assessed and awarded by the [National Development Team for Inclusion](#) (Advocacy) and this assurance is supported by the vocational [advocacy qualification](#) framework for advocates created by [Social Care Wales](#).

It is intended, in the near future, commissioned [Independent Professional Advocacy](#) will come within the [Regulation and Inspection of Social Care in Wales Act \(RISCA\)](#), once a framework can be agreed. When legally required this framework will need to be adopted within the strategy.

All forms of advocacy need to be able to evidence quality also need to evidence positive outcomes deriving directly, or indirectly, from their engagement. Outcome's frameworks and indicators vary across services and this does not always present an accurate comparative picture across services. There is scope for development and standardisation of [outcomes monitoring](#) and reporting in commissioned advocacy.

Quality in service delivery relies upon a reasonable period of service continuity. This allows for effective service delivery planning. Short term contractual arrangements do not support the development of quality in service delivery or accessibility. Contracts do need to be monitored and reviewed and periodically re-tendered. However, these processes should support the need to maintain quality in service delivery through a considered approach to appropriate continuity.

All advocacy services need to have systems that deal effectively with complaints and comments, as well as compliments. These systems, as a method of service improvement and learning from mistakes and successes, are a necessary aspect of quality.

The situation in West Wales

Most currently commissioned independent advocacy services in West Wales have either been awarded the [QPM](#) or are registered and working towards an award. Similarly, most also employ advocates who have achieved the appropriate independent [advocacy qualification](#) for their particular role, or, are registered and working towards the award. Support has been available through till Spring 2021, through the Advocacy Development Project, for those organisations that intend to register for both the [QPM](#) and their advocates for the relevant qualification.

[Outcomes monitoring](#) arrangements across commissioned advocacy services are inconsistent and there is scope for some degree of standardisation whilst

recognising that different services do meet different statutory functions and have different service specifications.

Some advocacy organisations have established arrangements for ongoing service improvement but there is some scope for the [WWCP](#) to support all advocacy organisations to focus on both quality assurance and service improvement.

There are issues of service continuity, especially in respect of non-statutory and specialist advocacy and there is scope for further consideration of how to balance tendering compliance and service continuity.

The [WWCP](#) is committed to ensure that all commissioned [Independent Professional Advocacy](#) along with other advocacy provisions in the region will be of a consistently high standard. This will ensure that all people receiving [Independent Professional Advocacy](#) support can expect a good quality service, wherever they live in the region

What will we do?

We will through co-productive action plans:

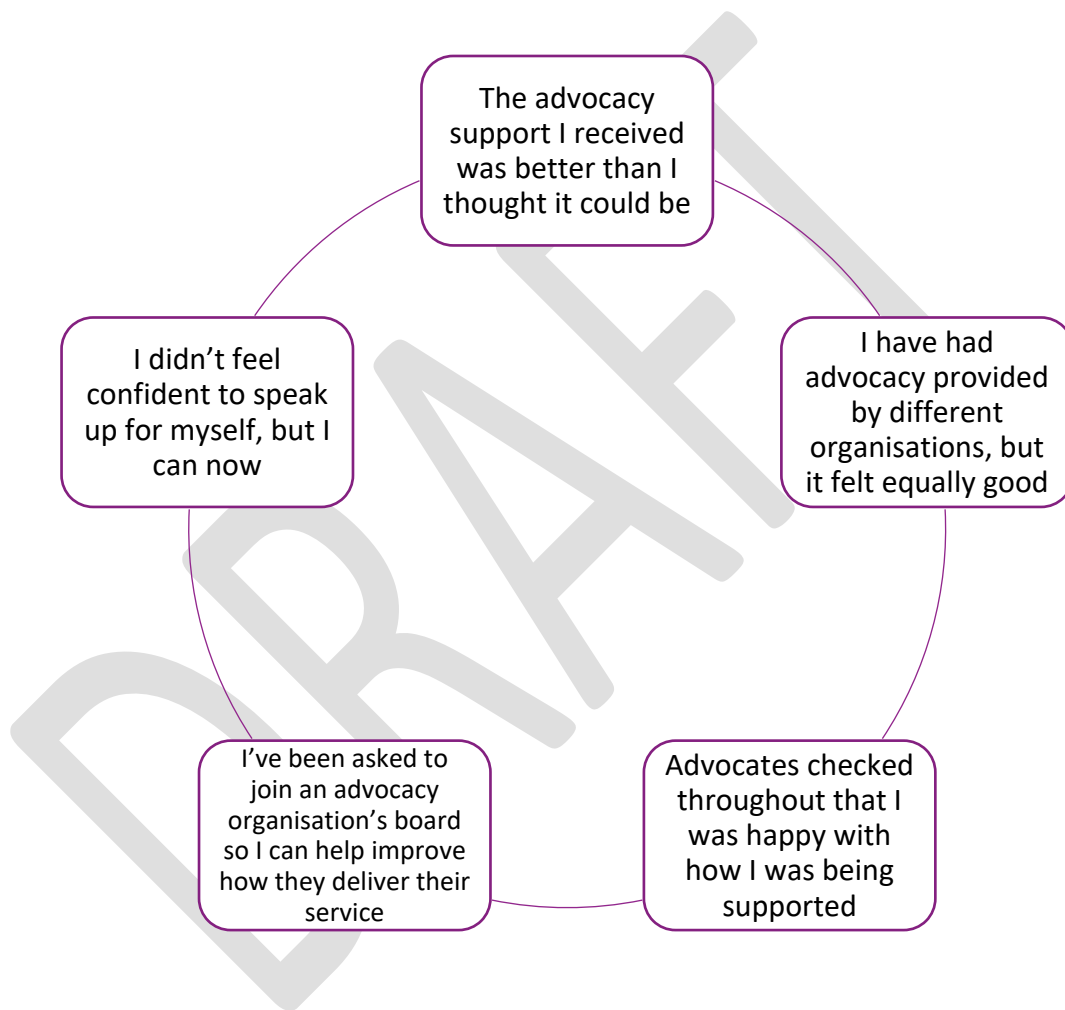
1. Commission sustainable independent advocacy services that can evidence and assure the quality of their governance and practice arrangements through recognised external quality assurance and practice competency systems.
2. Introduce the necessary quality assurance within commissioning arrangements required by any future [RISCA](#) advocacy framework
3. Support developments in the advocacy sector that progress service improvements in terms of quality and best practice, including in relation to learning from mistakes and complaints.
4. Introduce more standardisation in [outcomes monitoring](#) across the region and across comparable advocacy services

What will success look like?

- All commissioned independent advocacy will meet recognised quality assurance and practice competency standards.
- A culture of service improvement will be supported across all advocacy services
- Appropriate consideration will be given to service continuity in the tendering and contracting of commissioned advocacy services
- Any future requirements for advocacy commissioning under [RISCA](#) legislation will be fully introduced and embedded.

- A more robust and standardised approach to the [outcomes monitoring](#) and reporting of commissioned independent advocacy services will be introduced and embedded.
- All commissioned advocacy services will have effective systems for dealing with complaints and learning from mistakes.
- A high number of trained advocates to cope with high capacity and demand

People receiving advocacy will say?



This priority has been developed to encompass two issues raised throughout stakeholder engagement. Firstly, recognising the full spectrum of advocacy services and how we need to develop it equitably with partners. Secondly, the importance of collaboration between different providers on the advocacy spectrum to collectively share knowledge, skills, capacity and experience.

Why is this important?

There are a wide range of circumstances within which people need advocacy support and many of these are not addressed or best met through statutory advocacy provision. Similarly, many individuals and groups get the best outcomes when this is delivered through specialist provision. In delivering advocacy services we must ensure that individuals retain voice, choice and control over as many aspects of their lives as they can, for as long as they can. This can be achieved through a person-centred approach which understands each individual's personal circumstances, their history, future aspirations and what is important to them.

This strategy recognises there needs to be an appropriate balance between generic and specialist advocacy and similarly between statutory and non-statutory advocacy and that [service-users](#) should be able to have choice of which service provides their advocacy support.

Co-ordination and collaboration is needed to ensure that people receive the most appropriate form of advocacy to meet their particular needs and offer choice of provision.

Specialisms are particularly important in respect of [service-user](#) groups who have different communication needs, such as, people with learning disabilities, autistic people and people from the deaf signing community. Non-statutory mental health advocacy relies upon advocates having very specific knowledge of legal frameworks and services to be able to provide the best quality of advocacy support.

Non-statutory advocacy, both commissioned and grant-funded, is very important as it could provide advocacy support in the aspects of people's lives that statutory advocacy was not directly commissioned to address. It also allows issues to be addressed that prevent escalation in people's issues which then require statutory interventions. Non-statutory independent advocacy is also better placed to provide the enduring advocacy relationships that best facilitate empowerment and the capacity to self-advocate.

[Self-advocacy](#) groups, especially for people with learning disabilities, promote and facilitate the ability to self-advocate and as a result allows more participation in decisions impacting on their lives. This allows for more effective co-produced care planning and also promotes the prevention and [safeguarding](#) agendas.

Independent Advocacy often provides significant support to parents when engaged in child protection and legal hearing processes. As identified in the consultation exercise with advocates, this specialist work involves having knowledge of [safeguarding](#) and legal processes to be able to provide these parents the best possible support at these difficult times in their lives - “not forgetting the huge amount of work that I think all the advocate to do at the moment with child protection cases and parents going through child protection” (Stacey, Advocate)

What is the situation in West Wales?

The situation in West Wales offers both specialist and non-statutory advocacy for some [service-user](#) groups but not all. This seems to reflect the significant demands for these services from active community groups, such as, the learning disabilities and mental health communities.

The balance between statutory and non-statutory and between specialist and generic is felt by the learning disabilities and mental health communities to be appropriate.

Other [service-user](#) communities’ advocacy needs are addressed within generic and statutory services. Our engagement indicates that there needs to be further consideration of this balance, when considering how to shape advocacy services for other [service-user](#) groups. These groups are now starting to become more aware of the potential benefits of specialist and non-statutory advocacy. This was most notable amongst carers responses through our engagement, in particular carers of older people with dementia. Projections suggest a significant increase in the demand for dementia services, including advocacy in the lifetime of the strategy.

There are established learning disabilities [self-advocacy](#) groups operating in the region but this is not currently equitably available across the region.

Required advocacy support for parents in child protection processes is available but there is an indication that specialist provision would produce better outcomes.

What will we do?

We will through co-produced action plans:

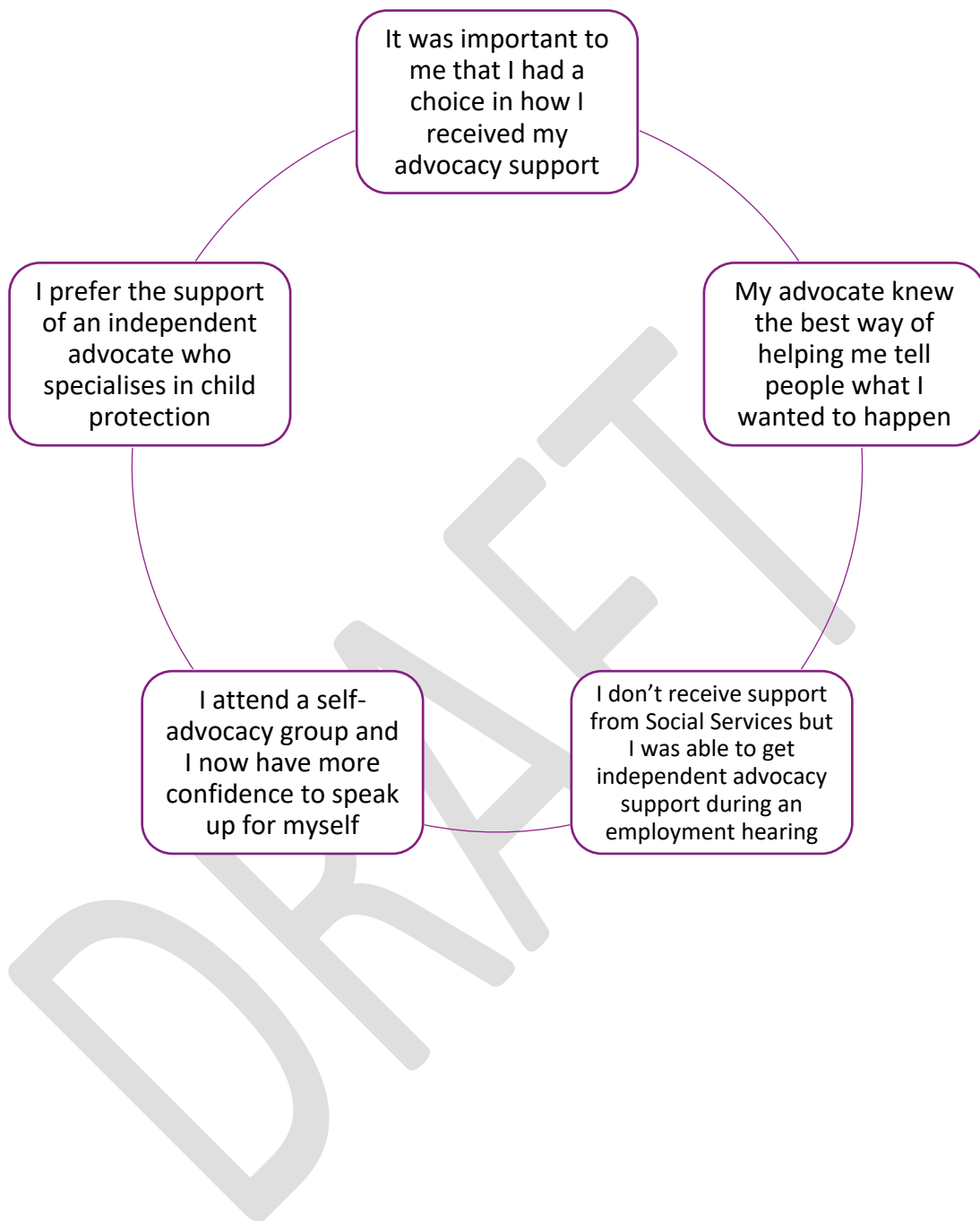
1. Ensure an appropriate balance between generic and specialist and statutory and non-statutory advocacy provision across all [service-user](#) groups in the region.
2. Ensure that people can access the most appropriate form of advocacy to meet their particular needs and offer choice.

3. Ensure that those with complex communication needs will be provided with the most appropriate form of independent advocacy support
4. Develop and support [self-advocacy](#) groups
5. Assess the need for a specialist independent advocacy service to support parents involved in child protection processes that have difficulties understanding key information

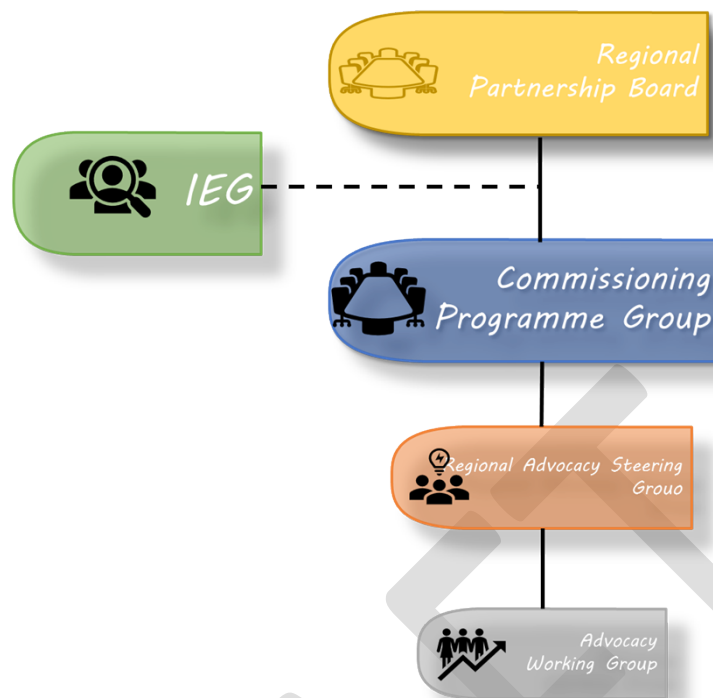
What will success look like?

- There will be a range of specialist and generic provision available to reflect differences in individual need and choice.
- Non-statutory advocacy will be maintained and developed as required to best meet community need
- Individuals with complex communication needs will have access to specialist advocacy services that can best meet their communication needs.
- Endeavour to support the full spectrum of advocacy services such as [Self-advocacy](#)
- If the needs analysis indicates the need for a specialist advocacy service for parents involved in child protection processes, who need support to understand key information, a service will be commissioned

People receiving advocacy will say?



Reporting Our Progress



In line with this strategy a new regional advocacy steering group will be set up to oversee and scrutinise the progress made against the regional adult advocacy strategy. The group is to design and deliver a comprehensive regional implementation plan with clear and measurable actions to shape and guide regional advocacy in West Wales. The plan should align with the National Outcomes Framework (Social Services), the Regional Outcomes Framework and the Well-being of Future Generations Act.

This action plan will be regularly monitored and revised in the light of progress and new opportunities for improving outcomes for users of advocacy services - as part of an on-going commitment to working co-productively with users and providers.

The new regional advocacy steering group will be directly account to the Commissioning Programme Group who, on behalf of the West Wales Regional Partnership Board, will oversee the implementation of this strategy:

- Receiving and scrutinising regular progress reports from the Advocacy Working Group.
- Ensuring [WWCP](#) recognition of successes and issues for resolution.
- Ensuring co-productive contract monitoring arrangements are in place, where providers and users are active participants.
- Ensuring this strategy has the profile and resources for effective implementation.

Reports will be made to Hywel Dda University Health Board and the local authorities of Carmarthenshire, Ceredigion and Pembrokeshire.

Glossary

Term	Acronym	Explanation
<i>the Act</i>		Social Services and Well-being (Wales) Act 2014 (SSWBA)
<i>'Active offer'</i>		the process by which professionals facilitate a meeting between a person and an advocate allowing the advocate to fully explain their role and allow the person to decide if they would want advocacy support.
<i>Advocacy qualification</i>		the award given to independent advocates that evidences that they are appropriately trained and competent to practise independent advocacy, including any specialist areas, e.g. mental health
<i>the Code</i>		Part 10 of the Act, Code of Practice (Advocacy) updated 2019, which sets out the requirements on local authorities in relation to advocacy services
<i>Co-production</i>		the process of enabling citizens and professionals to work together in equal partnership, to share power and responsibility for decision-making and planning.
<i>Commissioning/commission</i>		the process by which Health Boards and Local Authorities identify needs then plan and review services they want other agencies to provide.
<i>Golden Thread Advocacy Programme</i>	GTAP	The Project funded by the Welsh Government and delivered by AgeCymru to support the commissioning of advocacy in Wales and in particular the Independent Professional Advocate services across Wales.
<i>Independent Professional Advocate</i>	IPA	a form of independent advocacy defined in the Code and delivered by qualified advocates working within quality assured organisations. There are certain circumstances when Local Authorities should instruct IPAs and others when they must, as set out in the Code.
<i>Information, Advice and Assistance</i>		services designed to identify the support people can access to prevent

		them needing a higher level of support in the future.
Instructed Advocacy		an advocate acts solely on the instruction and direction of the person being supported.
National Development Team for Inclusion	NDTi	an organisation that promotes best practice in terms of social inclusion. It administers the Advocacy Quality Performance Mark.
Non-instructed Advocacy		the person cannot provide instruction and the advocate strives to ensure decisions or actions taken on their behalf respect their rights and entitlements and take account of their known preferences and lifestyles.
Outcomes monitoring		the processes by which the intended benefits of an action are assessed and reviewed.
Quality Performance Mark	QPM	the process by which advocacy organisations evidence that their services operate to a high standard
Referral 'gateway'		the way that people wanting to access a service are able to make first contact.
Regional Advocacy Development Project		a Project funded by the WWCP to support the development of advocacy in the region
Regulation and Inspection of Social Care	RISCA	the process by which organisations providing social care support are registered to ensure that they are providing quality services
Self-advocacy		the ability of a person to effectively share with others the things that are important to them and how they wish to receive services. Self-advocacy is promoted within all forms of advocacy but has a specific focus within self-advocacy groups.
Service-user		a person in receipt of, or eligible for, support or care services
Safeguarding		the process of protecting children and vulnerable adults from harm, abuse or neglect and an ongoing education process designed to facilitate the identification of the signs and risks relating to abuse.
Social Inclusion		the process of supporting people and communities to be able to participate in decisions and actions affecting their lives.

Social Care Wales		<i>the social care workforce regulator in Wales who has responsibility for building confidence in the workforce and leading and supporting improvement in social care.</i>
Stakeholder		Any person or organisation that have an interest or involvement with an issue, e.g. Carers Forums, Peoples First Groups, etc.
Statutory		Processes that are required under legal frameworks and arranged and/or delivered by Public Bodies, e.g. Local Authorities, Health Boards, etc.
Spectrum of advocacy provision		The different types of advocacy including advocacy provided by; family and friends, social care and health professionals, volunteer advocates, collective self-advocacy and paid independent advocates.
West Wales Care Partnership	WWCP	A regional collaboration between the three West Wales Local Authorities, Hywel Dda University Health Board and also third sector, independent sector, service-user and carer representatives. Its role is to implement the transformation and development of health and social care in line with the intentions of the Social Services and Well-Being Act (Wales) 2014
West Wales Population Assessment		an overview of the population and demography of the region used to predict the future necessary service changes to meet the future needs of the population
West Wales		the three counties of Ceredigion, Pembrokeshire and Carmarthenshire

References and Links

Social Services and Well-being (Wales) Act 2014

<https://www.legislation.gov.uk/anaw/2014/4/contents>

Social Services and Well-being (Wales) Act 2014 – Part 2 Code of Practice (General Functions

<part-2-code-of-practice-general-functions.pdf> (gov.wales)

Part 10 Advocacy Code of Practice

<https://gov.wales/sites/default/files/publications/2019-05/part-10-code-of-practice-advocacy.pdf>

Advocacy Charter

<https://qualityadvocacy.org.uk/wp-content/uploads/2018/05/Advocacy-Charter-A3.pdf>

Regulation and Inspection of Social Care (Wales) Act (RISCA)

<https://careinspectorate.wales/sites/default/files/2018-06/180606-risca-guide-en.pdf>

West Wales Population Needs Assessment www.wwcp-data.org.uk/population-needs-assessment

Welsh Language Measures

<https://www.legislation.gov.uk/mwa/2011/1/contents?lang=en><https://www.legislation.gov.uk/mwa/2011/1/contents?lang=en>

National Outcomes Framework <https://gov.wales/sites/default/files/publications/2019-05/the-national-outcomes-framework-for-people-who-need-care-and-support-and-carers-who-need-support.pdf>

The Well-Being of Future Generations Act <https://www.futuregenerations.wales/about-us/future-generations-act/>

Statistical Focus in Rural Wales <https://gov.wales/sites/default/files/statistics-and-research/2018-12/080515-statistical-focus-rural-wales-08-en.pdf>

IMHA Code of Practice(incorporated into Mental Health(Wales) Act Code of Practice Chapter 6)

<https://gov.wales/sites/default/files/publications/2019-03/mental-health-act-1983-code-of-practice-mental-health-act-1983-for-wales-review-revised-2016.pdf#:~:text=The%20Mental%20Health%20Act%201983%20Code%20of%20Practice,being%20laid%20before%20the%20National%20Assembly%20for%20Wales.>

Code of Practice (incorporated into the Mental Capacity (Wales)Act Code of Practice chapter 10) <http://www.wales.nhs.uk/sites3/Documents/744/Code%20of%20Practice%20E.pdf>

Planning, Commissioning and Co-production, Care Council for Wales

https://socialcare.wales/cms_assets/hub-downloads/Planning_and_Commissioning_Resource_Guide_-_January_17.pdf

GTAP Commissioning Independent Professional Advocacy for Adults under the Social Services and Well-being (Wales) Act 2014

<https://www.ageuk.org.uk/globalassets/age-cymru/documents/golden-thread-advocacy-programme/programme-documents/commissioning-ipa-framework-english-oct-19.pdf>

West Wales Area Plan 2018-23

www.wwcp.org.uk > [west-wales-area-plan](#)

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HEALTH AND SOCIAL SERVICES SCRUTINY COMMITTEE

9TH MARCH 2023

SUBJECT:

DRAFT DIVISIONAL DELIVERY PLANS 2023-24 FOR:

- **INTEGRATED SERVICES**
- **COMMISSIONING AND BUSINESS SUPPORT**
- **ADULT SOCIAL CARE SERVICES**

Purpose:

These Draft Divisional Delivery Plans sets the strategic actions and measures that the services within this Division will take forward in order for the Council to make progress against its Well-being Objectives, thematic priorities and service priorities.

THE SCRUTINY COMMITTEE IS ASKED TO:-

Review and assess the information contained in the Report and provide any recommendations, comments, or advice to the Cabinet Member, Head of Service/Director prior to the report's consideration by Cabinet.

Reason(s)

To show how the division, for which this Scrutiny has a remit, supports the Corporate Strategy and Well-being Objectives

CABINET MEMBER PORTFOLIO HOLDER

Cllr Jane Tremlett, Cabinet Member for Health and Social Services

Directorate	Designations:	E Mail Addresses:
Communities		
Name of Head of Service/ Report Authors:		
Alex Williams	Head of Integrated Services (joint appointment with Hywel Dda Health Board)	AlexWilliams@carmarthenshire.gov.uk
Avril Bracey	Head of Adult Social Care	ABracey@carmarthenshire.gov.uk
Chris Harrison	Head of Strategic Joint Commissioning (Pembrokeshire and Carmarthenshire)	Chris.harrison@pembrokeshire.gov.uk

EXECUTIVE SUMMARY

DRAFT DIVISIONAL DELIVERY PLANS 2023-24

These Draft Divisional Delivery Plans sets the strategic actions and measures that the services within this Division will take forward in order for the Council to make progress against its Well-being Objectives, thematic priorities and service priorities. Action and measures for the delivery of the Cabinet Vision Statement Commitments are also included.

These plans also note the support required by the divisional services from the Core Business Enablers in order to make progress against their own actions or actions and measures to be delivered by those Business Enabler services in their own right.

The actions and measures will set the direction of travel and provide a framework for individual staff objectives. It provides an open and transparent way of showing staff, customers, elected members, and stakeholders what is to be achieved and how we plan to do this.

Corporate Strategy 2022-27

On the 27 January a member development session on the Corporate Strategy was held rather than taking the Strategy through the scrutiny process. Feedback from the session was considered and included in the strategy. The Corporate Strategy has subsequently been approved by full council on the 1 March.

The Corporate Strategy 2022-27, Well-being Objectives are:

1. Enabling our children and young people to have the best possible start in life (Start Well).
2. Enabling our residents to live and age well (Live and age well).
3. Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Communities)
4. To further modernise and develop as a resilient and efficient Council (Our Council)

Note - The Service Delivery Plan template sets out these Well-being Objectives and the thematic priorities and service priorities within the objectives. There may-be some blank spaces under some of the Corporate Strategy headings in the delivery plans as Services may not be contributing to some parts – this is OK as other Services will be better placed to contribute.

DETAILED REPORT ATTACHED ?

YES

IMPLICATIONS

I confirm that other than those implications which have been agreed with the appropriate Directors / Heads of Service and are referred to in detail below, there are no other implications associated with this report :

Signed:

Alex Williams	Head of Integrated Services (joint appointment with Hywel Dda Health Board)
Avril Bracey	Head of Adult Social Care
Chris Harrison	Head of Strategic Joint Commissioning (Pembrokeshire and Carmarthenshire)

Policy, Crime & Disorder and Equalities	Legal	Finance	ICT	Risk Management Issues	Staffing Implications	Physical Assets
YES	YES	YES	YES	YES	YES	YES

1. Policy, Crime & Disorder and Equalities

The content of these Draft Delivery Plans will be monitored Quarterly throughout the year.

All Actions and Measures will be put into our Performance and Improvement Monitoring System (PIMS). This means that all information can be analysed and sorted as required by:

- Cabinet portfolio
- Cabinet Vision Statement
- Scrutiny Portfolio
- Department and Service Head or Manager
- Corporate Strategy by Well-being Objective, Thematic Priority or Service Priority

Senior management will hold dedicated quarterly Performance Monitoring meetings throughout the year to monitor progress on the Corporate Strategy and Delivery Plans using a range of information and data including performance data, risk management, finance, audit etc.

Monitoring reports on Actions and Measures will be available for each Scrutiny Committee based on their remit should they wish to consider.

2. Legal

The **Well-being Future Generations Act (2015)** requires that functions of the council should maximise their contributions to the Well-being Objectives set by the Council.

The **Local Government and Elections (Wales) Act 2021** focuses on the extent to which we are meeting our '*performance requirements*'. That is-

1. exercising our functions effectively.
2. using our resources economically, efficiently and effectively.
3. governance is effective for securing the above.

As noted in the Act:

Scrutiny committees are a key part of offering constructive challenge to how a council is performing and how it organises itself in the delivery of sustainable services.

3 Finance

The Well-being Future Generations Act (2015) requires that we ensure that resources are allocated adequately to achieve our Well-being Objectives.

The Local Government and Elections (Wales) Act 2021 focuses on the extent to which we are using our resources economically, efficiently, and effectively.

4. ICT

The Digital Transformation Strategy sets out the Council's strategic digital priorities and aspirations, and outlines what we plan to do to achieve our vision for a Digital Carmarthenshire

5. Risk Management Issues

Key risks are identified in the plan.

6. Staffing Implications

- See staffing figures within the plan
- In Well-being Objective 4 (Our Council) – To further modernise and develop as a resilient and efficient Council the Cross-cutting theme of Organisational Transformation is outlined.
- A Commitment to Workforce Planning is outlined in the Enablers section of the plan.

7. Physical Assets

As identified within the plans Enablers section.

**CABINET MEMBER PORTFOLIO
HOLDER(S) AWARE/CONSULTED**
YES/NO * Delete as appropriate

Section 100D Local Government Act, 1972 – Access to Information List of Background Papers used in the preparation of this report:

Title of Document	File Ref No.	Locations that the papers are available for public inspection
Cabinet Vision Statement		Cabinet Vision Statement 2022 - 2027 (July 2022) (gov.wales)
Carmarthenshire Transformation Strategy		Carmarthenshire Transformation Strategy (gov.wales)
Corporate Strategy 2022/27		https://democracy.carmarthenshire.gov.wales/documents/s69968/Report.pdf

Draft Divisional Delivery Plan 2023-2024

Integrated Services



INTRODUCTION

Purpose of this Plan

This Divisional Delivery Plan sets the strategic actions and measures that the services within this Division will take forward in order for the Council to make progress against its Well-being Objectives, thematic priorities and service priorities. Action and measures for the delivery of the Cabinet Vision Statement Commitments are also included.

The plan also notes the support required by the divisional services from the Core Business Enablers in order to make progress against their own actions or actions and measures to be delivered by those Business Enabler services in their own right.

The actions and measures should set the direction of travel and translate into individual staff objectives targets. It provides an open and transparent way of showing staff, customers, elected members, and stakeholders what is to be achieved and how we plan to do this.

Divisional Overview

Integrated Services is a joint division between Carmarthenshire County Council and Hywel Dda University Health Board. As a division, Integrated Services provides community health and social care services for older people and people with a physical disability/sensory impairment. The work of the division sits under the Cabinet portfolio for Health and Social Care, and Cllr Jane Tremlett is the Cabinet Member.



Cllr Jane Tremlett
Cabinet Member for Health and
Social Care

Aligned to the Integrated Services Business Plan, a County Integrated Locality Plan is drafted each year and monitored under the Health Board governance structures. The effective joint working between the Local Authority and Carmarthenshire County Council is paramount to these plans, as well as the cross-working across divisions particularly with Adult Social Care, Commissioning and Housing.

Under both plans, we will continue to focus on these tiers of delivery:

Help for Strong Communities; strengthening our communities to care for themselves through embedding community connectors / social prescribers and co-ordinators into local Integrated Community Networks. We will actively pursue opportunities to enable continuous engagement, support for carers and a model which enables community led initiatives to thrive.

Integrated Community Networks: These Networks recognise that responsibility for health and wellbeing does not solely sit with statutory health and social care services. Our statutory responsibility is to provide services only when such needs present. Adopting a social model for health however requires us to work with our populations, to understand the wider determinants of health that exist in local populations, recognise the assets that exist in the communities to mitigate these wider determinants and to support the population to develop assets in their communities that meet underlying need where these do not exist.

Other tiers of delivery will be delivered through **Integrated Localities:** Carmarthenshire will operate as one of three Integrated Localities within the Health Board. Carmarthenshire for some time has had an overarching Section 33 agreement in place which has allowed a joint management/planning structure for integrated care for Older People and people with Physical Disabilities. We will continue to evolve how we work however within the co-terminus boundary of the County with our wider Local Authority, Health and Public Service Board partners to adopt a population-based approach to prevention and service provision that meet the health and wellbeing needs of our population.

The three **Clusters** (Llanelli, Aman Gwendraeth and Tywi and Taf (from a Health Board planning perspective, Teifi sits under a different Cluster)) are critical components within the Carmarthenshire Integrated Locality and will ensure planning and commissioning meet the local population needs. We will ensure delivery is seamless at Cluster level and Locality level and that governance is in place to empower and enable the Clusters to identify, plan and deliver based on the care needs of the population, both resident and temporary. Therapy, Social Care and Specialist Nursing workforce will be aligned at a Locality (County) level but will also connect with the Integrated Multidisciplinary Community Teams and the local Networks at Cluster level to deliver place based integrated care.

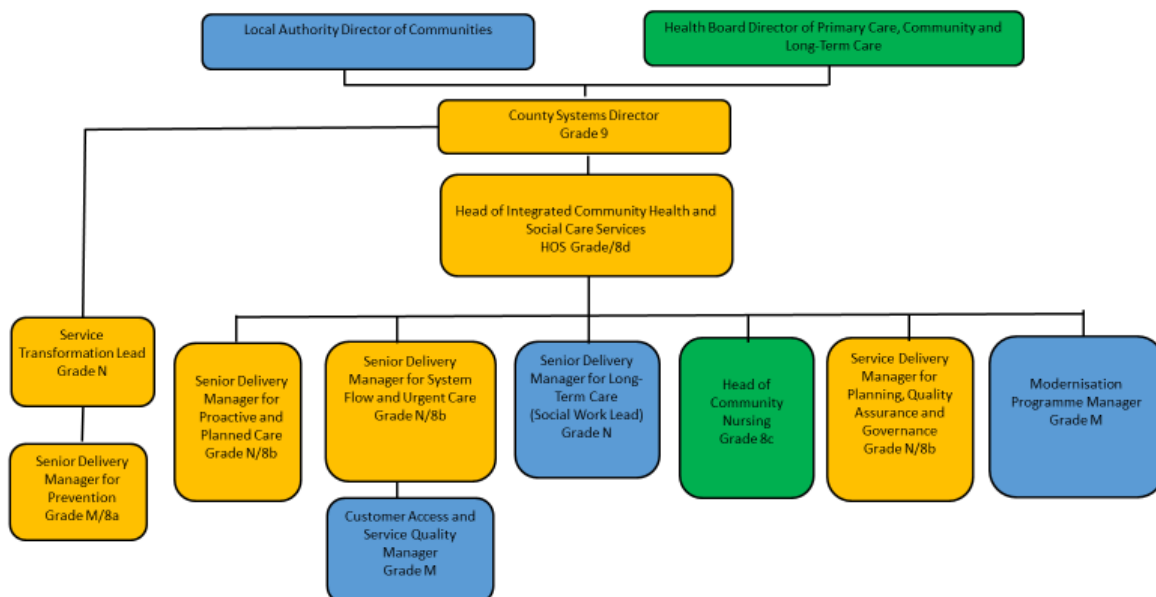
Integrated Community Teams (ICT): Integrated Community Teams which consist of health and social care professionals will be clearly aligned to the Clusters and will deliver integrated care to the population. We will increasingly align our services and the co-ordination of care around our population, based on their needs and the shared understanding of what matters most. These teams will ensure:

- ***'Help to Help Yourself'*** - Proactive care assessment and delivery of 'stay well' plans for those at risk in our populations at Cluster level. They will connect with wider health and Local Authority workforce to deliver place-based provision of support to maintain and sustain the health and wellbeing of our population with simple and stable health conditions.

- **‘Help when you Need It’** – Intermediate care provision for the population with exacerbating health needs to prevent further health decline and where appropriate avoid acute hospital admission or support early discharge from the acute setting. This approach will contribute to the provision of **‘Good Hospital Care’**
- **‘Help Long Term when you Need It’** – Long term care assessment, planning and care provision for those individuals with complex needs and who require statutory health and care & support to maintain their health and independence at home (includes residential and nursing homes).

Underpinning all of the above is how we refocus Integrated Services to be well placed to deliver the key principles and standards relating to prevention, system flow, proactive care and planned care, and long-term care. This will allow us to wherever possible help people to maintain their independence at home for as long as possible, prevent unnecessary admissions to hospital and support timely discharge home from hospital to ensure that those that need good hospital care can access it. Getting this right will be our key focus for the next financial year and integral to how we develop our structure going forward. The key actions and measures outlined in section 3 set out how we propose to do this in practice.

From a staffing perspective, Integrated Services has recently undergone a restructure to realign its teams at a county level against the core pathways of care. At the time of writing this business plan, Phase 1 of this restructure has been completed, and the senior management structure is set out below.



Blue denotes Local Authority post
 Green denotes Health Board post
 Yellow denotes Integrated post

Under each of these Senior Delivery Managers sits an integrated multi-disciplinary team of professionally qualified staff including social workers, occupational therapists and nurses. There are also a range of non-professionally qualified staff who work alongside them to deliver the functions as they relate to Integrated Services. This is underpinned by our business support teams who support the core infrastructure of the division.

From a legislative perspective, Integrated Services is governed by the following Acts and Legislation:

- Social Services and Wellbeing (Wales) Act 2014
- Wellbeing of Future Generations Act 2015
- Mental Capacity Act 2005
- Mental Health (Wales) Measure 2010.

On a Strategy and Policy level, the following documents are key:

- Hywel Dda University Health Board Carmarthenshire Integrated Locality Plan 2023/24
- A Healthier Wales: long term plan for health and social care 2018
- Delivering Change Together: West Wales Area Plan 2018 to 2023
- Our West Wales Carers Strategy 2020 to 2025
- West Wales Care Partnership Dementia Strategy 2022

The financial profile is as follows:

Integrated Services	2022-2023	2023-2024	2024-2025	2025-2026
	Budget			
	£'000	£'000	£'000	£'000
Employee	6,743	6,976	7,155	7,278
Premises	49	73	71	72
Transport	45	47	49	49
Supplies & Services	4,953	4,857	4,922	4,967
Third Party Payments	44,676	49,152	49,854	50,086
Transfer Payments	372	615	633	646
Support Services	1,789	1,790	1,790	1,790
Capital Charges	171	171	171	171
Grant	-3,721	-3,721	-3,721	-3,721
Fees & Charges	-18,833	-19,656	-20,239	-20,639
	36,244	40,303	40,684	40,698
Summary of Efficiency Proposals				
	2023-2024	2024-2025	2025-2026	
	£'000	£'000	£'000	
Domiciliary Care	600	600	600	
Extra Care	50	50	50	
Cwm Aur	200	0	0	
Residential Homes Placements	50	100	100	
Integrated Services	900	750	750	

Actions and Measures

The following Actions, Measures and Milestones set out the direction of travel for the Integrated Services Division in the 2023/24 year.

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
1	Well-being Objective 1 - Enabling our children and young people to have the best possible start in life (Start Well)			
	Theme: Healthy Lives – prevention /early intervention			
Action				
1A	We will develop and implement a Prevention Strategy for Carmarthenshire which will include implementation of the Cabinet Vision to further expand the Delta Connect service to provide proactive technology enabled care to vulnerable people within their own homes together with a package of emergency support, monitoring, and wellbeing calls.	March 2024	Alex Williams	WBO1
Milestones	<ul style="list-style-type: none"> Embedding and sustaining of joint initiatives between the Local Authority, Health Board and across the region. Continue to establish Delta Connect as the primary preventative telecare service within the County. 	March 2024 March 2024	Alex Williams	
Measures				
	<ul style="list-style-type: none"> Growth in Delta Connect customers over the year. % of Social Care enquiries closed at Information and Advice, not requiring referral to teams. 	March 2024		
b	Service Priority - Early years			
	Not Applicable			
c	Service Priority - Education			
	Not Applicable			
2	Well-being Objective 2 - Enabling our residents to live and age well (Live & Age Well)			
a	Theme: Tackling Poverty			
	Not Applicable			
b	Service Priority - Housing			
	Not Applicable			
C	Service Priority – Social Care			
Action				
2A	In line with the Cabinet Vision to work with Hywel Dda University Health Board to deliver seamless integrated health and social care services wherever possible, we will develop our overall approach to Integrated Services, so we are able to help develop strong communities, help people to help themselves, provide help when people need it and provide long-term support whilst keeping people safe. We will ensure we are in a position to do this through agreement of a vision for Integrated Services between the Local Authority and Health	Sept 2023	Alex Williams	WBO2

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
	Board, and a new Section 33 agreement setting out our collective responsibilities.			
Milestones	<ul style="list-style-type: none"> Approval of revised Section 33 agreement between Carmarthenshire County Council and Hywel Dda University Health Board. Agreement of overall vision contained in the above, and key pathways to support prevention, proactive and planned care, urgent and emergency care and long-term care. 	Sept 2023	Alex Williams	
Measures				
	<ul style="list-style-type: none"> Approved Section 33 agreement in place. Realignment of staffing resource and pathways as Phase 2 of the restructure in line with the county wide pathways. Roll out of Home First approach into the community. 			
2B	In line with the Cabinet Vision and our Home First approach we will increase the level of supported accommodation to specifically facilitate safe discharge from hospital.	March 2024	Alex Williams	WBO2
Milestones	Identification and development of increased step up/step down capacity in the County.	March 2024	Alex Williams	
Measures				
	<ul style="list-style-type: none"> Monitor outcomes from step down beds in Ty Pili Pala. A clear vision surrounding the increase in capacity. 			
Actions				
2C	We will continue to recruit and retain a professional Social Work and Occupational Therapy workforce by ensuring that Carmarthenshire is an attractive place to work, there are opportunities for career progression and development of career pathways for non-qualified staff to become qualified.	March 2024	Alex Williams	WBO2
Milestones	Implementation of recruitment, retention and workforce development plan.	March 2024	Alex Williams	
Measures				
	Reduction in number of Social Work and Occupational Therapy vacancies, so any vacancies only reflect gaps that occur during the recruitment process.			
Actions				
2D	We will ensure that we effectively deliver our statutory duties to assess and review care and support needs of older people and those with physical disabilities, and support people to achieve their desired outcomes.	March 2024	Alex Williams	WBO2
Milestones	<ul style="list-style-type: none"> Continue to risk assess those waiting for assessment and those waiting for domiciliary care to ensure prioritisation on the basis of need and ongoing review. Continue to review our clients in line with our statutory responsibilities, and wherever possible 	March 2024	Alex Williams	

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
	<p>through doing this increase independence and release capacity to support others.</p> <ul style="list-style-type: none"> Responding to key legislative changes such as the transition from Deprivation of Liberty Safeguards (DoLS) to Liberty Protection Safeguards (LPS). 			
Measures				
	<ul style="list-style-type: none"> Number statutory reviews completed. Number of hours released via Releasing Time to Care. Number of hours commissioned for domiciliary care. Number of funded placements. Regular audit of those awaiting assessment and domiciliary care to evidence that risk is being appropriately managed. Tracking of trends relating to delayed discharges as reported via the Delayed Pathways of Care. 	March 2024		
3	Well-being Objective 3 - Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Communities)			
a(i)	Theme: Economic Recovery & Growth			
Actions				
3A	Support the development of key capital developments including Cross Hands Health and Wellbeing Centre, and Carmarthen Hwb.	March 2024	Alex Williams	WBO3
Milestones	<ul style="list-style-type: none"> Progression of Cross Hands Health and Wellbeing Centre to the full business case. Agreement of Health and Wellbeing elements of Carmarthen Hwb. 	March 2024	Alex Williams	
Measures				
	As above			
a(ii)	Theme: Decarbonisation/Climate & Nature Emergency			
	Not Applicable			
a(iii)	Theme: Welsh Language & Culture			
	Not Applicable			
a(iv)	Theme: Community Safety and Cohesion			
	Not Applicable			
b	Service Priority – Leisure & Tourism			
	Not Applicable			
c	Service Priority - Waste			
	Not Applicable			
d	Service Priority – Highways & Transport			
	Note Applicable			

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
4	Well-being Objective 4 - To further modernise and develop as a resilient and efficient Council (Our Council)			
a	Theme: Organisational Transformation			
Action				
4A	We will support staff wellbeing to ensure that they remain as resilient as possible and are able to successfully fulfil their roles.	March 2024	Alex Williams	WBO4
Milestones	<ul style="list-style-type: none"> Carry out health and wellbeing questionnaire within the division, and develop an action plan emerging from the feedback. Continue to monitor staff sickness and ensure pressure points relating to work-related stress are appropriately acted upon. Support Wellbeing Champions to highlight wellbeing issues in their teams and develop initiatives to support wellbeing. Ensure that staff supervision and appraisal focusses on individual wellbeing with a view to supporting staff. 	March 2024	Alex Williams	
Measures				
	<ul style="list-style-type: none"> Overall reduction in work stress-related sickness. Feedback from staff that they feel well supported in their roles. 			
5	Core Business Enablers: Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
a	ICT			
	Ongoing development of Eclipse to effective client management in the service.	Ongoing	Robert Brain	All actions
b	Marketing & Media including Customer Services			
	Not applicable			
c	Legal			
	Ongoing legal support with specific cases, as and when required.	Ongoing	Robert Edgecombe	All actions
d	Planning			
	Not applicable			
e	Finance			
	Ongoing financial support to allow for effective budget management.	Ongoing	Andrea Thomas	All actions
f	Procurement			
	Not applicable			
g	Internal Audit			
	Not applicable			
h	People Management (HR, L&D, Occ Health)			
	Analyse the current workforce, and then extending that analysis to identify future workforce requirements, skills and competencies which will be needed to deliver new, different, or improved service.	March 2024		

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
	Ongoing HR support with specific staff management issues.	Ongoing	Kate Morgan	4A
	Ongoing support from L&D to develop overall social care related learning and development programme.	Ongoing	Dirk Neuman	4A
i	Democratic Services			
	Not applicable			
j	Policy & Performance			
	Not applicable			
k	Business Support			
	Re-alignment of business support in line with the Integrated Services restructure.	Sept 2023	Rhys Page	2A
l	Estates and Asset Management			
	Not applicable			
J	Risk Management			
	Not applicable			
K	Business Support			
	Not applicable			
L	Electoral Services and Civil Registration			
	Not applicable			

Risks

Risks are anything that can impede or enhance the achievement of strategic objectives (Our Well-being Objectives above). You must identify the following:

1. Any Risks that the service has on the **Corporate Risk Register**
2. **All Service Significant Risks** (scored 16+)
3. All **Service High Risk** (scored 10+)
4. Other risks and mitigation are on the Service Risk Register

Risk Ref or New?	Risk score after mitigation	Identified Risk	Ref # above action
CRR190066	Significant 20	Insufficient numbers of social work and care staff to provide sufficient assessment and care capacity which provides a risk to vulnerable people in not having needs assessed and being unsupported and potentially unsafe in the community.	2D
CRR190067	Significant 20	Lack of availability of domiciliary care to support vulnerable adults which leads to the risk of people being unsupported and potentially unsafe in the community, as well as people being delayed leaving hospital preventing others being able to access urgent medical treatment.	2D
CRR190030	High 12	Risk to social care delivery/business continuity in relation to in-house and externally commissioned domiciliary care, residential care and day services due market instability and fluctuating instances of Covid-19 transmission across the workforce and associated staff absence.	2D
LA0002	Significant 20	There is a financial risk to the Local Authority because the Health Board has stopped contributing to S.117 placements in residential care which is not legally compliant. The more S.117 placements agreed, the greater the financial risk.	2D
LA0003	Significant 20	Due to the increase in demand for assessments and current staffing deficits there are currently over 350 SSWBA assessments awaiting allocation to care management staff. There is a risk to those people awaiting assessment that they will deteriorate, and require a more substantial care package or a hospital admission.	2D
LA0004	High 12	There is a risk of delay to referrals being processed within the Information, Advice and Assistance service which leads to a risk of delays in professional assessments for those that need them.	2D
LA0005	High 12	The level of funding secured under the Regional Integration Fund is insufficient to cover all existing commitments. There is therefore a financial risk to the Council if alternative funding cannot be identified and/or some current arrangements be decommissioned to reduce the funding requirement.	2D

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Draft Divisional Delivery Plan 2023-2024

Business Support and Commissioning



INTRODUCTION

Purpose of this Plan

This Divisional Delivery Plan sets the strategic actions and measures that the services within this Division will take forward in order for the Council to make progress against its Well-being Objectives, thematic priorities and service priorities. Action and measures for the delivery of the Cabinet Vision Statement Commitments are also included.

The plan also notes the support required by the divisional services from the Core Business Enablers in order to make progress against their own actions or actions and measures to be delivered by those Business Enabler services in their own right.

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Divisional Overview

The Commissioning and Business Support division was formed in February 2021 under the leadership of the Head of Strategic Joint Commissioning for Carmarthenshire and Pembrokeshire. The whole division employs approx. 170 FTE staff and supports all front-line teams throughout the Department as well as undertaking some specific business functions.

Commissioning and Business Support have historically worked closely as many of the functions between the two divisions go hand in hand, i.e. making payments to contracted providers, setting fees, charging and service delivery, etc. The two areas also work together on new initiatives such as cost of care, or setting up new services etc.

The relationship between Commissioning and Business Support has become even more important, particularly in responding to the Covid-19 emergency. This required closer working relationships to enable the care and support sectors to understand Welsh Government guidance and to respond to, and support, the market in relation to Covid pressures.

The Communities department commissions over £90 million pounds worth of social care services for adults. This includes care home provision, domiciliary care provision, community support provision, supported accommodation services, including extra care, day care, third sector preventative service contracts, Housing Support Grant services, Carers and Direct payments.

The Commissioning Division is made up of 39 staff. The Commissioning team are responsible for all aspects of the commissioning activity relating to care and support services. This includes, identifying need and developing new service models, procurement, and brokerage – purchasing of services and, contract management, monitoring quality assurance and provider performance.

The Business Support Division, besides the typical administrative support to operational teams, the service provides a diverse range of functions, such as the provision of transport for service users; emergency planning; income collection and more recently the distribution of Personal Protective Equipment (PPE).

Since the creation of the Section we have been undergoing a review to ensure we are able to meet both operational and commissioning demands, with most service areas having been completed, and it is anticipated that the service area for providing support to operational teams will be finalised in the first half of 2023/24.

The Sections within Business Support and Commissioning are structured into the following service areas:

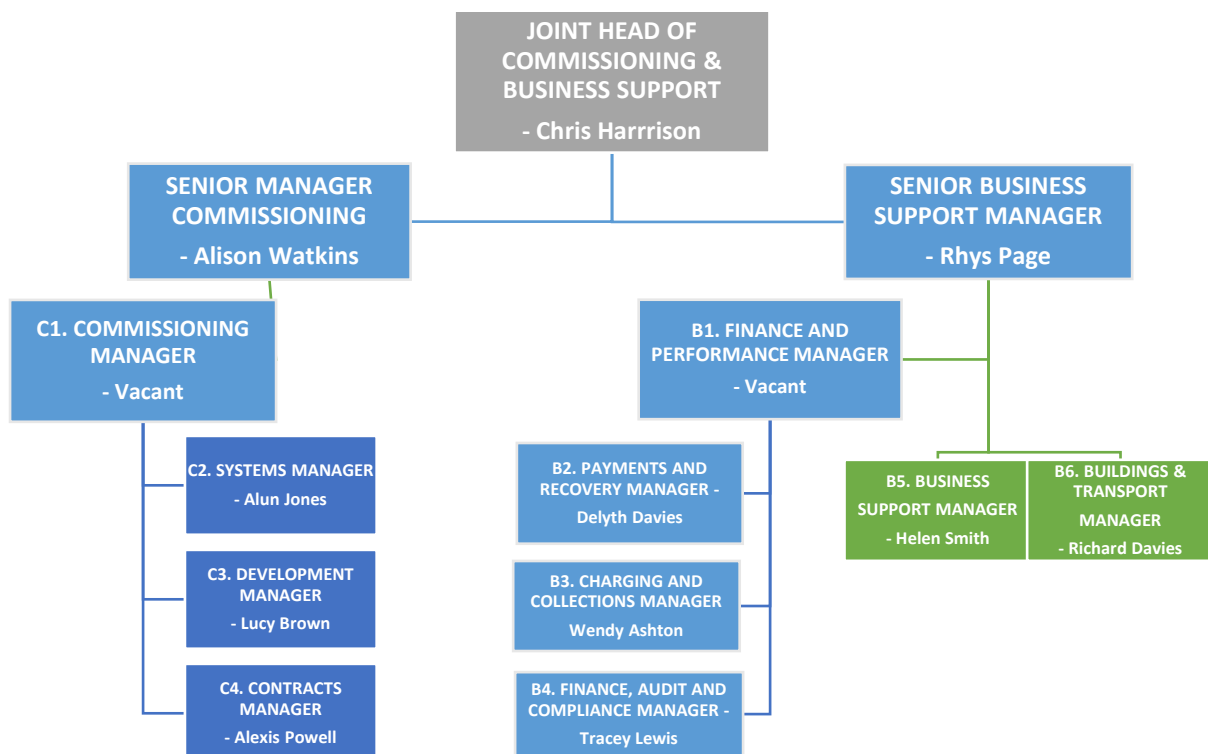
Business Support:

- Finance, Audit & Compliance
- Collections & Charging
- Payments & Recovery
- PPE and Transport
- Divisional Business Support

Commissioning:

- Commissioning & Development
- Commissioning & Contracting
- Commissioning & Systems

High Level Structure



Business Support

Finance, Audit and Compliance Team

Within the Finance, Audit and Compliance Team, the Manager and Lead Officer oversee the Audit and Compliance, Direct Payment Payroll and Blue Badge Teams.

Audit and Compliance Team

The Team consists of 6 FTE and they are responsible for Direct Payments, Audit and service users' monies. The Direct Payments of service users are audited along with the income and expenditure of the accounts and are checked to ensure that the money is used in accordance with procedures, the team having recovered £442,000.00 during 2021/22 in unspent monies. It also has responsibility for arranging contracts with service users and for making payments for up to 672 service users with the current spend of approximately £9.4 million per annum.

The Audit function is responsible for undertaking financial reviews of Local Authority and private establishments ensuring that financial records and practices are in line with financial regulations. It is also responsible for auditing claims for payment from the Independent Sector and auditing service users' monies to ensure accuracy and compliance with contract requirements.

This function administers personal monies for approximately 100 service users living in the community. These individuals have disabilities or mental health issues and therefore need assistance with this function. This section also accounts for the personal monies of the residents in local authority care homes. This work is undertaken by 1 FTE.

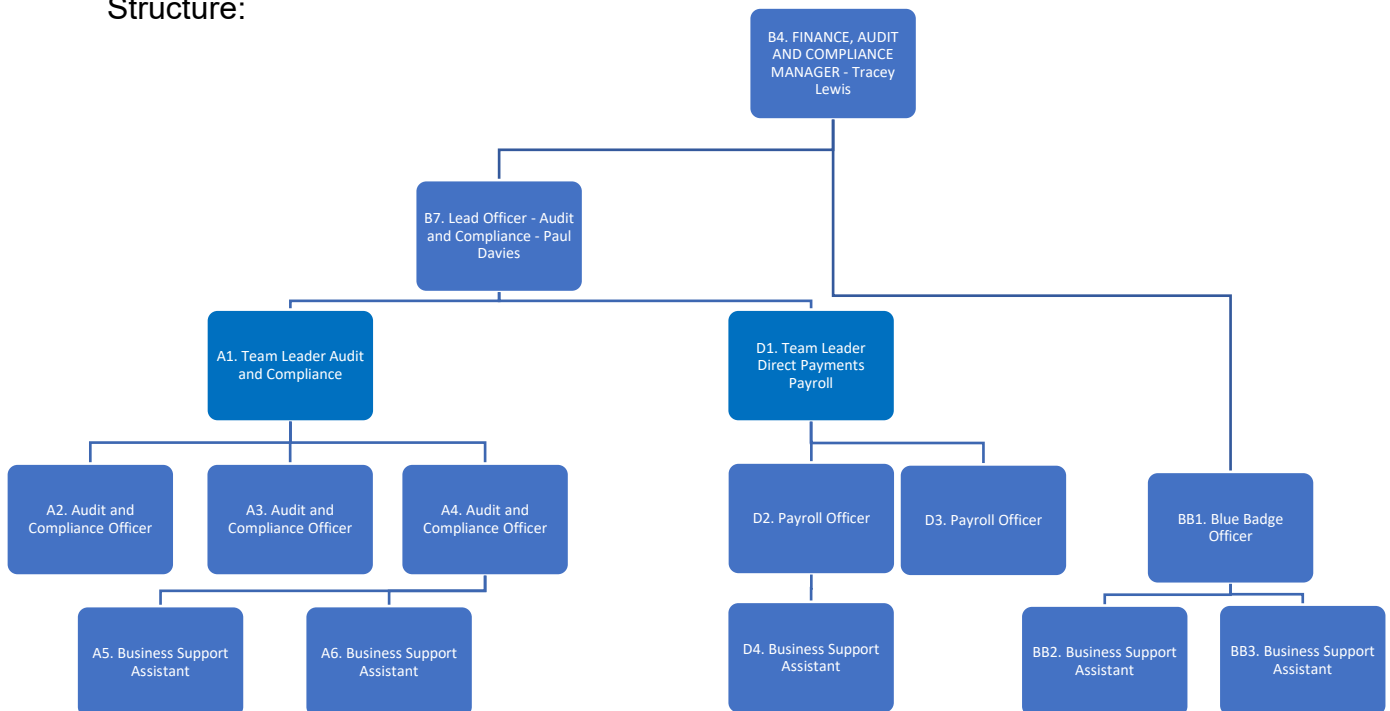
Direct Payroll Team

The Direct Payment Payroll Team of 4 FTE process payroll functions for the Direct Payment Support Service which has been brought inhouse in April 2021. Working closely with the Commissioning Team, processing the payroll function for approximately 972 personal assistants, the Team ensures the 4 weekly Payroll is processed accurately adhering to strict procedures in line with Payroll legislation. Processing timely monthly RTI (Real Time Information) submissions, pension payments, HMRC payments along with year-end processes and submissions.

Blue Badge

The Blue Badge Scheme provides a lifeline allowing people to park close to the facilities and services they need and wish to use. The Blue Badge Team consists of 2 FTE processing approximately 5,500 Blue Badge applications per annum in line with the guidelines set out by the Welsh Government.

Structure:



Collections and Charging Teams.

Collections

The Collections team is made up of 8.8 FTE members of staff, including a Team Leader and is responsible for collecting the assessed charge from all residential and non-residential service users. The function involves dealing with service users, their representatives, and professionals, and liaising with the DWP to ensure that the maximum benefit entitlement is claimed for service users. Income is collected in various ways: directly from the Department for Works and Pension (DWP), Occupational Pension companies and by invoice. The Director acts as an appointee for approximately 400 residents in Care Homes and the section continually liaise with the DWP and complete the relevant forms to ensure that the residents are in receipt of their full benefit entitlement.

The team also finalises the estates of deceased residents which involves liaising with next of kin, executors and professionals. Where there are no known next of kin, the section will refer cases to the Treasury Solicitors where appropriate and decide when cases need to be referred to our Legal division to apply for a Creditors Grant to recover the outstanding debt.

There is close working with the Debt Recovery Team, the Collections Team makes initial contact with service users/their representatives in respect of unpaid charges and a referral to the Debt Recovery Team is made to pursue unresolved, outstanding payments.

The Collections, Charging and Debt Recovery Teams work closely together to ensure that the correct charge is applied and collected for all service users.

Currently the section manages on a weekly basis approximately 1,000 service user accounts in residential care, 3,000 service user accounts in non-residential care services, and collects income to the value of approximately £15 million per annum in residential care and £3.25 million per annum for non-residential services (which includes Telecare).

Charging (Financial Assessment) Team

The Financial Assessment Team is made up of 8.5 FTE, including a Team Leader. It is responsible for collecting financial information and calculating a financial assessment in accordance with charging legislation and guidelines set by Welsh Government to ensure that the Local Authority calculates the correct charge for all clients in residential and nursing care and for all clients in receipt of non-residential services. The function also includes a welfare benefit check in accordance with the legislation, this ensures that the people of Carmarthenshire who receive care and support are supported to help them understand the benefits which may be available to them.

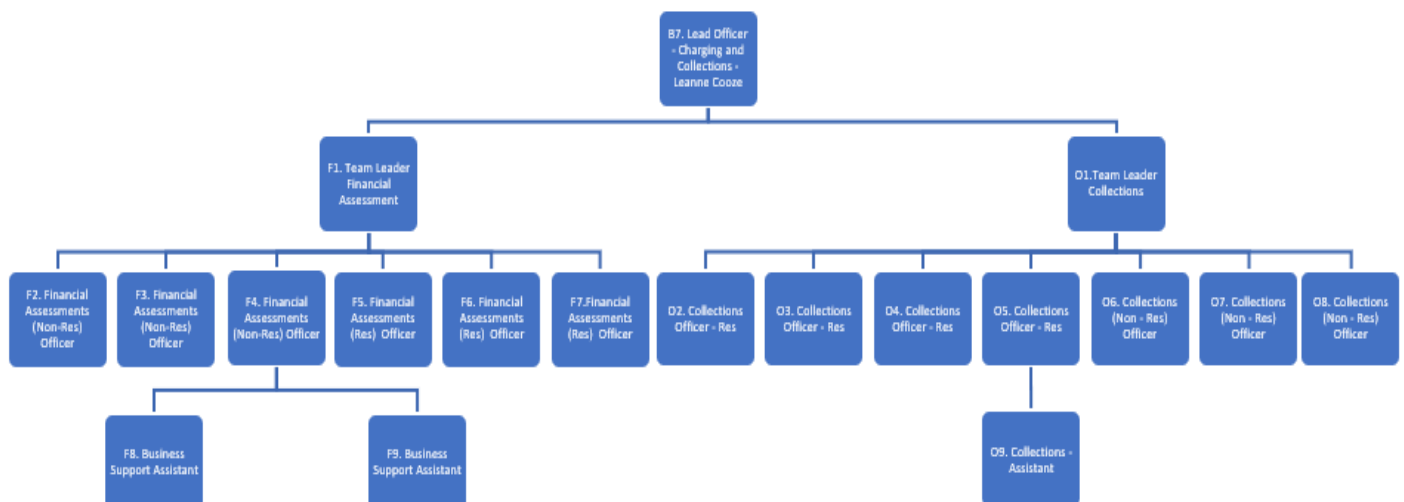
A key part of the function is identifying ownership of assets to ensure a fair and accurate charge. This involves close working with service users, their representatives, professionals, care management staff and the legal department. The team is also responsible for protecting the property/land and valuables of clients and this is a statutory function where there is no one else to undertake the work.

Currently the section manages the financial assessment process for approximately 1,000 service user accounts in residential care, 3,000 service user accounts in non-residential care services, this generates income to the value of approximately £15 million per annum in residential care and £3.25 million per annum for non-residential services (which includes Telecare).

The team undertook 6200 assessments during 2021/22.

The Collections, Charging and Debt Recovery Team work closely together to ensure that the correct charge is applied and collected for all service users.

Structure:



Payments & Recovery

Payments

The Payments section is made up of 3 FTE members of staff and 3 FTE Service Support members of staff. They process all payments for residential and non-residential care services that are procured from the Independent Sector. It also processes Shared Lives payments for Carmarthenshire, Ceredigion and Pembrokeshire and the Supporting People subsidy on behalf of the Housing Division.

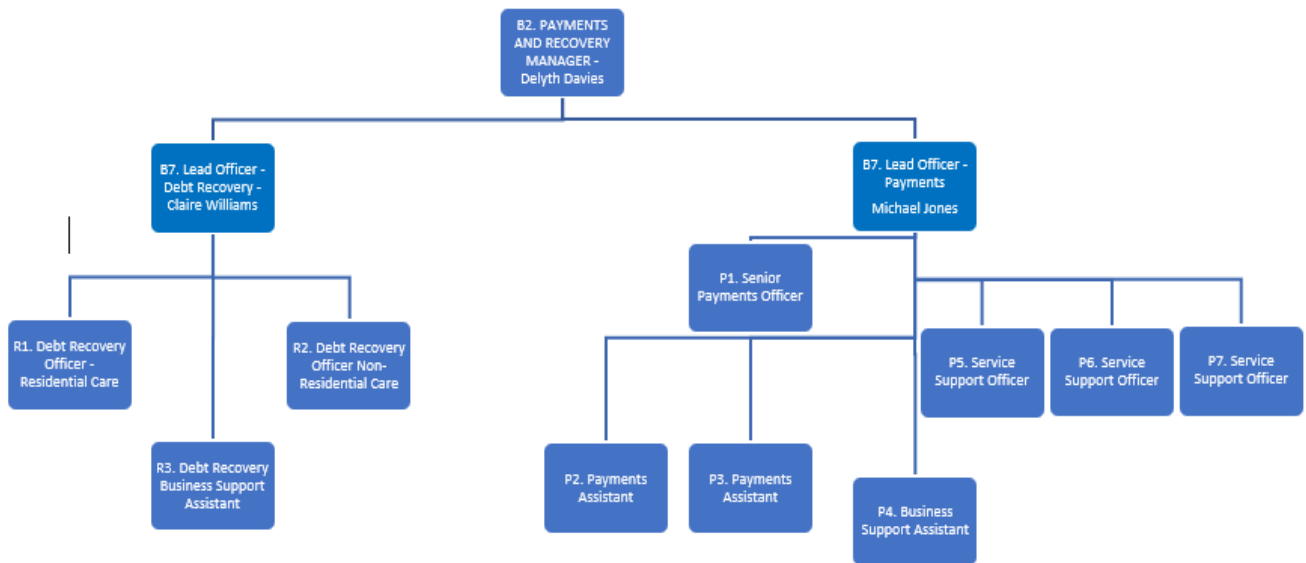
In addition, the team administers and arranges payments as an agent on behalf of the Local Health Board of all Continuing Health Care joint funded contracts and Free Nursing Care. This amounts to approximately £8.5 million income annually for the placements in residential/nursing homes and £2 million income for those receiving non-residential care services.

The team currently makes payment for services for approximately 880 service users funded by the Authority in Private Residential/Nursing Homes and 1,400 service users receiving non-residential services in the Independent Sector, on any one week. This equates to payments to the value of approximately £45 million per annum for residential care and £23.5 million per annum for non-residential care services procured from the Independent Sector.

Debt Recovery

The Debt Recovery team is a newly formed team following the recent re-structure and is made up of 4 FTE members of staff with one of these posts being funded for 2 years by Corporate Resources following a review by the TIC team of the whole of the Authority's Debt. This team will concentrate fully on debt recovery where previously it was part of the work of the Collections team. We are still in the process of recruiting staff to this team and formalising processes; however, debt recovery work is ongoing with the Manager and Lead Officer of the team working closely with the Legal Section to secure debt and recover outstanding debt through various methods including proposed Court action where appropriate. Regular meetings are held with the designated solicitors of the Legal section to discuss cases and agree actions to be taken to ensure recovery of the outstanding debt and/or to secure the debt (e.g. by Judgement in Court or placing a Legal Charge on the property etc.). During the financial year 2021/22, the debt recovered through the Legal process was in the region of £1,200,000 and £300,000 debt secured. By reducing the debt outstanding to the Authority, it ensures that the Department can continue to invest in other key areas, particularly, to promote the Health and Wellbeing agenda.

Structure:



PPE and Transport

Transport Section

The transport service is a specialist service conveying vulnerable service users for all client groups who have been assessed as needing transport to and from their homes to their respective centres where they receive services. The service also subcontracts to the Welsh Ambulance Service Trust (WAST) and Hywel Dda Health Board and provides a timely service in conveying outpatients to appointments at the main hospital sites within the county and to neighbouring authority health settings. It also conveys discharged patients from these hospital sites to their homes.

The service also conveys patients to and from the Dialysis Unit at West Wales General Hospital, Carmarthen.

In addition, the service also undertakes work for the Education and Children's Services in conveying social joint youth pupils to and from educational establishments within the county.

As a result of lockdown in March 2020, the fleet was reduced by six vehicles as they were scheduled to be replaced during 2020/21 and the current fleet consists of 20 vehicles which are specially adapted for conveying disabled people. The unit is currently staffed by 12 permanent drivers who are supported by a team of casual drivers to cover periods of absence due to annual leave, training or sickness which is equivalent to 10 permanent FTE drivers. Pre covid the service was conveying approximately 450 service users per week which equates to approximately 1,700 passenger journeys per week. Since services have recommenced, we have seen a reduction in the numbers of service users being conveyed but as services will gradually increase, we will utilise some casual drivers to cover routes in parts of the county to ensure that assessed service users attend their respective centres. All drivers are fully trained in the six key elements to ensure that their passengers are always transported in safety.

As part of their duties, drivers are normally one of the frontline services and the first point of contact between users and the department and they also act as a link between the individual and their respective centres.

Emergency Planning

The division also has responsibility for coordinating the Emergency Planning arrangements for the authority in developing policies and protocols to safeguard communities should an emergency arise, and the residents need to be evacuated from their homes to a place of safety into one of the designated rest centres within the county. This function is linked to the corporate emergency planning role as several council departments are likely to be involved depending on the emergency.

The function also includes the training of senior departmental staff who could be involved and managing and coordinating the incident together with support staff from various sections within the department who could be contacted to form part of the operational team to respond to an emergency.

Divisional Business Support

Within this area of Divisional Business Support, we have over 50 FTE staff who provide a wide range of business support services to operational teams across the Directorate in Ammanford, Carmarthen and Llanelli. There are 10 teams that provide support in the following service areas:

Central Support - support to Heads of Service and Commissioning. We also have peripatetic business support team members who can provide flexible support wherever it may be needed.

Housing & Public Protection (3 teams based in Carmarthen, Ammanford and Llanelli) – support for a wide range of functions (animal health, trading standards, licensing, etc).

Care & Support – support for home and residential care services.

Adult Social Care – support for social care and health services delivered through Integrated Services (3 Community Resource Teams based at Carmarthen, Ammanford and Llanelli); the Safeguarding & Deprivation of Liberty Safeguards Team; and specialist teams for mental health, learning disabilities and substance misuse. We also provide support to the Carmarthenshire Integrated Community Equipment Stores and Delta Wellbeing.

Leisure – support with the processing of orders and invoices for all Leisure facilities, ensuring the supply of goods and services for these public services.

In 2023/24, we will be reviewing the structure in this service area as the next stage in the divisional restructure. A key part of this will be to consult with managers and the staff within the Team to reflect on how we adapt to the different ways of working that have emerged in recent years and how the business support offer needs to change.

We indirectly contribute to the delivery of the Council's Well-being Objectives through supporting operational teams, e.g. by providing back-office support to the

staff working to increase the availability of rented and affordable homes. This support is essential for the delivery of these key objectives.

Our remit covers a wide range of business support functions, which underpin the provision of frontline services to the public. An example of this is the co-ordination of supplies and services to domiciliary carers, ensuring that essential Personal Protective Equipment is supplied to these key workers.

As well as the provision of general administrative support, we are flexible and adapt to emerging demands from the operational services. Very often, the ten teams work as one team to ensure that we can deliver a responsive business support service to a wide range of internal and external stakeholders in the right place at the right time.

We have an important role in the updating of management information systems on a day-to-day basis. This not only supports the performance management agenda within the department but also ensures that accurate and timely information is available to decision-makers at strategic and operational levels.

We are also actively involved in digital transformation to support more efficient and different ways of working:

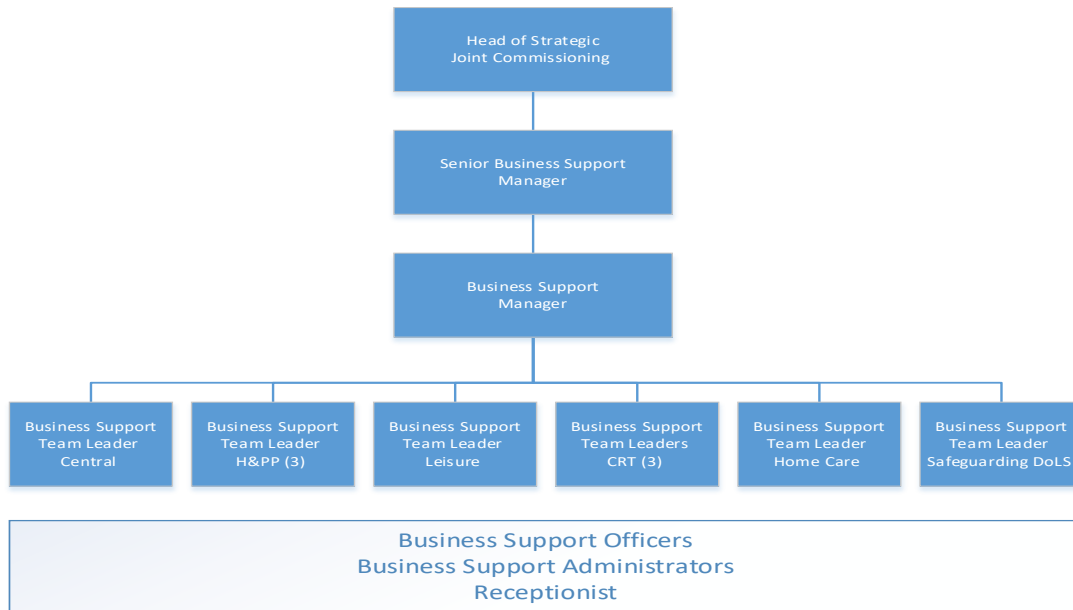
- Digitisation of paper records, which will not only result in greater accessibility but will free up valuable office space.
- Expanding the use of digital mail solutions, which are faster and more cost-effective. This facilitates the mailing of large mailshots and enables staff working remotely to send mail from their desktop or laptop, without the need to physically print or post.
- Rolling out the use of electronic signature solutions, which streamline the process of sharing agreements digitally and reduce the need for paper.
- In 2023, we will also be actively involved in the implementation of the new Recruitment System (OLEEO) across the Communities Department, which will improve the effectiveness and efficiency of recruiting staff.

There is a high degree of co-operation between individual teams in managing the Directorate's needs and improving the way that we deliver our service.

Our Integrated Service Teams include staff employed by partner agencies such as Hywel Dda University Health Board. Whilst most Teams consist of a Team Leader working at the same base with a group of Business Support Administrators, we have team members who work with Health partners in Mental Health and Learning Disabilities Teams at other locations. These team members are managed by our Business Support Team Leaders and are included in wider team meetings.

Divisional Business Support is an integral part of the Directorate; we support all staff from the highest level (Director and Heads of Service) down to individual frontline staff, supporting the delivery of services to the public and contributing to the delivery of the Council's Well-being Objectives.

Structure:



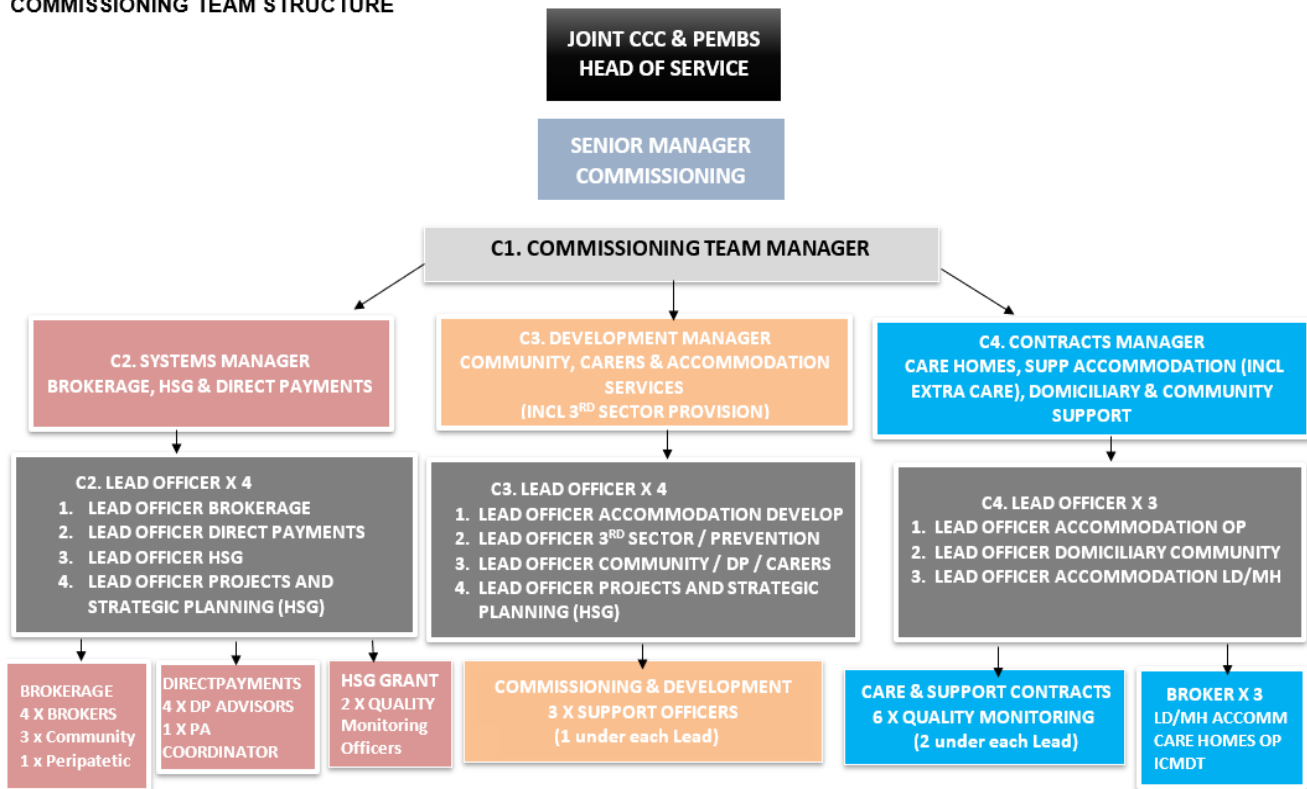
H&PP – Housing & Public Protection
CRT – Community Resource Team
DoLS – Deprivation of Liberty Safeguards

Commissioning

The department commissions over 90 million pounds worth of social care services for adults. This includes care home provision, domiciliary care provision, community support provision, supported accommodation services, including extra care, day care and a range of third sector preventative service. Services provided under the Housing Support Grant, Carers and Personalisation (Direct Payments) agendas also fall under the responsibility of the Commissioning team.

The number of staff working within this section is 37. The Commissioning Team are responsible for all aspects of the commissioning activity relating to care and support service.

COMMISSIONING TEAM STRUCTURE



There are 3 main functions, Commissioning (mapping needs and finding innovative solutions), Contract Management (quality and performance of services) and Procurement (purchasing services (Brokerage) and finance monitoring)

Commissioning & Development

- Undertaking needs mapping, identifying gaps in provision and developing new service models.
- Undertake service planning and redesign of commissioned services, including decommissioning where necessary to ensure the best use of resources
- Develop contract documentation and service specifications, MoU, Service level agreement for commissioned services.
- Lead on procurement and tendering for external social care services
- Manage and lead on the implementation of new developments and services within different sectors working across adult social care

Commissioning & Contract Management

- Responsible for ensuring that services are operating in accordance with legal requirements, Council policies and procedures, and Government guidance relevant to care and support services
- Ensure that commissioned services are monitored appropriately against contractual and service specification requirements. This is done through data

collection, quality audit, monitoring visits, feedback from Service Users, Staff and Professionals.

- Responsible for ensuring that provider performance processes are applied, and that risk is evaluated and responded to in a timely manner. This includes escalating concerns, contract termination and home closure process.
- Manage and respond to emergency complex issues and contentious matters affecting care providers (pandemic, epidemic, outbreaks) to prevent escalation of risk which could compromise the safety and wellbeing of Service Users.
- Monitoring market stability and working with different sector to develop sustainable services.

Commissioning and Systems

- Monitoring financial agreements to ensure that providers are complying with the contract agreement / grant conditions and are delivering value for money services.
- Designing systems and processes that reflect efficiency and accuracy in relation to financial transactional agreements between the Council and Contracted providers.
- Allocation and Monitoring of spend for the Housing Support Grant ensuring compliance with Welsh Government requirements.
- Responsible for brokerage service that place individuals with a commissioned service and completes the Individual Service Agreement which acts as the payment agreement between the Council and Provider.
- Responsible for the Direct Payments Service that offers support to individuals who wish to purchase their own care and support.

Cabinet Member for Business Support and Commissioning



Cllr Jane Tremlett
Cabinet Member for Social
Care and Health

Divisional Specific Strategy and Policy

Sustainable Social Services for Wales: A Framework for Action 2015
 A Healthier Wales (2019)
 Social Services National Outcomes Framework (2019)
 West Wales Carer's Strategy (2020 – 2025)
 West Wales Area Plan 2018 – 2023
 Dementia Action Plan Wales (2018 – 2022)
 Together for Mental Health (2019 – 2022)
 Learning Disabilities Strategic Action Plan (2022– 2026) - Improving lives programme
 The Autistic Spectrum Disorder (ASD) Strategic Action Plan for Wales 2016 and Delivery Plan (2018-2022)
 Statement on Policy and Practice for Adults with a Learning Disability 2011
 Fulfilled Lives, Supportive Communities 2007
 WLGA - Commissioning Accommodation & Support for a good life for people with a learning disability (2019)
 Charging Policy for Social Care Services 2019
 Strategy for preventing and ending homelessness 2019
 Financial Procedure Rules 2020

Divisional Specific Acts and Legislation

The Well-being of Future Generations (Wales) Act 2015
 Social Services and Well-being (Wales) Act 2014
 Regulation and Inspection for Social Care (Wales) Act 2016
 Housing (Wales) Act 2014
 Renting Homes (Wales) Act 2016
 Mental Health (Wales) Measure 2010
 The Care Standards Act 2011
 Public Contract Regulations 2015

The financial profile is as follows:

Commissioning & Support	2022-2023	2023-2024	2024-2025	2025-2026
	Budget			
	£'000	£'000	£'000	£'000
Employee	4,481	4,601	4,543	4,592
Premises	-40	-42	-44	-45
Transport	920	931	902	866
Supplies & Services	1,983	1,882	1,938	1,977
Third Party Payments	0	0	0	0
Transfer Payments	0	0	0	0
Support Services	794	795	795	796
Capital Charges	0	0	0	0
Grant	-2,790	-2,790	-2,790	-2,790
Fees & Charges	-2,207	-2,219	-2,279	-2,320
	3,141	3,159	3,066	3,077
Summary of Efficiency Proposals				

	2023-2024	2024-2025	2025-2026
	£'000	£'000	£'000
Business Support	40	40	40
Transport	125	45	45
Business Support and Commissioning	165	85	85

Actions and Measures

The following Actions and Measures set out the direction of travel for the Business Support and Commissioning Division in the 2023/24 year.

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
1	Well-being Objective 1 - Enabling our children and young people to have the best possible start in life (Start Well)			
a	Theme: Healthy Lives – prevention /early intervention			
Action/Measure	Not applicable			
b	Service Priority - Early years			
	Not applicable			
c	Service Priority - Education			
	Not applicable			
2	Well-being Objective 2 - Enabling our residents to live and age well (Live & Age Well)			
a	Theme: Tackling Poverty			
	Not applicable			
b	Service Priority - Housing			
Action				
A1	We will continue to work with housing and other partners to develop our accommodation offer, to support people to live well, with models of provision of care and support which has progression and outcomes at its core.	March 2024	Chris Harrison/ Alison Watkins	
Measure				
M1a	Increase the number of units of accommodation developed.	March 2024	Alison Watkins / Lucy Brown	
M1b	Recommission community support to align to the accommodation plan.	January 2024	Alison Watkins / Alexis Powell	
M1c	Develop Housing Support services to ensure that homelessness is rare, brief and unrepeatd	March 2024	Alison Watkins / Alun Jones	
c	Service Priority – Social Care			
Action				
A2	Develop preventative services to meet the demands of an ageing population	March 2024	Chris Harrison/ Alison Watkins	
Measure				

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
M2a	Commissioned third sector preventative model to be established	Sept 2023	Alison Watkins / Lucy Brown	
M2b	Increased number of community support groups/ initiatives.	March 2024	Alison Watkins / Lucy Brown	
Action				
A3	To further develop and diversify the market to ensure people have a range of options to meet their care & support needs.	March 2024	Chris Harrison/ Alison Watkins	
Measure				
M3a	Increase the number of micro enterprises and social enterprise developments.	March 2024	Alison Watkins / Lucy Brown	
M3b	Further develop the flexible use of Direct Payments	March 2024	Alison Watkins / Alexis Powell	
Action				
A4	Continue to improve the support available to carers across the county.	March 2024	Chris Harrison	
Measure				
M4a	Develop a new model of support for Carers which provides a more flexible offer for short breaks/respite	March 2024	Alison Watkins / Lucy Brown	
Action				
A5	Invest in local efficient council run services to rebalance the market across all elements of adult and children social care	March 2024	Chris Harrison	
Measure				
M5a	We will develop a plan to deliver the key actions from the market stability report to rebalance the market for care and support	March 2024	Chris Harrison / Alison Watkins	
Action	Build commissioning capacity within Children's social care to support WG policy to eliminate profit within the sector	March 2024	Chris Harrison	
A6	Work with Welsh Government to create and define a National Care Service that delivers national standards of care with local delivery of services to meet our community's needs.	March 2024	Chris Harrison	
Measure				
M6	We will continue to contribute to the development of a National Commissioning Framework and future opportunities relating to Care and Support Services	March 2024	Chris Harrison / Alison Watkins	

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
Action				
A7	We will review our current departmental business processes, with a focus on digitalisation to meet the future demands of the services. This will include: <ul style="list-style-type: none"> The planning and implementation of the new ECLIPSE Finance. Direct Payments Management system 	March 2024	Rhys Page	
Measure				
M7a	Implementation of ECLIPSE Finance	March 2024	Rhys Page	
M7b	Implementation of Direct Payments Payroll system	June 2023	Rhys Page	
Action				
A8	Digitalisation on the Financial Assessment Process	March 2024	Rhys Page / Wendy Ashton	
Measure				
M8	Implementation of new online process	March 2024	Rhys Page / Wendy Ashton	
Action				
A9	To review how clients' money is managed and explore which different forms of cashless technology could be used by service users.	September 2023	Rhys Page / Tracey Lewis	
Measure				
M9	Explore options, tender for news system, and implement	September 2023	Rhys Page / Tracey Lewis	
Action				
A10	To support the implementation of the new Recruitment software system (OLEEO) in the Department and enable Recruiting Managers through training and support to be self-sufficient in managing their own recruitment processes on the system.	March 2024	Rhys Page / Helen Smith	
Measure				
M10	Implementation of new system	March 2024	Rhys Page / Helen Smith	
Action				
A11	We will ensure we continue to maximise income recovery within the department and reduce the levels of debt.	March 2024	Rhys Page / Delyth Davies	
Measure				
M11	Reduce levels of debt	March 2024	Rhys Page / Delyth Davies	

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
3	Well-being Objective 3 - Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Communities)			
a(i)	Theme: Economic Recovery & Growth			
Action/Measure	Not applicable			
a(ii)	Theme: Decarbonisation/Climate & Nature Emergency			
	Not applicable			
a(iii)	Theme: Welsh Language & Culture			
	Not applicable			
a(iv)	Theme: Community Safety and Cohesion			
	Not applicable			
b	Service Priority – Leisure & Tourism			
	Not applicable			
c	Service Priority - Waste			
	Not applicable			
d	Service Priority – Highways & Transport			
	Not applicable			
4	Well-being Objective 4 - To further modernise and develop as a resilient and efficient Council (Our Council)			
a	Theme: Organisational Transformation			
Action/Measure	Not applicable			

5	Core Business Enablers: Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
Action/Measure				
a	ICT			
	Not applicable			
b	Marketing & Media including Customer Services			
	Not applicable			
c	Legal			
	Not applicable			
d	Planning			
	Not applicable			
f	Procurement			
Action				
A12	We will work with Procurement colleagues to ensure that our programme for commissioning/recommissioning services is aligned to the dates agreed in the commissioning plan for 2023 – 2024.	March 2024	Chris Harrison/ Alison Watkins	
Measure				
M12	Meeting deadlines for contract termination and or renewal.	March 2024	Chris Harrison/ Alison Watkins	
g	Internal Audit			
h	People Management (HR, L&D, Occ Health)			
Action				
A13	We will continue to develop the teams to ensure we have the right people with the right skills and that staff feel supported in their role.	March 2024	Chris Harrison/ Alison Watkins	
Measure				
M13	Measure staff satisfaction through regular feedback to minimise staff turnover and sickness absence	March 2024	Chris Harrison/ Alison Watkins	
i	Democratic Services			
	Not Applicable			
j	Policy & Performance			
	Not Applicable			
k	Business Support			
	Not Applicable			
l	Estates			
	Not Applicable			
J	Risk Management			
	Not applicable			
K	Business Support			
	Not applicable			
L	Electoral Services and Civil Registration			
	Not applicable			

Risks

Risks are anything that can impede or enhance the achievement of strategic objectives (Our Well-being Objectives above). You must identify the following:

1. Any Risks that the service has on the **Corporate Risk Register**
2. **All Service Significant Risks** (scored 16+)
3. All **Service High Risk** (scored 10+)
4. Other risks and mitigation are on the Service Risk Register

Risk Ref or New?	Risk score after mitigation	Identified Risk	WBO Ref # above action
SS700022	Medium 6	Ensuring robust systems remain in place to identify early warning signs of market failure in order to avoid or reduce serious risks to service provision and the impact on service users. This will have an even greater importance as the care sector recovers from the impact from Covid 19	
SS700024	Medium 6	Ensure a more robust commissioning and contracting arrangement is in place for supported accommodation in order to deliver efficiencies in the PAN disability service areas as part of the authority's budget management.	
CRR 190010	Medium 8	Deliver Effective Safeguarding Arrangements – Vulnerable Adults	
CRR190066	Significant 20	Insufficient numbers of social work and care staff to provide sufficient assessment and care capacity which provides a risk to vulnerable people in not having needs assessed and being unsupported and potentially unsafe in the community.	
CRR190067	Significant 20	Lack of availability of domiciliary care to support vulnerable adults which leads to the risk of people being unsupported and potentially unsafe in the community, as well as people being delayed leaving hospital preventing others being able to access urgent medical treatment.	
CRR190030	High 12	Risk to social care delivery/business continuity in relation to in-house and externally commissioned domiciliary care, residential care and day services due to market instability and fluctuating instances of Covid-19 transmission across the workforce and associated staff absence	

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Draft Divisional Delivery Plan 2023-2024

Adult Social Care



INTRODUCTION

Purpose of this Plan

This Divisional Delivery Plan sets the strategic actions and measures that the services within this Division will take forward in order for the Council to make progress against its Well-being Objectives, thematic priorities and service priorities. Action and measures for the delivery of the Cabinet Vision Statement Commitments are also included.

The plan also notes the support required by the divisional services from the Core Business Enablers in order to make progress against their own actions or actions and measures to be delivered by those Business Enabler services in their own right.

The actions and measures should set the direction of travel and translate into team, service and individual staff objectives. It provides an open and transparent way of showing staff, customers, elected members, and stakeholders what is to be achieved and how we plan to do this.

Divisional Overview

The Adult Social Care Division comprises the following teams:

The Community Learning Disability Teams work collaboratively with Hywel Dda Health Board. The social work service supports adults over the age of 25, undertaking assessments and planning support to meet identified needs. Promoting independence and person-centred interventions are paramount. The division has an ambitious programme of change in relation to people with a Learning Disability; developing a range of supported accommodation to reduce the reliance on residential care is a key objective for this service.

The Community Mental Health Teams work collaboratively with health to support people under a national legislative framework - the Mental Health (Wales) Measure. The future vision for mental health services is a shift away from mental illness to mental wellbeing and this is being responded to by the development of early intervention and timely access, innovative day opportunities, the adoption of a recovery model and a collaborative crisis response. Prevention strategies will be key to this teams work over the next few years; a wellbeing pathway has been developed which focuses on early intervention. Enhancing this will be a priority this year.

The Adult Safeguarding Team works across the Council responding to all safeguarding issues. The Safeguarding team plays a lead role in the development of regional policy and practice and plays an integral role in regional safeguarding arrangements and the implementation of the new All Wales Adult Protection procedures. The safeguarding team also has responsibility for activity relating to The Deprivation of Liberty Safeguards (DOLS) introduced in 2009 to safeguard people who lack mental capacity. DOLS will be replaced in 2023 by the new Liberty Protection Safeguards (LPS). The division is currently preparing for implementation for LPS.

The 0-25 Disability Team. In 2020 a 0-25 team was created bringing together the Transition Team which was an established team working with those between the ages of 16-25 with the children’s disability team. The division’s current vision a through age model for disability. A review of the 0-25 team will be undertaken this year to which will inform the next phase of the model.

The Substance Misuse Team is a team of Social Workers experienced in working with people with drug and alcohol problems. The team is a key partner in Carmarthenshire’s integrated drug and alcohol service, alongside Hywel Dda Health Board and the Third Sector. The team plays an important role in the development of services, this year will see further collaboration with partners to develop services for those with substance misuse and mental health issues and those with Alcohol Related Brain Damage.

Community Inclusion provides and develops meaningful day opportunities for adults and young people. Support services include employment opportunities, attendance at social centres, individually focussed day services as well as a range of leisure and personal development opportunities. This year will see further transformation of day services which more inclusive community solutions will as well as the establishment of a skills hub to provide learning, development and employment opportunities.

The West Wales Shared Lives Scheme operates across the three counties in the West Wales region. Adult placement is a model of provision that complements and provides alternatives to traditional service models. This year will see the expansion of the scheme to offer alternatives to residential care and respite solutions.

Home Care Service. During 2020, the domiciliary care service including reablement, became part of the Adult Social Care Division. Future plans include further collaboration with the Health Board in relation to intermediate care and the expansion of a multidisciplinary Home First and growing the in-house provision.

Progression and Review Team. The progression and Review team was established in 2020 to review those individuals accommodated in residential care, ensure their independence is promoted and that those who are able and wish to step down to more independent accommodation are enabled to do so. The team plays a key role in achieving the divisions' objective to reduce the reliance on residential care.

Our Team



The Work of the division sits under the Cabinet portfolio for Health and Social Care and Cllr Jane Tremlett is the Cabinet Member.



Cllr Jane Tremlett
Cabinet Member for Social Care and Health

Divisional Specific Acts and Legislation

Adult Social Care is governed by the following Acts and Legislation:

- Social Services and Wellbeing (Wales) Act 2014
- Wellbeing of Future Generations Act 2015
- Mental Capacity Act 2005
- Mental Health (Wales) Measure 2010
- Mental Health Act 1983

Divisional Specific Strategy and Policy

- [Together for Mental Health Delivery Plan 2019-2022](#)
- A Healthier Wales: long term plan for health and social care 2018
- [Delivering Change Together: West Wales Area Plan 2018 to 2023](#)
- Our West Wales Carers Strategy 2020 to 2025
- [All Wales Adult Protection Procedures .](#)

The financial profile is as follows:

	2022-2023	2023-2024	2024-2025	2025-2026
Adult Social Care				
	Budget			
	£'000	£'000	£'000	£'000
Employee	13,245	13,746	14,134	14,400
Premises	303	548	516	519
Transport	301	316	326	332
Supplies & Services	2,746	2,826	2,877	2,912
Third Party Payments	43,590	47,750	47,767	47,544
Transfer Payments	187	196	202	206
Support Services	2,491	2,492	2,492	2,493
Capital Charges	446	446	446	446
Grant	-4,497	-4,497	-4,497	-4,497
Fees & Charges	-13,076	-13,270	-13,656	-13,921
	45,736	50,554	50,606	50,433
Summary of Efficiency Proposals				
		2023-2024	2024-2025	2025-2026
		£'000	£'000	£'000
Shared Lives		55	110	110
Residential and Supported Living		225	1,025	1,025
Direct Payments		70	20	20
Day Services		245	220	0
Adult Social Care		595	1,375	1,155

Actions and Measures

The following Actions, Measures and Milestones set out the direction of travel for the Adult Services Division in the 2023/24 year.

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
1	Well-being Objective 1 - Enabling our children and young people to have the best possible start in life (Start Well)			
a	Theme: Healthy Lives – prevention /early intervention			
Action/ Measures				
b	Service Priority - Early years			
c	Service Priority - Education			
2	Well-being Objective 2 - Enabling our residents to live and age well (Live & Age Well)			
a	Theme: Tackling Poverty			
b	Service Priority - Housing			
c	Service Priority – Social Care			
Action				
A1	Develop a workforce Plan to recruit, retain and develop staff to ensure a sustainable workforce for the future.	June 2023	Avril Bracey	
Milestones				
M1(a) Milestones	<ul style="list-style-type: none"> Workforce plan completed. Career pathways for Social Care and Social Work established. Successful recruitment of MH Social Workers/AMHPS. 	Sept 2023	Avril Bracey	
Measures				
M1(b)	<ul style="list-style-type: none"> Number of vacancies Staff turnover. (starters/leavers) Feedback from Exit interviews Number of people on career development pathways, apprenticeships, trainee schemes, Care Academi. 	Sept 2023	Avril Bracey	
Action				
A2	Establish a range of supported accommodation to promote independence, reduce the reliance on residential care and achieve the division’s savings targets	March 2024	Avril Bracey	

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
Milestones				
M2(a)	<ul style="list-style-type: none"> Establish a three-year Accommodation plan for Adult Social Care Establish a three-year savings plan with concrete proposals to deliver savings targets. 	June 2023	Avril Bracey	
Measures				
M2(b)	<ul style="list-style-type: none"> Number of units of accommodation developed. Number of adults in residential care and associated costs. Number of adults diverted from residential care. Number of people accessing accommodation / community step down options Savings achieved by Progression and review team 	March 2023 to March 2024	Avril Bracey	
Action				
A3	Develop a prevention strategy for adult social care to ensure people get the right support at the right time.	June 2023	Avril Bracey	
Milestones				
M3(a)	<ul style="list-style-type: none"> Completion of Prevention Strategy and action plan Amendment of Eclipse forms to capture data required Enhance wellbeing pathway in CMHT's. Establish prevention pathways for substance misuse to include SM/MH and ARBD 	June 2023	Avril Bracey	
Measure				
M3(b)	<ul style="list-style-type: none"> Number of SWBAs that do not progress to a Care and Support Plan or care and Treatment Plan. Number of people who have accessed information, advice, assistance via Delta Number of people signposted to third sector organisations and referred community connectors Number of individuals accessing ARBD framework Feedback from those who use services 	March 2024	Avril Bracey	
Action				
A4	Remodel and grow a quality, sustainable and efficient in-house domiciliary care service.	March 2024	Avril Bracey	
Milestone				
M4(b)	<ul style="list-style-type: none"> Successful Recruitment Review staffing structure Enhancement pf ICMDT 	Sept 2023	Avril Bracey	

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
Measure				
M4(b)	<ul style="list-style-type: none"> Number of hours delivered vs capacity. Number of service users leaving reablement, who do not require a future service Qualitative evidence from those who use services 	Dec 2023	Avril Bracey	
Action				
A5	Implement a new model for learning disability day services	March 2024	Avril Bracey	
Milestone				
M5 (a)	<ul style="list-style-type: none"> Establish accredited learning programmes with FE Establish local area coordination framework for each locality. Established supported employment and training hub. 	Sept 2023	Avril Bracey	
Measure				
M5 (b)	<ul style="list-style-type: none"> Number of individuals accessing community, leisure and cultural -based alternatives to building based services Number of people aged 16-25 and over 25 with an LD in employment, education and training. 	Dec 2023	Avril Bracey	
Action				
A6	Implement service delivery changes in mental health as part of the Transforming mental health agenda	March 2024	Avril Bracey	
Milestones				
M6 (a)	<ul style="list-style-type: none"> Develop new service spec for AMHP Hub & Out of Hours Collaborate with health Colleagues to include LA in SPOC (Single Point of Contact) arrangements and crisis response. 	May 2023	Avril Bracey	
Measures				
M6 (b)	<ul style="list-style-type: none"> Numbers of individuals assisted who did not progress to CSP/CTP Numbers of Mental Health Act assessments undertaken by Hub & Out of Hours. Feedback from those who use services 	March 2024	Avril Bracey	
Action				
A7	We will ensure we respond to adult safeguarding concerns in accordance with the SSWBA (Part 7) and evolving statutory guidance in relation to DOLS	March 2024	Avril Bracey	
Milestone				
M7 (a)	<ul style="list-style-type: none"> Staff will be deployed more effectively to respond to changes in demand. 	March 2024	Avril Bracey	

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
	<ul style="list-style-type: none"> Clear and consistent interpretation of Adult Protection Plans Develop an enhanced project plan for LPS implementation. 			
Measures				
M7(b)	<ul style="list-style-type: none"> Improved quality and timeliness of safeguarding report screening Improved 7day enquiry response times. Adult Protection plans in place where appropriate. LPS safeguards implemented within timescale 	March 2024	Avril Bracey	
Actions				
A8	Work with the Health Board to provide readily accessible and appropriate levels of support to all with Mental Health issues with an expansion of access and support to Children and Vulnerable Adults. (Cabinet Vision)	March 2027	Avril Bracey	
Measure M8	<ul style="list-style-type: none"> Number of adults /children and young people accessing preventive services Feedback from those who use services 			
Actions				
A9	Further support a Care Academy giving a career pathway for care work, including professional development and training for young people leaving school. Work to double the number of staff supported to gain a Social Work degree. (Cabinet Vision)	March 2027	Avril Bracey	
Measures				
M9	<ul style="list-style-type: none"> Number of individuals on career development pathways, apprenticeships, trainee schemes, Care Academi Number of individuals completing Social Work qualification programmes 			
3	Well-being Objective 3 - Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Communities)			
a(i)	Theme: Economic Recovery & Growth			
Actions				
A10	Reducing our carbon footprint. Apply reduce, reuse and recycle principles to every aspect of our work.	March 2024	Avril Bracey	
Milestones	<ul style="list-style-type: none"> 			
M10 (a)	<ul style="list-style-type: none"> All day opportunities will be provided as close to the persons home as possible, utilising existing community opportunities first. Establish MOU for partnership work with Environment and Waste Reprofile and recruit to Enterprise Lead post 	March 2024	Avril Bracey	

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
Measures				
M10 (b)	<ul style="list-style-type: none"> Reduction in distance travelled by individuals accessing day opportunities Number of activities utilising recycled goods Reduction in photocopying expenditure Reduction in mileage expenses 	March 2024	Avril Bracey	
a(ii)	Theme: Decarbonisation/Climate & Nature Emergency			
	Not applicable			
a(iii)	Theme: Welsh Language & Culture			
	Not applicable			
a(iv)	Theme: Community Safety and Cohesion			
	Not applicable			
b	Service Priority – Leisure & Tourism			
	Not applicable			
c	Service Priority - Waste			
	Not applicable			
d	Service Priority – Highways & Transport			
	Not applicable			
4	Well-being Objective 4 - To further modernise and develop as a resilient and efficient Council (Our Council)			
a	Theme: Organisational Transformation			
	Not applicable			

5	Core Business Enablers: Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
a	ICT			
	Not applicable			
b	Marketing & Media including Customer Services			
	Not applicable Not applicable			
c	Legal			
	Not applicable			
d	Planning			
	Not applicable			
e	Finance			
	Not applicable			
f	Procurement			
	Not applicable			
g	Internal Audit			
	Not applicable			
h	People Management (HR, L&D, Occ Health)			
	Analyse the current workforce, and then extending that analysis to identify future workforce requirements, skills and competencies which will be needed to deliver new, different, or improved service.	March 2024	Avril Bracey	
i	Democratic Services			
	Not applicable			
j	Policy & Performance			
	Not applicable			
k	Business Support			
	Not applicable			
l	Estates and Asset Management			
	Not applicable			
J	Risk Management			
	Not applicable			
K	Business Support			
	Not applicable			
L	Electoral Services and Civil Registration			
	Not applicable			

Risks

Risks are anything that can impede or enhance the achievement of strategic objectives (Our Well being Objectives above). You must identify the following:

1. Any Risks that the service has on the **Corporate Risk Register**
2. **All Service Significant Risks** (scored 16+)
3. All **Service High Risk** (scored 10+)
4. Other risks and mitigation are on the Service Risk Register

Make sure you identify actions in the table above that address these actions and cross refer below â

Risk Ref or New?	Risk score after mitigation	Identified Risk	WBO Ref # above action
New	Significant 20	Failure to recruit and retain our workforce (particularly in relation to home care, social work and AMHP's) will impact on our ability to meet future demand for services and fulfil our legislative responsibilities.	A1
New	High 12	Failure to implement a prevention strategy will impact on our ability to sustain services and respond to future demand.	A3
SS500027	High 12	The number of adults going into residential care will increase and there will be an impact on financial savings if we do not develop alternative community provision.	A5
SS500032	High 12	Individuals may not be safeguarded from abuse or neglect if we fail to fulfil our statutory safeguarding duties within the SSWBA	A7
CRR190066	Significant 20	Insufficient numbers of social work and care staff to provide sufficient assessment and care capacity which provides a risk to vulnerable people in not having needs assessed and being unsupported and potentially unsafe in the community.	A1
CRR190067	Significant 20	Lack of availability of domiciliary care to support vulnerable adults which leads to the risk of people being unsupported and potentially unsafe in the community, as well as people being delayed leaving hospital preventing others being able to access urgent medical treatment.	A1
CRR190030	High 12	Risk to social care delivery/business continuity in relation to in-house and externally commissioned domiciliary care, residential care and day services due to market instability and fluctuating instances of Covid-19 transmission across the workforce and associated staff absence.	
CRR 190010	Medium 8	Deliver Effective Safeguarding Arrangements – Vulnerable Adults	

Health and Social Services Scrutiny Committee 9th March 2023

Subject:

Children's Services Draft Service Delivery Plan 2023-24

Purpose:

This Divisional Delivery Plan sets the strategic actions and measures that the services within this Division will take forward in order for the Council to make progress against its Well-being Objectives, thematic priorities and service priorities.

THE SCRUTINY COMMITTEE IS ASKED TO:-

Review and assess the information contained in the Report and provide any recommendations, comments, or advice to the Cabinet Member and / or Director prior to the report's consideration by Cabinet.

Reason(s)

To show how the division, for which this Scrutiny has a remit, supports the Corporate Strategy and Well-being Objectives

CABINET MEMBER PORTFOLIO HOLDER

Cllr Jane Tremlett		Cabinet Member for Health and Social Services
Directorate	Designations:	E Mail Addresses:
Education and Children Gareth Morgans	Director of Education and Children's Services	EDGMorgans@carmarthenshire.gov.uk
Name of Head of Service:		
Jan Coles	Head of Children and Families	JColes@carmarthenshire.gov.uk
Report Author:		
Sharon James	Service Improvement & Support Service Manager	ShLJames@carmarthenshire.gov.uk

EXECUTIVE SUMMARY

Children's Services Division **Service Delivery Plan 2023-24**

This Divisional Delivery Plan sets the strategic actions and measures that the services within this Division will take forward in order for the Council to make progress against its Well-being Objectives, thematic priorities and service priorities. Action and measures for the delivery of the Cabinet Vision Statement Commitments are also included.

The plan also notes the support required by the divisional services from the Core Business Enablers in order to make progress against their own actions or actions and measures to be delivered by those Business Enabler services in their own right.

The actions and measures will set the direction of travel and provide a framework for individual staff objectives. It provides an open and transparent way of showing staff, customers, elected members, and stakeholders what is to be achieved and how we plan to do this.

Corporate Strategy 2022-27

On the 27 January a member development session on the Corporate Strategy was held rather than taking the Strategy through the scrutiny process. Feedback from the session was considered and included in the strategy. The Corporate Strategy has subsequently been approved by full council on the 1 March.

The Corporate Strategy 2022-27, Well-being Objectives are:

1. Enabling our children and young people to have the best possible start in life (Start Well).
2. Enabling our residents to live and age well (Live and age well).
3. Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Communities)
4. To further modernise and develop as a resilient and efficient Council (Our Council)

Note - The Service Delivery Plan template sets out these Well-being Objectives and the thematic priorities and service priorities within the objectives. There may be some blank spaces under some of the Corporate Strategy headings in the delivery plans as Services may not be contributing to some parts – this is OK as other Services will be better placed to contribute.

To consider and comment on the following issues:

Elements of the service delivery plan relevant to this Scrutiny's remit as identified below:

- Children's Social Services
- Adoption Services
- Early Years, Family Support and Prevention
- Parenting and Child Welfare
- Safeguarding West and Adoption

- Physical Disability and Sensory Impairments
- CAHMS Child and Adolescent Mental Health Services
- Corporate Parenting Lead
- Fostering Services
- Supporting Families
- Safeguarding Children
- Complex Needs Transition
- Child Protection Coordinator
- Safeguarding East and Service Improvement

DETAILED REPORT ATTACHED ?

YES

IMPLICATIONS

I confirm that other than those implications which have been agreed with the appropriate Directors / Heads of Service and are referred to in detail below, there are no other implications associated with this report :

Signed: Jan Coles

Head of Children and Families

Policy, Crime & Disorder and Equalities	Legal	Finance	ICT	Risk Management Issues	Staffing Implications	Physical Assets
YES	YES	YES	YES	YES	YES	YES

1. Policy, Crime & Disorder and Equalities

The content of this Delivery Plan will be monitored Quarterly throughout the year.

All Actions and Measures will be put into our Performance and Improvement Monitoring System (PIMS). This means that all information can be analysed and sorted as required by:

- Cabinet portfolio
- Cabinet Vision Statement
- Scrutiny Portfolio
- Department and Service Head or Manager
- Corporate Strategy by Well-being Objective, Thematic Priority or Service Priority

Senior management will hold dedicated quarterly Performance Monitoring meetings throughout the year to monitor progress on the Corporate Strategy and Delivery Plans using a range of information and data including performance data, risk management, finance, audit etc.

Monitoring reports on Actions and Measures will be available for each Scrutiny Committee based on their remit should they wish to consider.

2. Legal

The **Well-being Future Generations Act (2015)** requires that functions of the council should maximise their contributions to the Well-being Objectives set by the Council.

The **Local Government and Elections (Wales) Act 2021** focuses on the extent to which we are meeting our '*performance requirements*'. That is-

1. exercising our functions effectively.
2. using our resources economically, efficiently and effectively.
3. governance is effective for securing the above.

As noted in the Act:

Scrutiny committees are a key part of offering constructive challenge to how a council is performing and how it organises itself in the delivery of sustainable services.

3 Finance

The Well-being Future Generations Act (2015) requires that we ensure that resources are allocated adequately to achieve our Well-being Objectives.

The Local Government and Elections (Wales) Act 2021 focuses on the extent to which we are using our resources economically, efficiently, and effectively.

4. ICT

The Digital Transformation Strategy sets out the Council's strategic digital priorities and aspirations, and outlines what we plan to do to achieve our vision for a Digital Carmarthenshire

5. Risk Management Issues

Key risks are identified in the plan.

6. Staffing Implications

- See staffing figures within the plan
- In Well-being Objective 4 (Our Council) – To further modernise and develop as a resilient and efficient Council the Cross-cutting theme of Organisational Transformation is outlined.
- A Commitment to Workforce Planning is outlined in the Enablers section of the plan.

7. Physical Assets

As identified within the plans Enablers section.

**CABINET MEMBER PORTFOLIO
HOLDER(S) AWARE/CONSULTED**

NO * Briefing date tbc

Include any observations here

Section 100D Local Government Act, 1972 – Access to Information List of Background Papers used in the preparation of this report:

Title of Document	File Ref No.	Locations that the papers are available for public inspection
Cabinet Vision Statement		Cabinet Vision Statement 2022 - 2027 (July 2022) (gov.wales)
Carmarthenshire Transformation Strategy		Carmarthenshire Transformation Strategy (gov.wales)
Corporate Strategy 2022/27		https://democracy.carmarthenshire.gov.wales/documents/s69968/Report.pdf

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Divisional Delivery Plan 2023-2024

Children's Services



sirgar.llyw.cymru
carmarthenshire.gov.wales

INTRODUCTION

Purpose of this Plan

This Divisional Delivery Plan sets the strategic actions and measures that the services within this Division will take forward in order for the Council to make progress against its Well-being Objectives, thematic priorities, and service priorities. Action and measures for the delivery of the Cabinet Vision Statement Commitments are also included.

The plan also notes the support required by the divisional services from the Core Business Enablers in order to make progress against their own actions or actions and measures to be delivered by those Business Enabler services in their own right.

The actions and measures should set the direction of travel and translate into individual staff objectives targets. It provides an open and transparent way of showing staff, customers, elected members, and stakeholders what is to be achieved and how we plan to do this.

Director's Foreword



As we start a new business year, I would like to thank all staff for their continued commitment to ensuring that our children, young people and learners of all ages are happy, safe, and thriving, and fulfilling their personal, social and learning potential.

We continue to strive to make sure that every child and young person is valued and valued equally and to deliver our ambitious priorities.

As Director, I'm proud of what we've achieved as a service over the last year; we have worked as a team, focused on and listened to our children and young people, strived for excellence and acted with integrity- we put Carmarthenshire's core values into practice.

As one Education and Children's Services team we worked effectively to ensure that our children and young people were successfully supported to access their education and all the services they required. I've been impressed by the innovation, perseverance and enthusiasm shown by staff across all divisions and schools to work through challenges and problem-solve together to make sure key services were available to our children, young people and their families.

However, it is important to acknowledge that as a Department and County Council we are facing significant issues. The demands on our services are at the highest they've been for many years and the financial position is extremely challenging. However, we will continue to do our best, to provide high quality services to support our children and young people.

As an Education and Children's Services Department and learning organisation we are continually looking at how we can further develop, address issues and improve. Therefore, the main priorities of the Department for the immediate future are encapsulated in the following 8 high-level statements-



Each Division has their own detailed Business Plan and document the actions relevant to their respective sections.

Gareth Morgans

Gareth Morgans; Director of Education and Children's Services

Head of Children's Services

Key Responsibilities:

- Safeguarding
- Looked After children & Care Leavers
- Fostering
- Adoption
- Complex Needs & Transition
- Schools safeguarding & Attendance
- Residential & Acute Services
- Family Support & Preventative Services including Early years childcare, Family Information Service, Families First, Flying Start, IFST, Edge of Care, FIT, TAF, Tim Camau Bach,
- Educational, Child Psychology and Emotional Health Team



Children's Services Division provides a range of services and support, whose overall aim is to enable children and young people to continue to reside within their own families and within their own communities wherever it is safe to do so, working together to prevent the number of children who suffer adverse childhood experiences (ACE's), and preventing the need for statutory involvement. Protecting children who are experiencing, or are at risk of abuse, neglect, or other kinds of harm is our priority. Our focus on early intervention / prevention to avoid ACE's for future generations remains critical in ensuring all children can reach their full potential and be healthy, happy, and safe. Enabling our children and young people to have the best possible start in life (Start Well) is our key objective. The Central Referral Team provides a single point of contact for anyone who has concerns over a child's welfare. Statutory child and family teams work in partnership with families and other agencies to co-produce and implement Care and Support Plans, as well as undertaking investigations into allegations of abuse and neglect. Support is provided to children in need of care and support, children who become looked after and care leavers, children on the Child protection register, children with more complex needs. The Edge of Care Team and Integrated Family Support Team focus on working intensively with families and children at risk of becoming looked after, to enable them to remain within their families whenever possible. Early intervention and preventative teams such as Flying Start, Families First programmes, Team Around the Family (TAF), Tim Camau Bach, School Safeguarding and Attendance, Young Carers, all play a crucial role in providing the right help at the right time to prevent the need for children to become looked after.

Divisional Profile of services by Service Area

Children's Services Division forms part of the Department for Education and Children. The division has 533 staff (156 Social Workers and 377 non-SW staff/other professionals-individuals). **Budget to be confirmed following consultation, awaiting final documentation.**

Main Service Area/responsibilities:

Corinne Everett-Guy, Service Manager, Complex Needs and Transition: Service area includes:

- **0-25 Disability Team** (including Tim Camau Bach and Early Help Team) a multi-disciplinary team of Social Care and Health professionals providing a services to children and young people aged 0-25 with more complex needs.
- **Garreglwyd**, a Specialist residential home providing accommodation and support for children and young people on the Autism Spectrum
- **Llys Caradog and Blaenau** - respite centres for disabled children providing overnight short break stays for children and young people aged 5-18.

Bethan James, Service Manager, Corporate Parenting & Child Welfare: Service area includes-

- **Next Step Team** – a team of specialist Personal Advisers providing a statutory service for care leavers age 16-25.
- **Schools Safeguarding and Attendance Team** – a team of social workers, Family Engagement Workers, a schools Safeguarding Officer plus an Elective Home Educated Officer providing training, support and guidance to schools and families in respect of attendance and safeguarding. It has responsibility for overseeing EHE and also the issuing of licences for children in entertainment and employment and child chaperones.
- **Young Carers team** - providing support to children and young people in need due to their caring role, including ‘hidden harm’ supporting young people affected by parental substance misuse.
- **Team Around the Family (TAF)** – collaborative way of working that brings a number of agencies together to deliver a plan of support to a child/family. A TAF key worker takes the lead to ensure services are co-ordinated and meet the family’s needs.
- **Education and Well-being Team** – LAC Education Co-ordinator and Trauma Informed Practitioners. Provide advice and support for schools, workers, foster carers, parents and other professionals regarding the attendance and attainment, and emotional health of looked after children, including Attachment awareness training in schools.
- **Ty Magu** - Residential Home for vulnerable children and young people.

Noeline Thomas, Service Manager, Early Years, Family Support and Prevention:

Service area consists of the early years and preventative services including –

- **Flying Start team programme** – offering support for families with children aged 0-4 years with early intervention and prevention services including intensive Health visiting, funded childcare places for 12.5 hours per week for 2-3 year olds, early language opportunities and promotion of speech, language and communication, a range of parenting support packages in groups and home based support.
- **Family Information, Childcare & Play team** – incorporating Childcare Sufficiency/development, Childcare offer, Childcare workforce training, Family Information Service (FIS) and Play Sufficiency/development.
- **Planning and Commissioning Team** – responsible for commissioning activity across the Children and Communities Grant, specifically Families First and Flying Start programmes, as well as children’s services and complex needs, developing and improving services and systems.
- **3 Integrated Children’s Centres (ICC’s)** – Based at Felinfoel, Llwynhendy and Morfa, offering a wide range of family support services for children and families within the communities they serve.

Angela Davies, Principal Educational Psychologist:

- **Education Psychology** service is a team of professionally trained Educational & Child Psychologists and a small specialist team of practitioners who provide emotional and therapeutic support to specific groups of children, young people and their families linked to a Social Worker. Psychology is applied to help the development and emotional health and well-being of children and young people. The team work closely with parents/carers, teaching staff, social workers and other professionals within the Education, Social Care and Health Service.

Jayne Meredith, Service Manager, Prevention and Resources: Service area includes -

- **Fostering Service** – a team of social workers whose role involves the Recruitment, Assessment, training, and on-going support for foster carers to enable them to care for our most vulnerable children who need to become looked after.
- **Supported Lodgings** – new in-house service involved in the recruitment, assessment, training and support for Supported lodgings providers to enable them to provide placements for young people aged 16+
- **Integrated Family Support Team (IFST)** – senior social work practitioners who work intensively with children and their family to help them make positive changes enabling families to stay together, particularly those whose lives are being affected by parental drug or alcohol misuse.
- **Edge of Care Team (EOC)** - senior social work practitioners providing intensive intervention to families, addressing complex and multiple needs to limit the risk of children becoming looked after, or to support the reunification of families wherever it is possible.
- **Family Intervention Team (FIT)** – A team of FIT workers providing support to parents in all aspects of raising children from birth to adulthood to help improve outcomes. FIT works alongside the Assessment Teams, and also cases that have been stepped down from statutory services.
- **Supervised Contact Team** (Ty Gelli Resource Centre and Felinfoel Family Centre) providing a bespoke supervised contact plan for each child referred by the statutory childcare teams

John Fleming, Service Manager Safeguarding West & Adoption: Service Area includes -

- **Mid & West Wales Adoption Service** - (Carmarthenshire, Ceredigion, Pembrokeshire & Powys with Carmarthenshire as lead LA). The team includes social workers and support workers and recruits and assesses prospective adopters, providing on-going support post approval. Another responsibility is family finding for children with a plan for adoption and providing support to all those affected by adoption.
- **Carmarthen/Dinefwr Assessment Team** – statutory team of social workers, a domestic abuse project worker, and a Child & Family Practitioner. The team undertake assessments and Section 47 investigations and draw up care and support plans, as well as undertaking assessments as requested by the Court, and investigations into allegations of professional abuse.
- **Carmarthen & Dinefwr Childcare Teams** - statutory team of social workers (plus 3 child & family practitioners) whose role is implementing and reviewing care and support plans (including children on the child protection register, children looked after, and care leavers), completing assessments/statements in line with the Public Law Outline and pre-proceedings process, undertaking parenting assessments and assessments of friends and family. Undertaking direct work with children.

Noreen Jackman, Service Manager, Safeguarding East, & Service Improvement:

- **Central Referral Team (CRT)** - team of 6 FTE duty officers. Provides the 'front of house' single point of contact for anyone who has concerns over a child's welfare. The team deal with all new

contacts and referrals into children's services providing advice and support to children, families, members of the public, professionals, and other agencies.

- [Llanelli Assessment Team](#) - statutory team of social workers, a domestic abuse project worker, and a Child & Family Practitioner. The team undertake assessments and Section 47 investigations and draw up care and support plans, as well as undertaking assessments as requested by the Court, and investigations into allegations of professional abuse.
- [Llanelli East & West Childcare Teams](#) - statutory team of social workers (plus 3 child & family practitioners) whose role is implementing and reviewing care and support plans (including children on the child protection register, children looked after, and care leavers), completing assessments/statements in line with the Public Law Outline and pre-proceedings process, undertaking parenting assessments and assessments of friends and family. Undertaking direct work with children.
- [Business Support](#) – approx. 45 clerical staff across the division, located in the main areas of the county supporting service delivery, providing frontline teams the support required to deliver direct services.
- [Service Improvement](#) - covers all aspects of performance management, data collection, analysis, and reporting to Welsh Government and senior management.
- [Care First/Eclipse team](#) – team of 8 Management information officers undertaking all system administration duties in respect of care first, I@W and eclipse the case management solutions used across Adult and Children's Social Care teams including maintenance, development, training and support, data security, quality management reporting, process mapping.

Rebecca Robertshaw, Child Protection Co-ordinator:

- [Independent Reviewing service](#) – 4 independent reviewing officers. The IRO's ensure a consistent and safeguarding approach in planning for looked after children and ensures the LA is meeting its statutory duty as a corporate parent ensuring appropriate actions are taken to meet an individual child's needs.
- [Conference team](#) – 1 full-time and 1 p/t chairperson (and 2 specialist minute-takers) providing a bespoke service in managing conferences and delivering child protection plans.

National Drivers/expectations for service area (strategy & policy)

Social Services and Well-being (Wales) Act 2014 Wales Safeguarding Procedures Adoption and Children Act 2002 Children and Adoption Act 2006 Children and Families Act 2014

Cabinet Members portfolios relevant to the Division:

Cllr Jane Tremlett – Cabinet Member for Health & Social Services:

- Children's Social Services
- Corporate Parenting lead
- Parenting and Child Welfare
- CYP Board Member
- Fostering Services

- Adoption Services
- Prevention Strategy
- Safeguarding Children
- Child Protection co-ordinator
- Early years, Family Support and Prevention
- Safeguarding West & Adoption
- Safeguarding East and Service Improvement
- Respite
- Supporting Families
- Complex Needs Transition
- Commissioned services

WBO1 – Enabling our children and young people to have the best possible start in life (Start Well)

Cllr Glynog Davies – Cabinet Member for Education & Welsh Language:

- Education Welfare and Inclusion
- School Attendance
- Educational Psychology
- Schools Safeguarding and Attendance Team
- Play Sufficiency Assessment
- Education & Well-being Team

WBO1 – Enabling our children and young people to have the best possible start in life (Start Well)

Rebecca Robertshaw
Child Protection
Coordinator

- IROs
- Conferencing

JAN COLES
HEAD OF SERVICE

Avril Bracey
 Head of Adult MH and LD

John Fleming Service Manager – Safeguarding West and Adoption	Noreen Jackman Service Manager – Safeguarding East and Service Improvement	Jayne Meredith Service Manager – Resources	Angela Davies Principal Educational Psychologist	Noeline Thomas Service Manager – Family Support/ Planning	Bethan T James Service Manager - Corporate Parenting and Child Welfare	Corrin Everett-Guy (covering Kelvin Barlow on Secondment) Service Manager - Complex Needs & Transition
-------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------	---------------------------------------------------------	---------------------------------------------------------------	------------------------------------------------------------------------	----------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------

Social Work, Carmarthen Karla Gorchach	Social Work, Llanelli East Kelly Jones	Fostering Service Ann Marie Baker Supported Lodgings Kelly Callow	Educational Psychology	Flying Start Programme Clare Yarnton	Education and Wellbeing Service Sian Owen Young Carers Mags Williams	Substance Misuse Team – under Mark Evans, Communities
Social Work, Dinefwr Ali Eves	Social Work, Llanelli West Rebeca Tierney (covering Sian Felstead on Mat leave)	I.F.S.T - Phil Pike Including -	Educational Psychology Learning	Families First Programme CYP Planning & Partnerships Janine Patrick	Schools Safeguarding & Attendance Service Rhona Evans	Disability Service 0-25 Team, Tim Camau Bach, Early Years Gill Grennan-Jenkins
Carmarthen/Dinefwr Assessment Team Rhian Busby	Llanelli Assessment Team Nicola Evans	Edge of Care – Sarah Lloyd	Educational Psychology Disability	Childrens Partnership – Childcare & Play Strategy Lisa Grice	Next Step – Leaving Care Monica Lewis	Early Years Leyla Dorsan Tim Camau Bach Kelly Witts
Mid and West Wales Adoption Service Eleri Harries	Central Referral Team TBC Currently being covered by Roseanne Saunders	Family Intervention - Service Roseanne Saunders	Educational Psychology Vulnerable Children	Integrated Children's Centres (3) Estelle Etheridge	Team Around the Family TBC	Residential Services Manager Louise Quatermass Garreglwyd Centre Natasha Harries
	Service Improvement Sharon James	Ty Gelli Alison Williams	Educational Psychology Behaviour	Argel Centre	Ty Magu	Llys Caradog Centre Tanya Breeze Blaenau Centre Victoria Griffiths

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
1	Well-being Objective 1 - Enabling our children and young people to have the best possible start in life (Start Well)			
a	Theme: Healthy Lives – prevention /early intervention			
	Actions			
	Safeguarding Children & young people			
	Provide relationship-based children’s social work practice that incorporates systemic thinking and the principles of Signs of Safety.	April 2024	John PR Fleming	WBO1
	Implement an effective quality assurance framework to ensure assessments and plans are outcome focused, co-produced, and evidence the voice of children and young people.	April 2024	John PR Fleming	WBO1
	Recruit adopters to meet the needs of children with complex needs and sibling groups so that children who need adoptive placements do not have to wait.	April 2024	John PR Fleming	
	Support the multi-agency child protection arrangements and ensure we are compliant with the national safeguarding procedures.	April 2024	Rebecca Robertshaw	WBO1
	Ensure we have a stable workforce who are qualified, equipped and supported to undertake their role.	April 2024	Jan Coles	
	Further support a Care Academy giving a career pathway for care work, including professional development and training for young people leaving school. Work to double the number of staff supported to gain a Social Work degree.			Cabinet Vision Statement
	Understand the demand on the Service post pandemic and ensure we make best use of our resources to enable children, young people, and their families to access the right support at the right time, preventing further escalation of need and risk.	April 2024	Jan Coles	
	Ensure that children and young people have meaningful opportunities to contribute to the design and delivery of the services they use.	April 2024	Jan Coles	
	Contribute to the Regional Partnership work to agree priorities and access investment to develop innovative practice and integrated services.	April 2024	Jan Coles	
	Corporate Parenting & Child Welfare			
	Work with partners to ensure a sufficient supply of a range of supported housing to meet the needs of young people, including disabled young people, aged 16-25.	April 2024	Bethan T James	
	Develop a Corporate Parenting Strategy which promotes ownership and accountability across the council so that we are the best Corporate Parent and our looked after	April 2024	Bethan T James	

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
	children and care leavers have every opportunity to reach their full potential			
	Develop a sufficient supply of in-house residential placements.	April 2024	Bethan T James	
	Support the ambition to rebalance the market and take profit out of children's care by opening of a Children's Home for children with complex needs in Carmarthenshire.			Cabinet Vision Statement
	Fostering & Adoption Support Services			
	Increase the sufficiency and range of in-house foster care and supported lodgings placements.	April 2024	Jayne Meredith	
	Work with Foster Wales to increase and improve our recruitment and retention of for foster carers.	April 2024	Jayne Meredith	
	Develop the Mid and West Wales (MWW) Regional Adoption Service in line with national, regional, and local priorities including the 'good practice' guides.	April 2024	John PR Fleming	
	Continue to improve the support available to carers across the county.			Cabinet Vision Statement
	Deliver a range of high-quality intervention services so that children, young people, and their families have access to support at the right time, keeping families together where it is safe to do so, and in the child's best interest.	April 2024	Jayne Meredith	WBO1
	Continue to provide support to keep children at home with their families and out of the care system wherever possible and lobby Welsh Government to provide additional resources for foster and kinship carers to support the children in their care.			Cabinet Vision Statement
	Review the support provided to Special Guardians to promote this as an option for children and young people.	April 2024	Jayne Meredith	
	Transition and support for children and young people with complex needs			
	Ensure the Service complies with the code of practice for autism by prioritising the actions identified in the Regional Review commissioned by the Regional Partnership Board	April 2024	Corinne Everett-Guy	
	Develop a Transition Guide with and for young people with disabilities and their families to support them to navigate through the transition process to adulthood	April 2024	Corinne Everett-Guy	
	Extend the range of short breaks for children and young people with disabilities which provides opportunities for	April 2024	Corinne Everett-Guy	

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
	them to access and take part in groups and activities and to provide parents and carers a break			
	Measures			
CH/006a/012	The number of new assessments completed for children during the year, that were completed within statutory timescales	April 2024	Jan Coles	WBO1
CH/024	Of those children placed on the Child Protection register during the year, the number of children that were previously on the register in the last 12 months	April 2024	Jan Coles	WBO1
CH/025	The number of Initial Child Protection conferences held during the year that were held within statutory timescales	April 2024	Jan Coles	
CH/026	The total number of children on the Child Protection Register at 31 st March	April 2024	Jan Coles	
CH/035/036	The total number of days on the Child Protection register for children who were removed from the register during the year	April 2024	Jan Coles	WBO1
CH/043	The total number of children looked after at 31 st March who have experienced 3 or more placements during the year	April 2024	Jan Coles	WBO1
CH/044	The total number of children looked after at 31 st March who have experienced one or more changes of school during the year (excluding transitional arrangements, moves associated with adoption or moves home).	April 2024	Jan Coles	WBO1
b	Service Priority - Early years childcare, play & family support			
	Actions			
	Deliver a range of preventative services for children, young people, and their families, which reduce waiting lists, minimise duplication and improve the interface with wider support services.	April 2024	Noeline Thomas	WBO1
	Implement the phased expansion of Flying Start in line with Welsh Government guidance.	April 2024	Noeline Thomas	WBO1
	Review the Family Support Strategy to ensure that early intervention support services are meeting the needs of children, young people and families across the county, utilising opportunities for integrating services across the CCG and HSG.	April 2024	Noeline Thomas	WBO1
	Promote the 30 hours Childcare Offer and support registered providers and eligible parents through the roll out of the new National Digital Service .	April 2024	Noeline Thomas	WBO1
	Implement key priorities in the Maternity and Early Years Operational plan and Regional Maternity and Early Years Strategy in partnership with Hywel Dda University Health Board and Voluntary Sector and move towards an integrated delivery model.	April 2024	Noeline Thomas	WBO1

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
	Improve how Children's Services provide information, advice, and assistance (IAA) to support families, through digital communication including the Family Information Service and links to the Welsh Government Dewis website.	April 2024	Noeline Thomas	WBO8
	Measures			
9.1.8.1	The % of child attendance at an allocated Flying Start free childcare placement for eligible 2-3 year olds to prepare for school readiness	April 2024	Noeline Thomas	
9.1.8.8	The % of unauthorised absence at an allocated Flying Start free childcare placement for eligible 2-3 year olds to prepare for school readiness	April 2024	Noeline Thomas	
c	Service Priority - Education			
	Actions			
	Embed Emotionally Based School Avoidance (EBSA), Emotional Literacy Support Assistance (ELSA), trauma informed practice, and attachment awareness training is embedded into core training in schools so that schools meet the emotional wellbeing needs of vulnerable learners and looked after children.	April 2024	Angela Davies	
	Engage with Electively Home Educated (EHE) learners, their families, and other networks so that they can access the right help at the right time through a broad range of educational opportunities.	April 2024	Bethan T James	
2	Well-being Objective 2 - Enabling our residents to live and age well (Live & Age Well)			
a	Theme: Tackling Poverty			
	Actions			
	Implement the Play Sufficiency Action Plan with key stakeholders and partners so that children and young people have access to wide and varied play opportunities and experiences.	April 2024	Noeline Thomas	WBO2
b	Service Priority – Housing			
	Non applicable			
c	Service Priority – Social Care			
	Non applicable			
3	Well-being Objective 3 - Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Communities)			
a(i)	Theme: Economic Recovery & Growth			

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
	Actions			
	Work as part of the multi-agency Together for Tyisha Steering Group to develop preventative and early intervention services with a strong community focus to improve outcomes for children and families in the Tyisha Ward.	April 2024	Noeline Thomas	WBO8
a(ii)	Theme: Decarbonisation/Climate & Nature Emergency			
	Non applicable			
a(iii)	Theme: Welsh Language & Culture			
	Non applicable			
a(iv)	Theme: Community Safety and Cohesion and resilience			
	Non applicable			
b	Service Priority – Leisure & Tourism			
	Non applicable			
c	Service Priority - Waste			
	Non applicable			
d	Service Priority – Highways & Transport			
	Non applicable			
4	Well-being Objective 4 - To further modernise and develop as a resilient and efficient Council (Our Council)			
a	Theme: Organisational Transformation			
	Actions			
	Implement the Childcare Sufficiency Action Plan (2022-27) , including the development of Welsh medium childcare and support the sector to recover from the Pandemic.	April 2024	Noeline Thomas	WBO4
5	Core Business Enablers: Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
a	ICT Services			
	Non applicable			
b	Marketing & Media including Customer Services			
	Non applicable			
c	Legal			
	Non applicable			
d	Planning			
	Non applicable			
e	Finance			
	Non applicable			
f	Procurement			
	Non applicable			
g	Internal Audit			
	Non applicable			
h	People Management (HR, L&D, Occ Health)			

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
	Analyse the current workforce, and then extending that analysis to identify future workforce requirements, skills and competencies which will be needed to deliver new, different, or improved service	April 2024	All Managers	
i	Democratic Services			
	Non applicable			
j	Policy & Performance			
	Non applicable			
k	Business Support			
	Non applicable			
l	Estates			
	Non applicable			
m	Elections and Civil Registration			
	Non applicable			

Risks

Risks are anything that can impede or enhance the achievement of strategic objectives (Our Well-being Objectives above). You must identify the following:

1. Any Risks that the service has on the **Corporate Risk Register**
2. **All Service Significant Risks** (scored 16+)
3. All **Service High Risk** (scored 10+)
4. Other risks and mitigation are on the Service Risk Register

Make sure you identify actions in the table above that address these actions and cross refer below ↓

Risk Ref or New?	Risk score after mitigation	Identified Risk	WBO Ref # above action
EC201		Failure to safeguard children <ul style="list-style-type: none"> - Failure to protect Children at Risk - Failure to recruit and retain adequate number of social workers - Failure to appropriately manage social care caseloads 	A1-2; B1; E1-3
EC202		Foster Care payments;	E4-5
EC203		Failure to provide appropriate support for children with complex needs;	A1-2; E1-3; F1-4
EC204		Failure to manage the demand for Child Social Care. <i>Monitor and report on Social Worker Vacancies (current weekly report)</i>	

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Agenda Item 7

Health and Social Services Scrutiny Committee 09/03/23

Subject:

**2022/23 QUARTER 3 - PERFORMANCE REPORT
RELEVANT TO THIS SCRUTINY**

Purpose: To examine the report for monitoring purposes.

THE SCRUTINY COMMITTEE IS ASKED TO:

Review and assess the information contained in Report and provide any recommendations, comments, or advice to the Cabinet Member and / or Director prior to the report's consideration by Cabinet.

Reasons:

- Authorities are under a general duty to make arrangements to monitor performance
- We need to demonstrate to citizens, members and regulators how performance is managed, and appropriate interventions implemented

CABINET MEMBER PORTFOLIO HOLDER:

Cllr Jane Tremlett Cabinet Member for Health and Social Services

Directorates:	Designations:	Tel Nos./ E-Mail Addresses:
Names of Heads of Service:		
Jan Coles	Head of Children and Families	JColes@cararthenshire.gov.uk
Chris Harrison	Head of Strategic Joint Commissioning (Pembrokeshire and Carmarthenshire)	Chris.harrison@pembrokeshire.gov.uk
Alex Williams	Head of Integrated Services (joint appointment with Hywel Dda University Health Board)	01267 228915 AlexWilliams@cararthenshire.gov.uk
Avril Bracey	Head of Adult Social Care	01267 228849 ABracey@cararthenshire.gov.uk
Silvana Sauro	Performance, Analysis & Systems Manager	SSauro@cararthenshire.gov.uk
Report Author:		
Rob James	Strategic Performance Manager	RNJames@cararthenshire.gov.uk

Health and Social Services Scrutiny Committee 09/03/23

2022/23 Quarter 3 - Performance Report relevant to this Scrutiny

BRIEF SUMMARY OF PURPOSE OF REPORT

This report shows progress as at the end of Quarter 3 - 2022/23 of our deliverables (Actions and Measures) linked to the Corporate Strategy and our 13 Well-being Objectives.

	No.	13 Well-being Objectives for 2022-23
Start Well	1	Help to give every child the best start in life and improve their early life experiences
	2	Help children live healthy lifestyles (Childhood Obesity)
	3	Support and improve progress, achievement, and outcomes for all learners
Live Well	4	Tackle poverty by doing all we can to prevent it, helping people into work and improving the lives of those living in poverty
	5	Create more jobs and growth throughout the county
	6	Increase the availability of rented and affordable homes
	7	Help people live healthy lives (Tackling risky behaviour and Adult obesity)
	8	Support community cohesion, resilience, and safety
Age Well	9	Support older people to age well and maintain dignity and independence in their later years
In a healthy and safe environment	10	Look after the environment now and for the future
	11	Improve the highway and transport infrastructure and connectivity
	12	Promoting Welsh Language and Culture
Corporate Governance & Better use of Resources	13	Better Governance and use of Resources

Note

We will continue to report against the above throughout 2022/23 until superseded by the new Corporate Strategy.

DETAILED REPORT ATTACHED?

YES

IMPLICATIONS

I confirm that other than those implications which have been agreed with the appropriate Directors / Heads of Service and are referred to in detail below, there are no other implications associated with this report:

Signed:

Jan Coles	Head of Children and Families
Chris Harrison	Head of Strategic Joint Commissioning (Pembrokeshire and Carmarthenshire)
Alex Williams	Head of Integrated Services (joint appointment with Hywel Dda University Health Board)
Avril Bracey	Head of Adult Social Care

Policy, Crime & Disorder and Equalities	Legal	Finance	ICT	Risk Management Issues	Staffing Implications	Physical Assets
YES	YES	NO	NO	NO	NO	NO

1. Policy, Crime & Disorder and Equalities

The Well-being of Future Generations (Wales) Act 2015 requires public bodies *to take all reasonable steps to meet their Well-being Objectives*.

The **Local Government and Elections Wales Act 2021** places specific duties for the Council:

Duty	Response
Duty to keep performance under review	We will maintain quarterly performance monitoring throughout the year. This report addresses this duty.
Duty to report on performance – based on self-assessment approach	We are addressing this duty in our Annual Report on our progress on our Corporate Strategy and Well-being Objectives and as part of our monitoring arrangements. We must self-assess the extent to which we are meeting our <i>'performance requirements'</i> : <ol style="list-style-type: none"> 1. exercising our functions effectively. 2. using our resources economically, efficiently and effectively. 3. governance is effective for securing the above.
Duty to arrange a panel performance assessment	This duty came into force from May 2022. We must arrange for a panel to undertake an assessment, at least once during the period between two consecutive ordinary elections of councillors to the council, of the extent to which the council is meeting the performance requirements.
Duty to respond to a panel performance assessment report	

2. Legal

In our published Well-being Statement, we are committed to monitor our Well-being Objective action plans.

CABINET PORTFOLIO HOLDER(S) AWARE/CONSULTED - Yes	Include any observations here
--------------------------------------------------------------------	--------------------------------------

Section 100D Local Government Act, 1972 – Access to Information

List of Background Papers used in the preparation of this report:

Title of Document	Locations that the papers are available for public inspection
Corporate Strategy 2018-2023 (refreshed April 2021)	Corporate Strategy 2018-23 - updated April 2021

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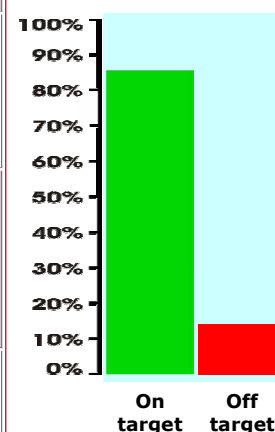
Scrutiny measures & actions full monitoring report Health & Social Services scrutiny - Quarter 3 2022/23

Filtered by:
Organisation - Carmarthenshire County Council
Source document - Corporate Strategy 2022-23

The table below provides a summary progress against target for the Actions and Measures contained within the selected document



		Total	On target	Off target	Not reported	Not available	Annual / Not started	% on target	Overall % on target
WBO1. Help to give every child the best start in life and improve their early life experiences	Actions	17	17	0	0	N/A	0	100%	88%
	Measures	7	4	3	0	0	0	57%	
WBO4. Tackle poverty, help to prevent it, helping people into work, improving lives	Actions	2	2	0	0	N/A	0	100%	100%
WBO6. Increase the availability of rented and affordable homes	Actions	1	0	1	0	N/A	0	0%	0%
WBO7. Help people live healthy lives (Tackling risky behaviour and obesity)	Actions	2	1	1	0	N/A	0	50%	50%
WBO8. Support community cohesion, resilience, and safety	Actions	9	8	1	0	N/A	0	89%	89%
WBO9. Support older people to age well and maintain dignity and independence in their later years	Actions	10	9	1	0	N/A	0	90%	90%
WBO13. Better Governance and use of Resources	Actions	1	1	0	0	N/A	0	100%	100%
Overall Performance	Actions and Measures	49	42	7	0	0	0	86%	


Performance against Target



There is one measure without a target set which is not included in the above table, details of which can be seen on page 17


OFF TARGET


Theme: WBO1. Help to give every child the best start in life and improve their early life experiences							
Sub-theme: A - Supporting families							
Measure Description	2021/22 Comparative Data			2022/23 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The % of child attendance at an allocated Flying Start free childcare placement for eligible 2-3 year olds to prepare for school readiness. 9.1.8.1	Not applicable		Q3: 73.4 End Of Year: 72.6	Target: 80.0 Result: Not available	Target: 80.0 Result: 67.2	Target: 80.0 Result: 71.2 Calculation: (34809 ÷ 48891) × 100	Target: 80.0
Comment	A bit disappointed not reaching this target.						
Remedial Action	This is an increase on the previous term. We continue to work with families but there are still some post Covid anxieties.						
Service Head: Jan Coles				Performance status: Off target			
Measure Description	2021/22 Comparative Data			2022/23 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The number of new assessments completed for children during the year, that were completed within statutory timescales CH/006a/012	Not applicable		Q3: 90.0 End Of Year: 90.2	Target: 91.0 Result: 88.3	Target: 91.0 Result: 87.4	Target: 91.0 Result: 86.3 Calculation: (3287 ÷ 3811) × 100	Target: 91.0
Comment	The department has seen an increase in completed new assessments received during the quarter (3811) compared to the same time last year (3430), an increase of 381 (11%). The rise in assessments coupled with staff absence and COVID restrictions have placed additional pressures on the assessment teams that carry out the majority of the assessments of care and support. Although the target has not been met this quarter, performance remains exceptionally good. The number of social worker vacancies and challenges in filling posts have had an impact too. Assessments are also dependent on the availability of relevant multi-agency professionals and family members which can result in some being completed outside of timescales.						
Remedial Action	Service Managers to continue to audit assessments to ensure that the plans formulated are developed in partnership with families to set outcomes which are achievable for families. Service Managers ensure that assessments include direct work with children and record the child's wishes and feelings regarding their lived experiences and the support being received. Timescales are calculated at Authorised Date by Senior Managers in line with Welsh Government guidance, therefore, it is imperative that assessments are approved as soon as possible. Senior Managers to be reminded of the importance of authorising assessments immediately after completion. The continuous monitoring of assessments allows the Managers to highlight areas to feedback to teams regarding what improvements can be made and in addition highlight any training needs for the service.						
Service Head: Jan Coles				Performance status: Off target			

Measure Description	2021/22 Comparative Data			2022/23 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
<p>The total number of days on the Child Protection Register for children who were removed from the register during the year</p> <p>CH/035/036</p>	Not applicable		Q3: 288.3 End Of Year: 280.3	Target: 243.6 Result: 265.1	Target: 243.6 Result: 300.3	Target: 243.6 Result: 263.0 Calculation: 28405 ÷ 108	Target: 243.6
Comment	<p>A 28% increase in the number of children removed from the register this quarter(108)compared to Q3 21/22 (84) which is positive, however, this has also impacted on the total number of days. Recent times have also proved very challenging due to the COVID pandemic. Families have faced difficulties in relation to safeguarding issues when having to adhere to restrictions. As a result, some children may have remained on the CPR for a longer period of time to ensure their safety under demanding circumstances.</p> <p>De-registrations are subject to multi-disciplinary case conferences.</p>						
Remedial Action	<p>To continue to use preventative services to reduce the number of children being subject to child protection plans. Prevention is key to practice. The childcare teams are supported in this work by the Family Intervention Service, Integrated Family Support and Edge of Care Teams. To continue to closely monitor figures through the Audit and Evaluation Group.</p> <p>Children Services to continue to embed the systemic approach to improve partnership working with families. This allows for increased engagement in the provision of support to enhance the well-being of children. The approach is also underpinned by Signs of Safety which allows the department to set goals in partnership with families which achieves better engagement and improves outcomes for children. Feedback from the families highlight these approaches help them feel valued and listened to, which is the main principle of the Social Services and Wellbeing Act 2014 as well as one of Carmarthenshire County Council's core values.</p>						
Service Head: Jan Coles				Performance status: Off target			

ACTIONS - Theme: WBO6. Increase the availability of rented and affordable homes			
Sub-theme: A - Affordable Homes Delivery Plan			
Action	15343	Target date	31/03/2023
Action promised	We will continue to work with housing and other partners to develop our accommodation offer, to support people to live well, with models of provision of care and support which has progression and outcomes at its core		
Comment	Work continues with our housing colleagues to develop council owned supported accommodation. Alongside this, we are also reviewing existing schemes to inform our re-commissioning work which is planned to commence June 2023. There is a slight delay with the timeline for the recommissioning exercise due to pressures.		
Remedial Action	A revised timeline has been agreed with Procurement colleagues. There is no impact on the contract in place.		
Service Head: Chris Harrison		Performance status: Off target	

ACTIONS - Theme: WBO7. Help people live healthy lives (Tackling risky behaviour and obesity)			
Sub-theme: D - Substance Misuse			
Action	15184	Target date	31/03/2023 (original target 31/03/2022)
Action promised	We shall draft the Mental Health/ Substance misuse pathway and seek agreement by regional partners to develop and provide training programme to reflect the new approach		
Comment	Target remains unrealistic due to a number of uncontrolled variables, however there continues to be good progress. <ol style="list-style-type: none"> Continuation of ARBD Fulfilled Lives service with Substance Misuse Team providing care co-ordination for all open cases, training for Domiciliary Workers and chairing weekly progress meetings. Continuation of monthly Interface Meetings (Mental Health/Substance Misuse)in Ammanford, Llanelli and Carmarthen. Co-Occurring complex needs bid submitted to Area Planning Board by Substance Misuse Team to increase resources to manage high demand for support for people with Alcohol Related Brain Damage. Bid has been successful with an additional Social Worker, and 2 Support Workers identified. Attendance at quarterly Area Planning Board meetings, and weekly operational ongoing. Discussions with Social Work Mental Health Team and Substance Misuse Team on Multi Agency Risk referrals (MARF) and effective joint assessments within the Social Services and Well-Being Act. 		
Remedial Action	Agree to set realistic target for next year, and continue with good progress		
Service Head: Avril Bracey		Performance status: Off target	

ACTIONS - Theme: WB08. Support community cohesion, resilience, and safety			
Sub-theme: A - Develop and implement how we provide information, advice, and assistance.			
Action	16124	Target date	31/03/2023
Action promised	Implement the requirements of the new Liberty Protection Safeguards in line with legislation		
Comment	The implementation of the New Liberty Protection Safeguards has been delayed, but a comprehensive training programme has been rolled out across the department and there are plans in place to implement this legislation when a date is confirmed.		
Remedial Action	There are plans in place to implement this legislation when a date is confirmed.		
Service Head: Avril Bracey		Performance status: Off target 	

ACTIONS - Theme: WB09. Support older people to age well and maintain dignity and independence in their later years			
Sub-theme: C - Higher value health and social care			
Action	15347	Target date	31/03/2023
Action promised	We will remodel and grow a quality, sustainable and efficient in-house domiciliary care service.		
Comment	Plans to remodel our in-house domiciliary care service have paused during the pandemic and whilst we are recovering services. Currently there are significant recruitment and retention challenges across the sector so our priority has been to sustain our current staffing levels the existing service. We have piloted an multidisciplinary intermediate care team with health colleagues which is proving very successful and has already received several national awards in recognition of the successful model. The aim is to build on this integrated approach as part of our expansion of the service. A review of the long term service will now commence with view to remodelling and growing the in-house service.		
Remedial Action	The aim is to build on the integrated approach as part of our expansion of the service. A review of the long term service will commence with a view to remodelling and growing the in-house service.		
Service Head: Avril Bracey		Performance status: Off target 	

ON TARGET ETC.

Theme: WBO1. Help to give every child the best start in life and improve their early life experiences							
Sub-theme: A - Supporting families							
Measure Description	2021/22 Comparative Data			2022/23 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The % of unauthorised absence at an allocated Flying Start free childcare placement for eligible 2-3 year olds to prepare for school readiness 9.1.8.8	Not applicable		Q3: 2.17 End Of Year: 2.33	Target: 2.50 Result: Not available	Target: 2.50 Result: 1.89	Target: 2.50 Result: 1.53 Calculation: (747 ÷ 48891) × 100	Target: 2.50
Comment	Delighted to have exceeded this target.						
Remedial Action	It is an sometimes difficult to get families to report absence and this is encouraging to see families are engaging with the childcare settings and reporting more of the absences.						
Service Head: Jan Coles			Performance status: On target				
Measure Description	2021/22 Comparative Data			2022/23 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Of those children placed on the Child Protection Register during the year, the number of children that were previously on the register in the last 12 months CH/024	Not applicable		Q3: 6.9 End Of Year: 4.4	Target: 7.8 Result: 0.0	Target: 7.8 Result: 0.0	Target: 7.8 Result: 7.1 Calculation: (8 ÷ 112) × 100	Target: 7.8
Comment	<p>De-registrations and registrations are subject to multi-disciplinary case conferences. Children are subject to child protection planning and cases are closely monitored particularly where child protection concerns remain high.</p> <p>The department continues to use preventative services to reduce the need for children being subject to child protection plans. The childcare teams are supported by the Integrated Family Support, Edge of Care and Family Intervention teams with intensive packages of support implemented in a variety of ways to keep children safe.</p> <p>Figures are scrutinised at the Audit and Evaluation Group.</p> <p>Reasons for re-registration:- Family 1 x3 Ongoing neglect issues linked to poor home conditions, poor routines and sporadic school attendance. Family 2 x4 Ongoing safeguarding issues, inappropriate sexualised behaviours and irregular school attendance. Family 3 x1 Exposure to domestic incidents and father's alcohol use.</p>						
Service Head: Jan Coles			Performance status: On target				
Measure Description	2021/22 Comparative Data			2022/23 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The total number of children looked after at 31st March who have experienced 3 or more placements during the year CH/043	Not applicable		Q3: 6.2 End Of Year: 6.6	Target: 6.6 Result: 3.5	Target: 6.6 Result: 4.7	Target: 6.6 Result: 6.5 Calculation: (12 ÷ 186) × 100	Target: 6.6
Comment	<p>Result remains good despite continued challenges due to a lack of choice of suitable foster placements or specialist residential care for children with complex needs.</p> <p>Reasons: 1 14yr old placed with foster carer for some considerable time, however, broke down due to behaviour. Unable to settle in new placements and eventually returned home to family with safety plan, 1 17 yr old asylum seeker where needs not met immediately in foster</p>						

	placement due to location across the country. Resolved and now in supported living, 1 12 yr old in stable, long term foster placement, however, due to behaviour along with issues within foster carer's own family. Child has been rehabilitated back to previous long term carer, 1 parent/child placement, however, required placement with foster carers where baby remains until court proceedings are completed, 1 9yr old experienced multiple placements due to challenging and risky behaviour, now in residential placement nearer home.
Remedial Action	1 yr old child placed in foster care then parent/baby placement. Return home with parent failed but returned to original foster carer, 1 15yr old with complex needs now placed in the new in-house residential home, 1 12yr old experienced a number of moves before a permanent placement was matched and remains in Carmarthenshire to ensure school stability, 1 17yr old accommodated due to difficulties with family relationships. Cared for in an emergency foster placement and short term placement then moved in a planned way to supported lodgings, 1 1yr old child in a stable foster placement moved to an adoptive placement which broke down. Child returned to original foster carer, 1yr old placed in three parent/baby placements as parent initially unhappy, however, broke down as parent moved on. Child placed in foster placement, 1 17yr old asylum seeker experienced moves of supported lodgings due to resource issues and not being able to achieve the right match due to care and support needs.

Service Head: Jan Coles **Performance status:** On target

Measure Description	2021/22 Comparative Data			2022/23 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
The total number of children looked after at 31st March who have experienced one or more changes of school during the year (excluding transitional arrangements, moves associated with adoption or moves home) CH/044	Not applicable		Q3: 3.0 End Of Year: 6.7	Target: 6.7 Result: 0.0	Target: 6.7 Result: 0.0	Target: 6.7 Result: 0.8 Calculation: (1÷118) × 100	Target: 6.7

Comment	<p>Education stability of Looked After Children remains excellent. Figures have historically been very low in this metric. Only 1 child has required a change of school which has been promoted by the local authority and deemed a better option due to the circumstances of the young person.</p> <p>Stability is maintained wherever possible by ensuring a child remains in the same school, however, this is not always in the best interest of a child e.g. distance to travel or child's academic needs not being met.</p> <p>The department continues to review systems in relation to requests for placements through the Accommodation Panel. Preventative services are utilised as early intervention is key to practice. Children's Services endeavour to maintain children at home with families as safely as possible to avoid accommodation in the first place.</p>
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Service Head: Jan Coles **Performance status:** On target

ACTIONS - Theme: WBO1. Help to give every child the best start in life and improve their early life experiences
Sub-theme: A - Supporting families

Action	15351	Target date	31/03/2023
Action promised	We will continue to transform children's social work practice through a Relationship based approach that incorporates systemic thinking and the principles of Signs of Safety.		
Comment	Children services continue to embed the relationship based approach into social work using systemic approaches in order to improve partnership working with families which allows improved engagement through assessment and in the provision of support, which in turn improves the well-being of children. The approach is also underpinned by Signs of Safety which allows the department to set goals in partnership with families which achieves better engagement and improves outcomes for children. The systemic approach is being introduced to more Teams in the department, such as the Child Assessment Teams with the aim of encouraging partnership working between families and the social work teams. Feedback from the families highlight these approaches help them feel valued and listened to, which is the main principle of the Social Services and Wellbeing Act 2014 as well as one of Carmarthenshire County Council's core values.		

Service Head: Jan Coles **Performance status:** On target

Action	15352	Target date	31/03/2023
Action promised	We will continue effective management oversight & challenge of Assessments & Care & Support plans to ensure they are outcome focused, evidencing the voice of the child, & reflect the underpinning principles of the Social Services & Well-being Act (SSWBA)		
Comment	Service Managers continue auditing Assessments of Care and Support to ensure that the plans formulated by the assessments are developed in partnership with families to set outcomes which are achievable for families. In addition, Service Managers are continuing to ensure that assessments include direct work with children and record the child's wishes and feelings regards their lived experiences and the support they are receiving. The assessments are also audited to ensure they reflect the five principles of the SSWBA, which are that families have a voice and control over intervention, Children Services focus on wellbeing, that social workers are working with families to co-produce assessments and plans, that the work undertaken with families has a multi-agency approach and in addition that families are provided with early intervention and preventative support to ensure they are supported earlier. The continuous monitoring of Assessments of Care and Support allows the Managers to continue to highlight areas to feedback to teams as regards what improvements can be made and in addition highlight any training needs for the service.		

Service Head: Jan Coles **Performance status:** On target

Action	15353	Target date	31/03/2023
Action promised	We will continue to extend and refine the Team Around the Family (TAF) approach across the county for 0-25 year olds, and will improve the interface between TAF, and School Attendance and Safeguarding service.		
Comment	2 additional TAF coordinators have been appointed. The referral and allocation process has been streamlined. There is an annual programme of parenting in place which has been shared. Plans are in place to review the paperwork and on-line referral process. The team are working effectively and there are no waiting lists. There has been some work to ensure that approaches are standardised across the services in terms of parenting support.		
Service Head: Jan Coles		Performance status: On target	
Action	15354	Target date	31/03/2023
Action promised	We will ensure the regional threshold and multi-agency child protection arrangements are working effectively		
Comment	<p>A s47 Development Day was held in May last year facilitated by Gladys White. The aim of the day was to provide an opportunity to consider the Welsh Government Legislation and Guidance, the relevant parts of the Children Act 1989 and the Regional CYSUR policies and procedures in relation to Section 47 processes. This was in light of the apparent significant discrepancies in the regional performance framework indicators, in relation to Sec 47 thresholds and practice across the region. There was also an opportunity for participants to consider best practice, understand the importance of effective risk assessments and to apply local knowledge and practice in discussing and debating several 'real' case examples. Feedback from each of the groups on their responses to the case examples allowed for a rich debate on how thresholds and risks are understood and applied. Whilst there appeared to be some variances in how some of the groups reached a consensus on how they would respond to a concern, this was not significant. The overall outcomes demonstrated approaches that were in line with agreed policies and procedures, were designed to keep children safe and children at the heart of their practice and decision-making, which was based on different levels of skills, experience, and knowledge. It is likely, based on the discussions that took place on the day that there may be some variations in practice in different parts of the region that could explain discrepancies in numbers of S47 enquiries being progressed, however this did not indicate a huge or disproportionate disparity in approach or practice. It was clear that those participants who took part in the development day, were clear on what constitutes 'significant harm', understood the roles of different agencies in contributing to assessing risks and what to do if they felt concerns were not being appropriately addressed. There was nothing to suggest any of the agencies from different regions were operating outside of the agreed procedures or demonstrating decision-making or practice that was unsafe or not proportionate. The feedback from participants highlighted the benefit of having time to reflect on the procedures and best practice examples, work alongside colleagues from different agencies, debate what constitutes risk and harm and learn from each other. There was some debate about the responses of medical staff to non-mobile babies, the use of full skeletal surveys and whether the responses to such issues varied dependent on which medical person was dealing with the referral. Gladys White has reported back to Executive Board who were satisfied with the arrangements across the region.</p> <p>Threshold meetings continue to be held quarterly and the next meeting will be looking specifically at s47 Enquiries to ensure we are still operating within threshold. The CYSUR document 'Right Help at the Right Time' will soon be available on the Family Information Service which will assist professionals when deciding whether to refer to preventative or statutory services</p>		
Service Head: Jan Coles		Performance status: On target	
Action	15355	Target date	31/03/2023
Action promised	We will ensure that the Flying Start programme will continue to deliver quality multi-agency services to disadvantaged families with children (age 0-3), who live in identified deprived communities. Promoting holistic early intervention, planning and support in partnership with the families.		
Comment	<p>During quarter 3, the case management discussion meeting (CMD) continued and works well in identifying support to meet the needs of the families. In Q3 the CMD further aligned to the statutory services' PODS, with systemic practice development training session being run by the educational psychologist every 6 weeks.</p> <p>This quarter we have continued to deliver services face to face and build on drop-in services. Delivery continues to be impacted by the lack of childcare staff, impacting on providing a mobile crèche. The single referral form into the panel/ FS services continues to be successful.</p> <p>The Flying Start App continues to be integral in reaching families, providing key messages, such as health, language and play, safety messages, information, and links to the support services. The digital officer's post has been filled and work has started on how to further develop the app, as it will be integral in reaching families during the FS expansion. This quarter both the Language and Play (LAP) and Speech and Language Teams have expanded to meet the additional demands expected due to the FS phase 1 expansion. The high need children have continued to have face to face therapy. The LAP team have had staffing vacancies so support to SLT was limited this quarter. These posts have only recently been filled. Therefore, the SLT project in nurseries to upskill nursery staff to support children who have speech difficulties / delays, has not advanced as we hoped due to staffing vacancies in Childcare and LAP. The Nurseries / Childcare Advisory Team have continued supporting the nurseries, putting support plans in place following last quarter's assessment work. The health visitors have continued to run clinics from the ICC's and the Early Years Centre in Trimsaran. The midwifery team have continued to provide face to face and virtual support. Health visiting has continued to deliver the HCWP face to face including the enhanced Flying Start programmes. The service successfully recruited an additional HV as part of the expansion plan. The performance team has expanded to meet the expected additional demands due to the expansion programme. Phase 1 plan has been submitted to WG and all children have now been registered within FS and accessing services.</p>		
Service Head: Jan Coles		Performance status: On target	

Action	15358	Target date	31/03/2023
Action promised	We will support registered childcare providers to prepare them for the roll out of the new National Digital Service. We will continue to promote and publicise the Childcare Offer and support all eligible parents to apply for and take up the Offer of 30 hours of funded education and care via the new National Digital Service.		
Comment	<p>The LA Communication and Engagement Officer continued to support registered childcare settings with registering on the NEW National Childcare Offer Digital system, PIN activation and contacting the WG on behalf of Childcare providers who had not received their activation PIN in accordance with WG timelines. Secure phone calls between the LA Communication and Engagement officer and those settings ensured there was no further delay in the process. The postal strikes impacted on childcare providers receiving their PINs. The new Childcare Offer telephony system was delayed with a new planned live date of 9th January 2023. Parents applications went LIVE on 7th November 2022 with parents receiving application support from the Team. A poster & leaflet were sent to every registered childcare provider by email on the 7th November this included a QR code for parents applications. This was also shared on the FIS website, Parents Updates - Carmarthenshire Family Information Service (gov.wales) and the FIS Facebook page. FIS team attended daily wash up meetings throughout the Autumn term. Carmarthenshire FIS CO National Digital service website page continues to provide regular information updates in line with Welsh Government timeline who have produced an asset box for website and social media use. The LA continue to promote the New National Digital service bilingually in line with Welsh Government timeline.</p> <p>Quarter 3 Local promotions included radio adverts on Carmarthenshire radio, these were produced bilingually targeting both the parents and childcare providers with further advertisements scheduled. Digital boards also displayed the poster at bus stations at Llanelli, Ammanford and bus and train station at Carmarthen during November and December. Full page bilingual advertisements using the same poster including a QR code for the Digital Childcare Offer Application were published for 3 weeks commencing week 14th November in the South Wales Guardian, Llanelli Star and the Carmarthen Journal. Wales Online facebook also targeted parents in the Carmarthen area 14/11/2022-28/11/2022 All promotions also included contact information for Carmarthenshire FIS.</p> <p>The LA Childcare Offer Engagement Officer provided information for distribution to all Coleg Sir Gar campus' for their open evening, and attended the Ammanford campus on the 9th November 2022.</p> <p>LA staff continued with further training and also testing the new bilingual Telephony system, with regular feedback sessions with the WG.</p> <p>Childcare Offer parent applications for September are as follows: Number of applications received 48, approved 39, pending 1, rejected 1, closed 7. September – Childcare £167,430; ASG Grant £3,263.25; Total £170,693.25 October – Childcare £205,615; ASG Grant £4,237; Total £209,852 November – Childcare £147,255; £5,462.50; Total £152,717.50 * *November figures are estimate from Ceredigion Childcare Offer Delivery Authority *December figures will be reported in Q4 as not currently available.</p>		
Service Head:	Jan Coles	Performance status:	On target
Action	15362	Target date	31/03/2023
Action promised	We will develop a Regional Maternity and Early Years strategy transforming the Early Years Services within the next 5 years. We will implement the key priorities within Carmarthenshire`s Maternity and Early Years Operational plan and lessons learnt from the Cwm Gwendraeth Pilot to move towards a more integrated model of delivery		
Comment	<p>Consultation responses have been collated and final amendments are being made to the Regional Maternity and Early Years Strategy. Locally the strategy has been presented to DMT and CMT and will be discussed at Pre Cabinet on 9th January 2023. The Regional Maternity and Early Years Steering Group met on 17th November and a Strategic Development morning was hosted on the 14th December for all members of the steering group. This was an opportunity to agree the functions of the Regional Steering Group and plan for future meetings.</p> <p>The Carmarthenshire Maternity and Early Years Operational group continues to meet on a regular basis and key priorities within the local Operational plan are implemented within a series of task and finish groups and subgroups. The key pieces of work currently prioritised are:</p> <ul style="list-style-type: none"> • Finalising the Maternity and Early Years Strategy • Developing an Outcomes framework. • Developing Careers Pathways for the Maternity and Early Years in partnership with the Local Authority Learning and Development team and We Care Wales • Agreeing and implementing clear transition processes and documentation from Childcare into Early Years education • Developing the accessibility of information for families and professionals relating to the services available across the county <p>• Developing key standards for Co-production and Co design and exploring the potential of working with Co-Production Wales via the PSB</p> <p>The Early Years Integration Team continues to test different ways of integrated working across Health, Local Authority and third sector partners. The systems for receiving referrals from Health Visitors and Midwives for family support are improving and is reflected in the increase in referrals. Additional staff are being recruited into the team to test various processes – i.e Preparation for Parenting, Education Link assistant and playworkers. Programmes of support continue to be delivered to families within the community, these include baby massage, Can a Chlonc and a Young Mums Group facilitated by the mums themselves. The team have been working with Hywel Dda UHB Perinatal Mental Health Team to deliver an anxious mums group and with the local libraries to deliver two very well attended 'story times' per week. Additionally there are approximately 20 families at any given time receiving one to one support at home. The reasons vary but include behaviour management, sleep management, maternal mental health issues or even a lack of transport to get to groups. With the Education Link Assistant we have arranged continence training to 18 local schools so that they better understand the issues surrounding toileting of young children and management of the issue within the school setting. The Team continues to keep families updated with information via the Early Years website and ensure that all information is current and up to date.</p>		
Service Head:	Jan Coles	Performance status:	On target

Action	15363	Target date	31/03/2023
Action promised	We will work in partnership with the Inclusion Service to develop the 'local offer' of support for disabled/autistic children and young people and their families.		
Comment	<p>Carmarthenshire's local offer is an information hub to provide disabled children and their families an easily accessible platform to source information and support within their area. The Local Offer commenced planning in 2020 and has been a priority task for the current Early Help Team Manager. Meetings and training sessions with our colleagues within the IT department have taken place ensuring our plans for the Local Offer are accessible for all. Following a compilation of services being drawn up we have been supported by IT to build an electronic platform within the Carmarthenshire County Council website. This will provide ease of access to anyone who searches for the information they need through this route whether family, organisation, professional or young person.</p> <p>Following consultation with Parents and carers we have ensured the web page is set up for different age groups to incorporate services and information in a clearer and more concise format. 0-5 years, 5-11years, 11-16 years and 16 - 25years. Within each of these sections there are sub sections that can be accessed by 'One Click' to - Health and Wellbeing, Social Care, Education, Financial Support and Housing. On-going training will be provided to the core staff who will manage the updates of the website to ensure it remains current.</p> <p>The webpage was finalised and went live on 25th November 2022.</p>		
Service Head: Jan Coles		Performance status: On target	
Action	15364	Target date	31/03/2023
Action promised	We will continue to aim to reduce the number of children becoming Looked After and number of care proceedings in accordance with our LAC reduction target as agreed with Welsh Government, utilising appropriately Edge of Care (EOC), Integrated Family Support Team (IFST) and Family Intervention Team (FIT).		
Comment	<p>This quarter has seen a further increase in the number of looked after children which has risen to 186 at the end of this quarter. However, it is important to note that Carmarthenshire has the lowest number of children looked after compared to the rest of Wales per 10,000 of the population under 18. The increase is partly a result of the aftermath of the pandemic where families have struggled, and safeguarding issues are a concern with a number of families of children in sibling groups having been accommodated alongside some teenagers where issues around parental control and behaviour has been difficult to resolve and younger children at risk of harm. The increase in concerns around emotional well-being and mental health alongside alcohol and substance misuse remain an issue around resources and supporting families safely in the community.</p> <p>Our preventative services continue to support families as much as possible to maintain children at home and there has been some success of keeping children at home or with family and friends support which will always be our aim if it is safe to do so. We continue to have a number of children with highly complex and challenging needs who require more specialist input and have needed access to residential accommodation and both the lack of national and local resources remain a concern to provide appropriate accommodation for these young people.</p> <p>We continue to monitor and review all children where requests are made for accommodation through our panel and try to ensure we create alternative support options to care through Edge of Care, IFST and Family Intervention Service support and are developing our parenting programmes to assist families and maintain children at home or rehabilitate them home following a period of foster care.</p> <p>We are in the process of reviewing our service in Edge of Care and IFST to develop further support to front line teams to ensure the right help at the right time is received to support families within the local community.</p>		
Service Head: Jan Coles		Performance status: On target	
Action	15365	Target date	31/03/2023
Action promised	We will work in partnership with the Inclusion Service to develop the 'local offer' of support for disabled/autistic children and young people and their families.		
Comment	<p>Carmarthenshire's local offer is an information hub to provide disabled children and their families an easily accessible platform to source information and support within their area. The Local Offer commenced planning in 2020 and has been a priority task for the current Early Help Team Manager. Meetings and training sessions with our colleagues within the IT department have taken place ensuring our plans for the Local Offer are accessible for all. Following a compilation of services being drawn up we have been supported by IT to build an electronic platform within the Carmarthenshire County Council website. This will provide ease of access to anyone who searches for the information they need through this route whether family, organisation, professional or young person.</p> <p>Following consultation with Parents and carers we have ensured the web page is set up for different age groups to incorporate services and information in a clearer and more concise format. 0-5 years, 5-11years, 11-16 years and 16 - 25years. Within each of these sections there are sub sections that can be accessed by 'One Click' to - Health and Wellbeing, Social Care, Education, Financial Support and Housing. On-going training will be provided to the core staff who will manage the updates of the website to ensure it remains current.</p> <p>The webpage was finalised and went live on 25th November 2022.</p>		
Service Head: Jan Coles		Performance status: On target	
Action	15366	Target date	31/03/2023
Action promised	We will continue to develop the Mid & West Wales (MWW) Regional Adoption as part of the National Adoption Service in line with national, regional, and local priorities		
Comment	<p>The Mid and West Wales Regional Adoption Services is working as an integral part of the National Adoption Service and the Voluntary Adoption Agencies in Wales to continually develop MWAS by embedding the four National Adoption Service's Good Practice Guides into practice. In accordance with the guides, MWAS has already improved transitional work when children are moving to adoptive placements to ensure children and adopters are more effectively supported through the process. In addition, MWAS is also taking steps to improve support to birth parents though working with our partner Reflect to support birth parents at earlier stages in the Adoption Process. Furthermore, MWAS is providing a significant level of support to children and adopters to ensure when in need of support, the right support is provided at the right time. MWAS has experienced Adoption Social Workers, Support Workers and an Adoption Psychologist who work with children and families to ensure the appropriate therapy/direct work can be provided to Adoptive families to create stability for adopted children and prevent disruptions.</p>		
Service Head: Jan Coles		Performance status: On target	

	15367	Target date	31/03/2023
Action promised	We will participate in improving recruitment in respect of Fostering and Adoption services, utilising services effectively to increase the choice of placements, including the development of in-house supported lodgings providers.		
Comment	<p>In terms of the Adoption Service, Carmarthenshire continues to have very few children waiting for an adoption placement. The Local Authority also has an abundance of adopters waiting for a child which allows a choice of adopters for the child and social workers to ensure the match is right for the child. Carmarthenshire continues to assess and approve adopters at a higher rate than children that are placed for adoption. At the current time Carmarthenshire is in a strong position to allow choice of placements for children being placed for adoption which allows a better match for children to adopters.</p> <p>In fostering we continue to drive our recruitment campaign and have close links with Foster Wales and our regional marketing officer who has developed posts on our website to promote fostering in Carmarthenshire. There are adverts regularly promoted on the television and we have developed foster carer stories from our own foster carers in Carmarthenshire for our recruitment campaign to encourage people to come forward and become foster carers for our local children. We are still in need of appointing our own recruitment and media officer in Fostering specific to Carmarthenshire to improve our service development for ensuring we have enough choice of foster placements for children who need to be looked after. There is a bid in for additional funding to Welsh Government to achieve this objective to improve our recruitment opportunities so we are awaiting news on this. We continue to deliver core offers to foster carers with supporting them with an out of hours support service and training programmes around their learning and development. Support groups are being promoted now face to face and encouraging the peer mentoring service of foster carers to be more active in this development. We have recently agreed an uplift in fostering allowances which will again recognise and promote the value of our foster carers and retain their service within Carmarthenshire. We intend to promote events and activities across Carmarthenshire alongside regional and national initiatives.</p> <p>In relation to Children Services' In-House Supported Lodgings Service, we have in the 1st quarter approved 3 households for supported lodgings placements and one other household who has transferred over to our scheme making available 6 placements and an emergency bed available for 16+ vulnerable young persons. This is a great achievement as our target was to recruit 10 placements in the first year of the project, so this is making great progress towards this objective. There are a number of barriers to overcome with our marketing campaign and we are in the process of developing this on local website and information events.</p>		
Service Head: Jan Coles		Performance status: On target	
Action	15368	Target date	31/03/2023
Action promised	We will review and monitor the implementation of the Corporate Parenting Strategy ensuring the council fulfils its Corporate Parenting role and that our looked after children and care leavers have the opportunity to reach their full potential		
Comment	The new membership has been established for the Corporate Parenting Panel. Welsh Government have still not formally produced the new guidance on what will be expected from councils as part of the reform of corporate parenting. There continues to be an increase in the number of looked after children as well as the number of children requiring specialist residential care. There is a national shortage of foster carers able to provide care for our looked after children in their own communities. There is an increase in the number of children residing in unregistered children's homes. There is an increase in the number of children being temporary excluded from schools or without a school placement.		
Service Head: Jan Coles		Performance status: On target	
Action	15369	Target date	31/03/2023
Action promised	We will continue to work with partners to improve appropriate accommodation options and housing support for all vulnerable young people including disabled children (aged 16-25) and implement the care leavers' accommodation framework.		
Comment	Carmarthenshire Children Services continues to work in partnership with the Housing Department, Youth Service and Commissioning to devise, develop and commission new supported accommodation Services for young people aged 16-25 which includes children with disabilities. The new service is already providing improved accommodation and more support to young people in supported housing. One aim of the service was to move away from grouping large numbers of young people together in accommodation settings who had similar needs and experienced similar challenges. The new service comprises of smaller supported houses that will be staffed with support workers and will be based around the three main towns of Ammanford, Llanelli and Carmarthen. This will allow more young people in need of accommodation to be supported in the areas they have lived through their childhoods. This has the advantage of allowing them to live near extended family who are often the young people's support network. Children Services continue to work with our colleagues in the Housing Department and in Youth Support Services to ensure the developments in respect of accommodation are underpinned by the Care Leavers Accommodation Framework. In addition, Children Services' new In House Supported Lodgings Service will also provide good quality support and accommodation to young people who are in need of care and support to ensure we are providing them the opportunity to thrive in Carmarthenshire. Carmarthenshire has employed staff and already assessed and approved 5 supported lodgings providers who are providing supportive placements to young people aged 16-18 with more providers being assessed. The Service works in partnership with our Fostering Service and the Housing Department to allow more choice of placements for our young people aged 16-21 years, who are homeless or at risk of homelessness, or others who wish to move onto more independence.		
Service Head: Jan Coles		Performance status: On target	
Action	15374	Target date	31/03/2023
Action promised	We will continue to report on the of Reviews of foster carers to ensure they are undertaken on an annual basis in accordance with regulations.		
Comment	This period has again seen excellent results on the timeliness of foster carer reviews being completed within the statutory timescales. 13 reviews were due this quarter in respect of mainstream foster carers and 12 were completed in time with the one remaining review being one week late achieving 92.3% outcome. In respect of kinship/connected carer reviews 2 were due and completed on time attaining a 100% target.		
Service Head: Jan Coles		Performance status: On target	

Action	15375	Target date	31/03/2023
Action promised	We will maintain the focus on increasing the range of placements to ensure placement stability and stability in education in respect of looked after children, including accommodation through the implementation of an in-house supported lodgings service.		
Comment	<p>In terms of education and school stability for children looked after the figure remains excellent with only one child out of 118 at 0.8% having experienced 1 or more changes of school. This has placed pressure on our transport service with looked after children where costs have risen due to taxi services needing to be used in our rural communities to ensure that wherever children are placed their school is maintained.</p> <p>The total number of children looked after who have experienced 3 or more placement moves during the year and up to this quarter is 12 out of 186 children population which equates to 6.5%. This remains a good target and is still within a reasonable average across Wales. In this quarter alone moves have been related to specific young people:</p> <p>In case 1 a 17 year old was accommodated in an emergency due to difficulties with family relationships and was cared for in an emergency foster placement and then in a short term placement as no supported lodgings placement was available. She was then moved on in a planned way to a supported lodgings plus arrangement where she has remained successfully for the past 2 months. In case 2 a 1 year old child was in a stable foster placement then moved to an adoptive placement which broke down. The child was placed back with her original foster carer which was in her best interests so remains there in a stable placement until plans are reviewed in relation to her long term care. In case 3 another 1 year old was placed with his mother in a parent and baby placement which resulted in her moving to another parent and child placement as she was unhappy in the placement. She was given another opportunity to be assessed in terms of her parenting skills in another parent and child placement which broke down as mother moved on. The child was then placed in a foster placement where plans for the child are permanency outside the family. In case 4 an asylum seeker aged 17 experienced 3 moves of supported lodgings due to resource issues and not being able to achieve the right match given his care and support needs.</p> <p>We continue to monitor stability of placements with regular placement support meetings between fostering and the childcare teams in order to prevent placement breakdown. We are also endeavouring to boost our recruitment drive for both foster carers and supported lodgings providers to ensure more choice of placements for a variety of children are available to meet their longer term needs.</p>		
Service Head: Jan Coles		Performance status: On target	
Action	15376	Target date	31/03/2023
Action promised	We will continue to work collaboratively across the region in accordance with the National Fostering Framework (NFF) and will also progress and develop the new arrangements in respect of Special Guardianship Orders		
Comment	<p>We continue to collaborate with Foster Wales and our regional officer to support us on updates nationally. We await the additional funding from Welsh Government for staffing relating to improving our recruitment of carers through the appointment of a marketing officer across Carmarthenshire. This remains a crucial role in developing more choice of placements and increasing foster carer recruitment as we have lost foster carers through retirement and need to increase our numbers. There is also an uplift in fostering allowances which is in the process of being approved to recruit and retain foster carers in Carmarthenshire as the cost of living has impacted on fostering households. We have successfully approved 4 households this quarter. We have some prospective carers attending skills for foster care training alongside information evenings in order to engage new carers locally. Staffing levels are also limiting us in progressing our service development in relation to Special Guardianship Order reviews being held in a timely manner. Again we are awaiting funding from Welsh Government to assist us with improving this area of work and provide good practice across Carmarthenshire as support is required to assist 125 families who care for children as guardians and financial hardship through cost of living increases has also impacted on their care and well-being.</p>		
Service Head: Jan Coles		Performance status: On target	

ACTIONS - Theme: WBO4. Tackle poverty, help to prevent it, helping people into work, improving lives			
Sub-theme: D - Improving the lives of those living in poverty			
Action	15356	Target date	31/03/2023
Action promised	We will continue to develop early intervention support services (0-25) for disadvantaged children, young people, and families across the county in line with the Family Support Strategy, utilising opportunities for integrating services across the Children and Communities Grant and Housing Support Grant		
Comment	<p>The planning and Commissioning Team are responsible for commissioning activity across the Children and Communities Grant (CCG), specifically, Families First and Flying Start. The team has responsibility for the data returns and progress report to Welsh Government and utilises the data to improve future services. The team is also leading and supporting commissioning activity in statutory Children's Services and Complex Needs.</p> <p>The CCG Indicative Grant Offer letter has been received from WG. There will be several changes to the Children and Communities grant in 2023 including:</p> <ul style="list-style-type: none"> • The removal of Communities for Work Plus (CfW+) from CCG and the employment element of the Legacy fund from April 2023. • The Out of Court Parenting Support (OoCPS) programme has joined the CCG for 2023-24 • Additional ring-fenced funding has been provided for Phase 2 of Flying Start Expansion. <p>The CCG now includes the following six programmes: 1. Childcare and Play, 2. Families First, 3. Flying Start, 4. Out of Court Parenting Support, 5. Promoting Positive Engagement for Young People at risk of offending (PPE), 6. St David's</p>		

<p>Comment</p>	<p>Day Fund. At the last Board meeting in October, members discussed budget positions and considered the potential for virement between CCG and HSG programme. There is no opportunity for virement at present. We have implemented CCG monitoring spreadsheet designed to ensure the early identification of potential CCG underspends is identified and managed.</p>		
	<p>Families First Programme - Three parenting/family support projects were procured in 2018, including a Volunteer Support project delivered by Home-Start, a Parenting Support project delivered by Action for Children and a Domestic Abuse project for Children and Young People delivered by Carmdas. As part of the commissioning cycle we have reviewed the three projects with the intention of:</p> <ul style="list-style-type: none"> • Re-tendering the Parenting support project via Sell2Wales for contract award 1st April • Not re-tendering for a volunteer project. The contract with Home-Start will end 31st March 2023 • Carry out a joint tender for Domestic Abuse support for children and young people with Housing Support Grant Colleagues. Estimated contract award date September 2023. <p>DURING Q3 2022-23:</p> <p>5201 individuals supported from the FF programme, of which 1353 (26%) were new individuals. 2550 families supported from the FF programme, of which 668 (26%) were new families. 156 single agency JAFFs were closed with a forward movement of 146 (94%) on the distance travelled tool. 6 cases were stepped up to Social Services, and 31 cases were stepped down from Social Services to the FF programme.</p> <p>Flying Start Programme - We have contributed to the Flying Start Phase 2 expansion plans by profiling the next eight areas of deprivation and establishing a method for contracting with potential future childcare providers and for registering families.</p> <p>Complex Needs - The Commissioning Officer for Complex Needs has been working on the tender for developing a Transition Guide for families and professionals to support the transition of disabled young people into adulthood. An organisation has been identified who can undertake this work.</p> <p>Statutory Children's Services - During the last quarter the Commissioning Officer has been reviewing existing contracts and making future commissioning arrangements. Scoped the use of agency workers across children's services and linked with colleagues in adult services to develop processes for approving, recruiting, and monitoring spend in relation to agency workers.</p> <p>Additional Grants</p> <p>Child Development Fund - There continues to be a high demand for providing childcare for pre-school children where their development is delay because of Covid. The Child Development Fund will end 31st March 2023. We are working on plans to transfer the childcare element of this grant into the Flying Start expansion under the element of outreach.</p> <p>CCG Early Help Covid Funding - The additional funding has been paramount in providing additional funding to exiting Families First projects to help them increase staff capacity to help meet the complexity of need. This grant will also end in March 2023. We are planning on maintaining the successful element of this work and funding it through the uplift in the Children and Communities Grant.</p> <p>Parenting - Carmarthenshire has been awarded £61,200 to:</p> <ul style="list-style-type: none"> • Increase the capacity of the workforce which will support innovative community-based provision, such as parenting groups or peer support groups. • Increasing the skills, knowledge, and resources of the parenting and wider workforce. through training courses. • Support creative approaches to support healthy relationships among separating and separated parents. 		
<p>Service Head: Jan Coles</p>	<p>Performance status: On target</p>		
<p>Action</p>	<p>15357</p>	<p>Target date</p>	<p>31/03/2023</p>
<p>Action promised</p>	<p>We will work towards addressing the gaps identified in our fifth Childcare Sufficiency Assessment (2022-27) and accompanying Action Plan and continue to promote and further develop Welsh medium childcare within the County. We will support the childcare sector to recover from the Pandemic and remain sustainable.</p>		
<p>Comment</p>	<p>The Childcare Sufficiency Assessment 2022-27 Full Report and Summary report are now both available to view on Carmarthenshire Family Information Service website https://fis.carmarthenshire.gov.wales/childcare/childcare-sufficiency-assessment-csa/. An Action Plan is in place for 2022-23 with Mid-year progress completed in October 2022. Applications for Sustainability Funding for childcare providers opened at the end of August 2022 with application closing 30th September 2022.</p> <p>104 applications received with 102 applications approved and 2 rejected: 1 a duplicate application and 1 nursery business was sold.</p> <ul style="list-style-type: none"> • 27 childminders • 22 Day Nurseries • 16 After School Clubs • 4 Flying Start settings were awarded £401.78 each • 33 Cylchoedd Meithrin each received £757.57 each <p>Childminders - 1 briefing session has been delivered, with 1 attendee from Cwmann a targeted area. The sessions are delivered as and when to allow the flexibility for prospective childminders to attend and are held via teams or telephone. 1 candidate enrolled on the online IHC/PCP course with Pacey Cymru. Candidates can attend a 12 hour Paediatric First Aid training course. There have been no new childminder registrations. Application Support and IHC/PCP course support is given to prospective childminders, and on an ad hoc basis to smaller groups or an individual basis and follow up support for candidates also given either by 1-1 teams meetings, telephone and e-mail. There have been 2 de-registrations – 1 has retired and 1 has changed employment. 3 childminders have increased their registered places by a total of 7.</p> <p>There are currently a total of 90 registered childminders with a total of 717 childcare places.</p> <p>Progress in all Targets have become slow, possibly due to pandemic aftermath and ever increasing living costs now impacting viability of sector. The qualification process and timescale is also a contributory factor.</p> <p>We continue to promote Welsh language development opportunities for the childcare workforce sector through promoting CAMAU as well as umbrella organisations language support initiatives for parents such as Clwb Cwtch. Information is shared with providers through our website and through regular email communications. Welsh Language page on FIS website continues to be updated. WESP strategy group meetings are attended.</p>		
<p>Service Head: Jan Coles</p>	<p>Performance status: On target</p>		

ACTIONS - Theme: WBO13. Better Governance and use of Resources			
Sub-theme: A -Transforming, Innovating and Changing (TIC) the way we work and deliver services			
Action	15085	Target date	31/03/2024 (original target 31/03/2022)
Action promised	We will work with others to develop and implement the new system- Finance Module for charging. (Social Care)		
Comment	Only early engagement undertaken to date. Implementation will depend on OLM availability, and the Finance module being ready. This project will only commence on the completion of the implementation of the Children Services modules. Still no firm timescale from OLM, but anticipate that target date will be met.		
Service Head: Chris Harrison		Performance status: On target	

ACTIONS - Theme: WBO8. Support community cohesion, resilience, and safety			
Sub-theme: A - Develop and implement how we provide information, advice, and assistance.			
Action	14694	Target date	31/03/2023 (original target 31/03/2021)
Action promised	We will develop the Information Advice and Assistance (IAA) service by enhancing the Multi-Disciplinary Team, to ensure that as many individuals as possible are supported to achieve preventative outcomes.		
Comment	Plans to develop the Multi-Disciplinary Team support to IAA are now being developed in line with department restructure and with consideration to the increasing demands. The plans will look at how the team at the front door aligned to Delta can work alongside the Home First team and strengthen the approach to supporting admission avoidance to hospital and earlier discharge home.		
Service Head: Alex Williams		Performance status: On target	

Action	15101	Target date	30/06/2023 (original target 31/03/2022)
Action promised	We will develop a formal agreement between the Local Authority and Health Board, outlining collective responsibilities whilst agreeing a new staffing structure in Integrated Services to support our approach to develop strong communities, help people help themselves and provide support when is needed.		
Comment	Work is continuing to review the existing Section 33 agreement between the Health Board and the Council. Once Phase 2 of the restructure is complete, this will become the next priority to finalise.		
Service Head: Alex Williams		Performance status: On target	

Action	15360	Target date	31/03/2023
Action promised	We will continue to develop and improve how Children's Services provide information, advice and assistance (IAA) to support families and develop a smarter approach to digital communication. We will continue to develop the Family Information Service and support links to the Welsh Government Dewis website		
Comment	<p>The Family Information Service have ensured families and professionals have received updated information on services, resources, and developments. FIS continue to link in with different services to provide and share information to parents/carers to support them through a variety of different methods.</p> <p>FIS website had 8,680 users, 12,227 sessions and 24,145 pageviews during the quarter. Throughout this period there has been continuous promotion of the new Childcare Offer National Digital Service, via the FIS Website and social media channels and radio adverts to ensure that parents who become eligible for the offer in January 2023 are familiar with the application process and kept informed of Welsh Government system updates as and when they have become available.</p> <p>During the third quarter FIS received 443 enquiries.</p> <p>The Right Help Right Time directory launched early December, it's a directory produced for Professionals supporting Children, Young People and Families in Carmarthenshire. The directory contains up to date, accessible information on the range of services available to families at various levels of need. The directory can be found on the FIS website</p>		
Service Head: Jan Coles		Performance status: On target	

Action	16125	Target date	31/03/2023
Action promised	We will ensure we respond to adult safeguarding concerns in accordance with the SSWBA (Part 7) and evolving statutory guidance		
Comment	Carmarthenshire is well represented on the Regional Safeguarding board and associated subgroups. The Adult Practice Review Group and Child Practice Review Group have now merged so there is a through age approach for managing and tracking reviews and recommendations. Performance in relation to safeguarding is consistent the number of adult protection enquiries completed within 7 days is at 83.3% (average over the last year). There are no outstanding actions to respond to in terms of regulatory requirements. Carmarthenshire is currently piloting an Immediate Response model to suspected incidences of suicide and self-harm .This is a regional imperative which is overseen by the Regional Safeguarding Board.		
Service Head: Avril Bracey		Performance status: On target	

ACTIONS - Theme: WB07. Help people live healthy lives (Tackling risky behaviour and obesity)**Sub-theme: C - Mental Health**

Action	16122	Target date	31/03/2023
Action promised	Implement Service delivery changes in Mental Health as part of the transforming Mental Health Agenda		
Comment	We are continuing to collaborate with the Health Board and Third Sector in line with the transforming mental health agenda . The Single Point of Access has been successfully piloted , the next phase will be to align the Local Authority and third sector services as part of the preventive agenda. The wellbeing pathway is now established within both Community Mental Health Teams . The aim of the wellbeing pathway is wherever possible to maximise the referred person's ability to meet their own personal outcomes either by connecting them with preventative services (or other community support) or by undertaking a SSWBA assessment to ascertain if they have care and support needs.		
Service Head: Avril Bracey		Performance status: On target	

ACTIONS - Theme: WB08. Support community cohesion, resilience, and safety**Sub-theme: B - Greater community cohesion**

Action	15083	Target date	31/03/2023 (original target 31/03/2022)
Action promised	We shall continue to develop a more strategic approach to strengthen and develop the preventative network of services & build community resilience, especially in relation to the third sector, housing related support and the wider community, including carers.		
Comment	The tender process linked to the re-commissioning of preventative service has now concluded. The next step will be mobilisation of contracts with expected start date of 3rd April 2023		
Service Head: Chris Harrison		Performance status: On target	
Action	15342	Target date	31/03/2023
Action promised	We will develop and implement a Prevention Strategy- strengthening our approach especially in relation to the third sector & the wider community, including carers		
Comment	We have undertaken a tender exercise specifically aimed at 3rd sector provision linked to the new community preventative model. The next phase of this work will be to set up arrangements within each locality in preparation for the start date of 3rd April 2023		
Service Head: Chris Harrison		Performance status: On target	

ACTIONS - Theme: WB08. Support community cohesion, resilience, and safety**Sub-theme: C - Impact of COVID-19 on the mental health and well-being of our population & community resilience.**

Action	15344	Target date	31/03/2023
Action promised	We will continue to ensure we have effective and efficient oversight of the market- including contract management to ensure care & support providers safely manage COVID-19 and comply with their duty to provide quality, reliable and safe services while securing value for money		
Comment	The Contracts team is now fully staffed and are working to robust procedures in managing and responding to challenges within the care sector.		
Service Head: Chris Harrison		Performance status: On target	

ACTIONS - Theme: WB08. Support community cohesion, resilience, and safety**Sub-theme: D - Support Safer Communities**

Action	15361	Target date	31/03/2023
Action promised	We will work as part of the multi-agency Together for Tyisha Steering Group to develop community facilities to improve outcomes for children and families, focusing on preventative and early intervention services with a strong community focus in line with the Children First principles in the Tyisha ward.		
Comment	<p>ACES and Resilience training was delivered to key members of the Tyisha community including:</p> <ul style="list-style-type: none"> • PCSO, • Communities for work, • School Safeguarding Officer, • PSA from Coedcae, • Wellbeing and Behaviour support officer from Coedcae, • Attendance Officer form Coedcae, • Headteacher from Stebonheath, Penrhos and Bigyn, • Approx. 220 Year 7 pupils have received Resilience and Strategies and an understanding of the use of the resilient language and strategies. • 10 Teachers and LSA and Year 7 Head of Year was present. <p>240 individuals received the training delivered by CYCA.</p> <p>Environmental school workshops delivered to Bigyn, Ysgol Pen Rhos, Old Road and Stebonheath. The project was exploring creative ways to explore what young people can do to tackle environmental issues. Each school produced a animated video. Voices of Tyisha in schools Bigyn, Ysgol Pen Rhos and Stebonheath participated in the Voices of Tyisha project, a creative practitioner led the children into child led discussions about their views of where they live and hopes for the future. Each school produced an animated video. Coedcae girls project: 10 girls in year 10 discussed issues around personal safety in the community, this was an 8 week programme and the girls produced a podcast at the end.</p> <p>The Voices of Tyisha event held in September was a joint event with the Beat the Street launch event. We provided health fruit kebab sticks, food and drinks at this event provided by donations from Tesco. Approx. 120 families attended. Video produced from the event. The winter event took place on 21st Dec, with stall holders from FIS, TAF, Waste engagement team, police and Fire.</p>		
Service Head: Jan Coles		Performance status: On target	

ACTIONS - Theme: WBO9. Support older people to age well and maintain dignity and independence in their later years		
Sub-theme: A - Improved population health and wellbeing		
Action	16132	Target date
Action promised	We will provide proactive and planned care to people in the community with chronic long-term health conditions/increased frailty and those that require support at the end of their life	
Comment	As part of the new Integrated Services structure, we have now appointed a Senior Manager for Proactive and Planned Care. They will have responsibility for ensuring that our services consistently provide proactive and planned care for those with chronic long-term health conditions/increased frailty and those that require support at the end of their life. Our services already provide this care, but providing leadership in this way will allow us to have a more consistent approach across the county. As part of this work, the West Wales Care Partnership is developing some core principles for proactive and planned care, and we will ensure that we align to these on a Carmarthenshire County basis.	
Service Head: Alex Williams		Performance status: On target

ACTIONS - Theme: WBO9. Support older people to age well and maintain dignity and independence in their later years		
Sub-theme: B - Better quality and more accessible health and social care services		
Action	14953	Target date
Action promised	We will develop an overall recovery model to redesign support and services during and after the Covid-19 pandemic. This will include how we safely restart day services/develop day opportunities as well as bed-based reablement.	
Comment	Day Services for Older People are now reopen with Cartref Cynnes, Cwmamman and Plas Y Mor now open 3 days a week; increases in days will be considered as and when there is sufficient demand. Ty Pili-Pala is continuing to operate as a step-up/step-down assessment unit and is now part of our core service delivery.	
Service Head: Alex Williams		Performance status: On target
Action	15088	Target date
Action promised	We shall review the Transport & Facilities services in-line with the alternative offer for Day Care in Carmarthenshire	
Comment	The transport team have been working with service managers to look at the best way to reintroduce the transport service in the most economical way. The Day Centre's are now open, and resources required have been assessed. Reduction in number of drivers to mirror the need has been actioned, and the removal of vehicles from the fleet is in progress.	
Service Head: Chris Harrison		Performance status: On target
Action	15346	Target date
Action promised	We will establish a range of supported accommodation to promote independence, reduce the reliance on residential care and contribute to achieving the division's savings targets.	
Comment	We have an Accommodation and Efficiency Programme Board which meets monthly to monitor progress in relation to this action. We now have a four-year accommodation plan which outlines what accommodation we need and where in the County we need it. We have collaborated with colleagues in housing and commissioning to progress several accommodation projects and utilised external funding such as the Integrated Care (Capital) Fund to progress bespoke housing projects: We have developed six accommodation schemes for individuals with a learning disability. We have been able to increase the independence of several individuals by working with providers to deregister residential settings to supported living. To date we have been able to do this in three settings which has improved outcomes for 16 individuals. Over the last year we have restructured the Shared Lives team, and developed a marketing strategy to increase the number of 'Shared Lives' carers, which will increase the options for individuals with a learning disability. A new development will be established this year to accommodate eight individuals in the Llanelli area. We continue to work with colleagues in housing a decommissioning to develop innovative projects that maximise independence and positive outcomes for the individuals we support. Going forward the focus this year will be on mental health.	
Service Head: Avril Bracey		Performance status: On target
Action	15348	Target date
Action promised	We will continue to reshape our approach to support patient flow and home first by developing the discharge to assess pathways and ensure that monitoring and escalation processes are maintained to ensure effective flow across the Carmarthenshire system	
Comment	The Home First team is now fully embedded, and has begun to expand its role and function into the community focussing first of all on GP referrals. We continue to work on joining up Delta and the duty teams in each community team to ensure we have a consistent approach to new referrals coming in. This approach will ensure that we can better manage crisis in the community and help avoid unnecessary hospital admissions. Escalation processes are embedded with twice weekly meetings taking place between hospital and community colleagues to pick up areas/individuals that need to be escalated.	
Service Head: Alex Williams		Performance status: On target
Action	15349	Target date
Action promised	We will ensure that we effectively deliver our statutory duties to assess and review care and support needs of older people and those with physical disabilities, and support people to achieve their desired outcomes	
Comment	Due to the high demand of new referrals coming through and the constraints in the workforce linked to a high number of social work vacancies, we are continuing to risk assess those in need of assessment and support, to ensure that those at greatest risk are prioritised first. Those waiting are reviewed on a weekly basis to ensure that any changes are identified and the risk is appropriately managed. The Care and Support Coordinators are now fully embedded in each team to ensure that those waiting are routinely reviewed.	
Service Head: Alex Williams		Performance status: On target

ACTIONS - Theme: WBO9. Support older people to age well and maintain dignity and independence in their later years			
Sub-theme: D - A motivated and sustainable health and social care workforce			
Action	15089	Target date	31/03/2023 (original target 31/03/2022)
Action promised	We will implement phase 1 and phase 2 of the new structure for Integrated Services.		
Comment	Phase 1 of the restructure is now complete, with the senior management team confirmed in post. This will lead to 2 vacancies being advertised. In the next quarter, phase 2 will be completed to realign the teams below the Senior Management posts.		
Service Head: Alex Williams		Performance status: On target	
Action	15345	Target date	31/03/2023
Action promised	We will develop a workforce Plan to recruit, retain and develop staff to ensure a sustainable workforce for the future.		
Comment	We are continuing to progress initiatives to ensure a sustainable workforce for the future . We are about to embark on the next phases of recruitment for the Care Academi. The Social Work Assistants have commenced the Social Work Degree, and the division will be attending number of recruitment events in Universities to recruit newly qualified Social Workers to Carmarthenshire. We are developing training, career pathways and wellbeing initiatives to support the retention of our workforce.		
Service Head: Avril Bracey		Performance status: On target	
Action	16133	Target date	31/03/2023
Action promised	We will grow the professional Social Work and Occupational Therapy workforce by ensuring that Carmarthenshire is an attractive place to work, there are opportunities for career progression and development of career pathways for non-qualified staff to become qualified		
Comment	Work continues to progress led by the Social Care Recruitment and Retention Group, chaired by the Director of Community Services. Work is ongoing to promote Carmarthenshire as a unique and attractive place to work. 6 new social work trainee posts have now been agreed in Integrated Services as a way to develop a long-term solution to the recruitment challenges. The career structure in social work teams is also being looked at to create further opportunities. Overseas recruitment is also being progressed, and Integrated Services has now appointed 2 overseas candidates who are currently undergoing the pre-employment checks. In terms of Occupational Therapy, consideration is being given to the potential to develop trainee roles as well as maximising our integrated arrangements to give prospective candidates the employer of choice between the Health Board and the Council.		
Service Head: Alex Williams		Performance status: On target	

NO TARGET SET

Theme: WBO9. Support older people to age well and maintain dignity and independence in their later years							
Sub-theme: B - Better quality and more accessible health and social care services							
Measure Description	2021/22 Comparative Data			2022/23 Target and Results			
	Best Quartile	Welsh Median	Our Actual	Quarter 1	Quarter 2	Quarter 3	End of Year
Number of people waiting in hospital for domiciliary care ASC-001	Not applicable		Q3: 48 End Of Year: 59	Target: NO TARGET Result: 27	Target: NO TARGET Result: 67	Target: NO TARGET Result: 36	Target: NO TARGET
Comment	Decrease on previous quarter. Positive impact from Home First approach, and providing short-term services where capacity allows.						
Service Head: Alex Williams			Performance status: N/A				

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HEALTH & SOCIAL SERVICES SCRUTINY COMMITTEE 9th March 2023

NON-SUBMISSION OF SCRUTINY REPORT

To consider and comment on the following:

Explanation provided for the non-submission of a scrutiny report.

Reason:

The Council's Constitution requires Scrutiny Committees to develop and publish and keep under review an annual Forward Work Plan which identifies the issues and reports to be considered at meetings during the course of the year. If a report is not presented as scheduled, officers are expected to prepare a non-submission report explaining the reason(s) why.

To be referred to the Cabinet for decision: NO

Cabinet Member Portfolio Holder: Cllr. Jane Tremlett (Health & Social Services)

<p>Report Author: Emma Bryer</p>	<p>Designation: Democratic Services Officer</p>	<p>Tel No. / E-Mail Address: 01267 224029 ebryer@carmarthenshire.gov.uk</p>
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EXECUTIVE SUMMARY
HEALTH & SOCIAL SERVICES
SCRUTINY COMMITTEE
9TH March 2023

NON-SUBMISSION OF SCRUTINY REPORT

The Council's Constitution requires Scrutiny Committees to develop, keep under review and publish an annual Forward Work Plan which identifies the issues and reports to be considered at meetings during the course of the year.

If a report is not presented as scheduled in the Forward Work Plan, the responsible officer(s) are expected to prepare a non-submission report explaining the reason(s) why

DETAILED REPORT ATTACHED?

YES

IMPLICATIONS

I confirm that other than those implications which have been agreed with the appropriate Directors / Heads of Service and are referred to in detail below, there are no other implications associated with this report.

Signed: **Linda Rees-Jones** **Head of Administration & Law**

Policy, Crime & Disorder and Equalities	Legal	Finance	ICT	Risk Management Issues	Staffing Implications	Physical Assets
NONE	NONE	NONE	NONE	NONE	NONE	NONE

CONSULTATIONS

I confirm that the appropriate consultations have taken in place and the outcomes are as detailed below:

Signed: **Linda Rees-Jones** **Head of Administration & Law**

1. Local Member(s) – N/A
2. Community / Town Council – N/A
3. Relevant Partners – N/A
4. Staff Side Representatives and other Organisations – N/A

CABINET MEMBER PORTFOLIO HOLDER AWARE / CONSULTED	YES
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**Section 100D Local Government Act, 1972 – Access to Information
List of Background Papers used in the preparation of this report:**

There are none.

Title of Document	Locations that the papers are available for public inspection
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EXPLANATION FOR NON-SUBMISSION OF SCRUTINY REPORTS

SCRUTINY COMMITTEE: Health & Social Services

DATE OF MEETING: 9th March, 2023

ITEM	RESPONSIBLE OFFICER	EXPLANATION	REVISED SUBMISSION DATE
Annual Safeguarding Report	Avril Bracey, Head of Adult Social Care	The Annual Safeguarding Report is in the process of being drafted and has been delayed due to a period of absence from work of key officers. Work is now ongoing to finalise the report and will be submitted to Scrutiny Committee at their next meeting.	17 th April, 2023
Corporate Strategy	Noelwyn Daniel	Report considered at Council on 01/03/23.	N/A – Council 01/03/23

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**HEALTH & SOCIAL SERVICES
SCRUTINY COMMITTEE
9th March 2023**

FORTHCOMING ITEMS

To consider and comment on the following:

- To note the forthcoming items to be considered at the next meeting of the Health and Social Services Scrutiny Committee to be held on the 17th April, 2023.

Reason:

- The Council's Constitution requires Scrutiny Committees, at the commencement of each municipal year, to develop and publish a Forward Work Plan which identifies the issues and reports which will be considered at meetings during the course of the year.

To be referred to the Cabinet for decision: NO

Cabinet Member Portfolio Holder: Cllr. Jane Tremlett (Health & Social Services)

<p>Report Author: Emma Bryer</p>	<p>Designation: Democratic Services Officer</p>	<p>Tel No. / E-Mail Address: 01267 224029 ebryer@carmarthenshire.gov.uk</p>
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EXECUTIVE SUMMARY

HEALTH & SOCIAL SERVICES SCRUTINY COMMITTEE

9th March 2023

FORTHCOMING ITEMS

The Council's Constitution requires Scrutiny Committees, at the commencement of each municipal year, to develop and publish a Forward Work Plan which identifies the issues and reports to be considered at meetings during the course of the year. When formulating the Forward Work Plan the Scrutiny Committee will take into consideration those items included on the Cabinet's Forward Work Plan.

The list of forthcoming items attached includes those items which are scheduled in the Health and Social Services Scrutiny Committee's Forward Work Plan to be considered at the next meeting, to be held on 17th April, 2023.

Also attached for information are the 2022/23 Forward Work Plan in respect of the Health and Social Services Scrutiny Committee and the Cabinet.

DETAILED REPORT
ATTACHED?

YES:

- (1) List of Forthcoming Items
- (2) Health and Social Services Scrutiny Committee Forward Work Plan
- (3) Cabinet Forward Work Plan

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HEALTH & SOCIAL SERVICES SCRUTINY COMMITTEE

9th March 2023

FORTHCOMING ITEMS TO BE HELD ON 17TH APRIL 2023 [10.00 A.M.]

In order to ensure effective Scrutiny, Members need to be clear as to the purpose of requesting specific information and the outcome they are hoping to achieve as a consequence of examining a report. Limiting the number of agenda items may help to keep meetings focused and easier to manage.

Discussion Topic	Background	Reason for report
Annual Report On Adult Safeguarding	This report relates to last financial year and summarises the national policy context of adult safeguarding at that time including the implications of the Social Services and Well Being (Wales) Act 2014.	To inform the Committee on progress being made and provides the Committee with the opportunity to consider and comment on the report. .
Loneliness Task & Finish Update	To update the Committee on progress with the recommendations from the Task and Finish Review on Loneliness in Carmarthenshire.	Requested by the Scrutiny Committee
Domiciliary Care Performance Update	To provide the committee with a performance update on domiciliary care.	An update as requested by the committee at the scrutiny meeting on the 24 th January 2023.

Items circulated to the Committee under separate cover since the last meeting

No items have been circulated to members of the Committee for information since the last meeting.

The following document(s) attached for information

1. The latest version of the Health & Social Services Scrutiny Committee's Forward Work Plan 2022/23
2. The latest version of the Cabinet Forward Work Plan

Health & Social Services Scrutiny Committee – Forward Work Plan 2022/23

5 th October 2022	29 th November 2022 CANCELLED	21 st December 2022 CANCELLED	24 th January 2023	9 th March 2023	17 th April 2023
Performance Management Report (Quarter 1) delayed	Loneliness – Task & Finish Update meeting cancelled – moved to 24.01.23	Revenue Budget Consultation 2021 – 2023 report delayed.	Revenue Budget Consultation 2021 – 2023	Communities Department Business Plan 2021/22 – 23-24 (moved from 24.01.23)	Loneliness - Task & Finish Update
Annual Report on the Wellbeing Objectives – delayed	Budget Monitoring - meeting cancelled – moved to 24.01.23	10 Year Social Services Strategy report delayed - Autumn.	Performance Management Report	Performance Management Report (Quarter 3) (added 03/03/23)	Domiciliary Care Performance Update
Draft Annual Report of the Statutory Director of Social Services 21/22	Annual Safeguarding Report – moved to 24.01.23	Performance Management Report (Quarter 2) – moved to 24.01.23	Budget Monitoring	Adult Regional Advocacy Strategy (added 01/03/23)	Annual Safeguarding Report (moved from March)
Dementia Strategy / Action Plan	Corporate Strategy meeting cancelled – moved to 24.01.23		Youth Justice Plan	Annual Safeguarding Report – non submission – moved to April	
End of Year Budget Monitoring	Learning Disability Strategy (2021–26) – moved to 24.01.23		Domiciliary Care and Hospital Discharges Update	Corporate Strategy (moved from 29.11.2022) Considered at Council 01/03/23	
SC & Health Scrutiny Committee Forward Work Programme 2021/22	Youth Justice Plan meeting cancelled – moved to 24.01.23		Annual Report on the Wellbeing Objectives (moved from 05.10.22) – report will be considered by Council 25/01/23		
SC&H Scrutiny Committee Annual Report 2021/22			Communities Department Business Plan 2021/22 – 23-24 – moved to 09.03.23 due to report being delayed		

ITEMS CARRIED OVER FROM PREVIOUS WORK PLAN:

- Autism Update (Dev Session) – Amy Hughes
- Carers Update – Chris Harrinson
- ~~Domiciliary Care and Hospital Discharges Update (received 24/01/22)~~

ITEMS TO BE CARRIED FORWARD TO 2023-24

- 10 Year Social Services Strategy

DEVELOPMENT SESSIONS:

29th November 2022

- Introduction to Services – Site Visits

9th January 2023

- Forward Plan Session

17th February 2023

- Forward Plan Session (2)

9th March 2023

- Substance Use – jointly with Place, Sustainability & Climate Change Scrutiny.

17th April 2023

- Forward Plan Session – 2023/24

CABINET/COUNCIL – FORWARD PLAN

FOR THE PERIOD 2 MARCH 2023 TO 2 MARCH 2024

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director Report Author
PUBLIC SPACE PROTECTION ORDER - ENHANCEMENT ON DOG RELATED CONTROLS	The report sets out the results of an engagement exercise undertaken on the potential options of enhanced Public Space Protection Orders for the control of dogs within Carmarthenshire.	Cabinet 12 Dec 2022	No	Cabinet Member for Transport, Waste and Infrastructure Services	Director of Place & Infrastructure Daniel John, Interim Head of Waste DWJohn@carmarthenshire.gov.uk
Covid 19 impact on Contractors – Major works	A report will be produced to explore the financial impact on Contractors as a consequence of the Covid-19 pandemic. The report will establish the current contract provisions being enforced by the Authority compared against various government advice and relief procedures. To further inform stakeholders, the report will capture the potential implications for adopting and seek a decision on implementing contractor support mechanisms to mitigate the financial impact of Covid-19.	Cabinet 27 Mar 2023	No	Cabinet Member for Transport, Waste and Infrastructure Services	Director of Place & Infrastructure Jason G. Jones, Property Maintenance Manager JGJones@carmarthenshire.gov.uk

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
COUNCIL TAX PREMIUMS ON LONG TERM VOIDS AND SECOND HOMES	To consider the options open to the Council with regard to introducing Council Tax Premiums on Long term empty properties and second homes.	County Council 8 Mar 2023	No	Cllr. Alun Lenny, Cabinet Member	Director of Corporate Services Helen Pugh, Head of Revenues and Financial Compliance HLPugh@carmarthenshire.gov.uk
Conservation Area Appraisals	This report sets out the work being undertaken to review ten designated Conservation Areas across the County. It identifies the outcome of the review and the subsequent consultation exercise including on the: •A character appraisal; •A boundary review and •A management plan. The report in setting out the above identifies the outcome of the public consultation exercise and the next steps including the processes required to amend any of the Conservation Area designations.	Cabinet 13 Mar 2023	No	Cabinet Member for Rural Affairs and Planning Policy	Director of Place & Infrastructure Rhodri Griffiths, Head of Place and Sustainability RDGriffiths@carmarthenshire.gov.uk
LAND PURCHASE REQUIRED FOR SUSTAINABLE	Proposal to consider the purchase of land and virement in the capital programme to proceed with a new replacement Welsh	Cabinet 13 Mar 2023	No	Cabinet Member for Education and Welsh Language	Director of Education & Children

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
COMMUNITIES FOR LEARNING SCHEME	medium school for Ysgol Gwennlian, Kidwelly.				Simon Davies, Head of Access to Education sidavies@car-marthenshire.gov.uk
WEST WALES ADULT ADVOCACY STRATEGY 2023 - 2027	THE ADULT ADVOCACY STRATEGY SEEKS TO SHAPE THE COMMISSIONING ARRANGEMENTS OF HDUHB, CARMARTHENSHIRE CC, CEREDIGION CC AND PEMBROKESHIRE CC IN ORDER TO MEET THEIR STATUTORY DUTIES. IT SEEKS TO ENSURE THAT GOOD QUALITY ADVOCACY IS READILY AND EQUITABLY AVAILABLE, IN THE WEST WALES REGION.	Cabinet 27 Mar 2023	No	Cabinet Member for Health & Social Services	Director of Communities Christine Harrison, Head of Strategic Joint Commissioning Chris.harrison@pembroekeshire.gov.uk
COUNCIL'S REVENUE BUDGET MONITORING REPORT	To provide the Cabinet with an update on the latest budgetary position as at 31st December 2022, in respect of 2022/23.	Cabinet 27 Mar 2023	No	Cabinet Member for Resources	Director of Corporate Services Randal Hemingway, Head of Financial Services RHemingway@car-marthenshire.gov.uk
Business Rates – Retail, Leisure and	To consider the adoption of a rate relief scheme being made available to billing	Cabinet 27 Mar 2023	No	Cabinet Member for Resources	Director of Corporate Services

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
Hospitality Rates Relief Scheme 2023/24	authorities by Welsh Government for 2023/24				Ann Thomas, Revenue Services Manager AnThomas@carmarthenshire.gov.uk
EMPTY PROPERTY POLICY	TO INTRODUCE THE EMPTY PROPERTY POLICY THAT WILL SET THE VISION AND THE WORK PROGRAMME FOR THE COUNCIL IN TACKLING EMPTY RESIDENTIAL HOMES WITHIN THE COUNTY FOR THE NEXT 4 YEARS. THE POLICY ALSO SETS OUT THE LOCAL CONTEXT AND THE IMPORTANCE OF BRINGING EMPTY HOMES BACK INTO USE TO HELP MEET THE HOUSING NEED IN THE COUNTY PARTICULARLY FOR LOCAL PEOPLE.	Cabinet 27 Mar 2023	No	Deputy Leader and Cabinet Member for Homes	Director of Communities Gareth Williams, Team Leader GajWilliams@carmarthenshire.gov.uk
CAPITAL PROGRAMME 2022/23 UPDATE	To provide an update of the latest budgetary position for the 2022/23 capital programme, as at the 31st December 2022.	Cabinet 27 Mar 2023	No	Cabinet Member for Resources	Director of Corporate Services Randal Hemingway, Head of Financial Services RHemingway@carmarthenshire.gov.uk

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
CARMARTHENSHIRE'S SUSTAINABLE COMMUNITIES FOR LEARNING (CSCfL)	To provide Cabinet with an updated CSCfL (formerly known as Modernising Education Programme (MEP)) as the long-term strategy and investment plan for schools. The plan will be brought forward following extensive consultation with stakeholders.	Cabinet 27 Mar 2023	No	Cabinet Member for Education and Welsh Language	Director of Education & Children Simon Davies, Head of Access to Education sidavies@carmarthenshire.gov.uk
Roundabout Sponsorship Scheme	A Roundabout Sponsorship Scheme will involve businesses being able to sponsor a roundabout in the County and see their company promoted in potentially highly visible locations. It is envisaged that sponsorship funds will go towards maintaining both roundabouts and essential Highways	Cabinet 27 Mar 2023	No	Cabinet Member for Transport, Waste and Infrastructure Services	Director of Place & Infrastructure Jonathan Willis, Housing Services Manager (Advice & Options) jnwillis@carmarthenshire.gov.uk
THE EDUCATION AND CHILDREN'S SERVICES STRATEGY FOR SUPPORTING OUR SCHOOLS AND SPECIALIST SETTINGS, INCLUDING THOSE THAT ARE MOST CHALLENGED.	This report outlines the range of differentiated support provided to our schools, PRUs and specialist settings ensuring that leaders, teachers and teaching assistants access the necessary support to ensure that all pupils progress and thrive.	Cabinet 27 Mar 2023	No	Cabinet Member for Education and Welsh Language	Director of Education & Children Elin Forsyth, Strategic Lead for School Effectiveness EMForsyth@carmarthenshire.gov.uk

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
CARMARTHENSHERE PUBLIC SERVICE BOARD WELL BEING PLAN 2023-2028	Each board must carry out a well-being assessment and publish a well-being plan. The plan sets out how the Board will meet its responsibilities under the Well being of Future Generations (Wales) Act.	County Council 19 Apr 2023	No	Cllr. Darren Price, Leader of the Council	Chief Executive Gwyneth Ayers, Corporate Policy and Partnership Manager GAyers@carmarthenshire.gov.uk
ALTERNATIVE OUTDOOR EDUCATION OFFER	The purpose of this report is to review Carmarthenshire County Council's current Outdoor Education offer and to explore options for a re-modelled service within existing resources.	Cabinet 24 Apr 2023	No	Cabinet Member for Regeneration, Leisure, Culture & Tourism	Director of Communities Ian Jones, Head of Leisure IJones@carmarthenshire.gov.uk
ELECTRIC VEHICLE CHARGING INFRASTRUCTURE STRATEGY, TWELVE MONTH REVIEW	The report provides an update on progress with the Electric Vehicle Charging Infrastructure Strategy.	Cabinet 24 Apr 2023	No	Cabinet Member for Transport, Waste and Infrastructure Services	Director of Place & Infrastructure Steve Pilliner, Head of Transportation & Highways SGPilliner@carmarthenshire.gov.uk
TENANT RECHARGE POLICY	Occasionally it may be necessary to recharge a tenant for work that we have carried out to the property which was the tenant responsibility under the tenancy agreement. The policy will guide officers when dealing	Cabinet 24 Apr 2023	No	Deputy Leader and Cabinet Member for Homes	Director of Communities Jonathan Morgan, Head of Housing and Public Protection

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
	with council tenant recharges, ensuring a consistent approach.				JMorgan@carmarthenshire.gov.uk
TENANT COMPENSATION POLICY	The report sets out our approach to when it may be appropriate to compensate a tenant who has suffered loss or inconvenience due to service failure. The policy will guide officers when dealing with council tenants ensuring a consistent approach.	Cabinet 24 Apr 2023	No	Deputy Leader and Cabinet Member for Homes	Director of Communities Jonathan Morgan, Head of Housing and Public Protection JMorgan@carmarthenshire.gov.uk
AN EVALUATION OF ESTYN INSPECTIONS ACROSS CARMARTHENSHERE SCHOOLS, PUPIL REFERRAL UNITS AND SPECIALIST SETTINGS.	This report provides an evaluation of Estyn inspections over the last five years, outlining the strengths of our schools, PRUs and specialist settings, as well as providing an overview of recommendations for improvement. In addition, the report outlines how the ECS department supports schools both pre and post Estyn inspections to ensure that all of our learners' progress and thrive.	Cabinet 24 Apr 2023	No	Cabinet Member for Education and Welsh Language	Director of Education & Children Elin Forsyth, Strategic Lead for School Effectiveness EMForsyth@carmarthenshire.gov.uk
Street Naming and Numbering Policy	The report seeks to update on the preparation of the Street Naming and Numbering Policy. It sets out the responses received as part of the formal consultation on the policy and officer recommendations ahead of its formal	Cabinet 24 Apr 2023	No	Cabinet Member for Rural Affairs and Planning Policy	Director of Place & Infrastructure Ian R Llewelyn, Forward Planning Manager IRLlewelyn@carma

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
	adoption.				rthenshire.gov.uk
Carmarthenshire Public Services Board (PSB) Well-being Plan 2023-28	<p>The Well-being of Future Generations (Wales) Act 2015 places a duty on each PSB to develop and publish a county Well-being Plan. As part of the preparation of this Plan, Carmarthenshire PSB has undertaken a detailed Well-being Assessment.</p> <p>The objectives and actions identified as part of this plan will focus on areas of collective action that the PSB can influence by working together and does not therefore replicate what is considered to be the core business of the individual member bodies of the PSB, unless there is added value to be gained by the PSB working together.</p>	Cabinet 24 Apr 2023	No	Leader of the Council	Chief Executive Noelwyn Daniel, Head of ICT and Corporate Policy ndaniel@carmarthenshire.gov.uk
Cleaving Service Strategic Management Plan	To present the outcomes of the review into the Council's street cleaning service and make recommendations for future service delivery.	Cabinet 24 Apr 2023	No	Cabinet Member for Transport, Waste and Infrastructure Services	Director of Place & Infrastructure Daniel John, Interim Head of Waste DWJohn@carmarthenshire.gov.uk
Grants Awards Policy	In line with the requirement of the Welsh Language Standards the Council must produce and publish a policy on awarding grants (or, where appropriate,	Cabinet 24 Apr 2023	No	Cabinet Member for Education and Welsh Language	Chief Executive Noelwyn Daniel, Head of ICT and Corporate Policy

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
	<p>amend an existing policy) which requires you to consider positive or negative effects the awarding and implementing of the grant could have on:</p> <p>(i) opportunities for persons to use the Welsh language, and</p> <p>(ii) treating the Welsh language no less favourably than the English language.</p>				ndaniel@carmarthenshire.gov.uk
Tackling Poverty Action Plan	<p>The Council has prepared a tackling poverty action plan which incorporates its response to the cost of living crisis. The plan outlines actions to be taken by a range of Council services and steps to further our involvement with a range of external stakeholders.</p>	Cabinet 24 Apr 2023	No	Deputy Leader and Cabinet Member for Homes	Chief Executive Noelwyn Daniel, Head of ICT and Corporate Policy ndaniel@carmarthenshire.gov.uk
Defence Employee Recognition Scheme	<p>To approve progression within the Defence Employee Recognition Scheme (DERS) to Silver Award and to strengthen our ongoing commitment to the Armed Forces Covenant. In October 2021, Cabinet approved the re-signing of the Armed Forces Covenant, which pledged a commitment to apply for the DERS. The DERS encourages employers to support those serving (reservists) or who have served in the armed forces (veterans) and their dependants. It aligns with the Armed Forces Covenant which is a pledge to the Armed Forces Community and their</p>	Cabinet 24 Apr 2023	No	Cabinet Member for Organisation & Workforce	Chief Executive Noelwyn Daniel, Head of ICT and Corporate Policy ndaniel@carmarthenshire.gov.uk

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
	families that they will be given respect and fairness in the United Kingdom that they serve. The DERS encompasses Bronze, Silver, and Gold Awards for employers that pledge, demonstrate or advocate support to the Armed Forces Community.				
Welsh Language Promotion Strategy 2023-28	To approve the Welsh Language Promotion Strategy for 2023-28, as a part of our statutory responsibilities under the Welsh Language Measure (Wales) 2011. Carmarthenshire County Council leads on the preparation of the Promotion Strategy; however, we work closely with partners across the county to co-design our work to support the Language in our communities. This is the second promotion strategy and there will be an opportunity to reflect on the results of the 2021 Census as part of our work.	Cabinet 24 Apr 2023	No	Cabinet Member for Education and Welsh Language	Chief Executive Noelwyn Daniel, Head of ICT and Corporate Policy ndaniel@carmarthenshire.gov.uk
LEISURE, CULTURE AND OUTDOOR RECREATION STRATEGY – POST CONSULTATION	The document provides a framework for the service to work with key stakeholders to deliver a strategically aligned Leisure, Culture and Outdoor Recreation Strategy for the next 10 years.	Cabinet 5 Jun 2023	No	Cabinet Member for Regeneration, Leisure, Culture & Tourism	Director of Communities Ian Jones, Head of Leisure IJones@carmarthenshire.gov.uk
10-YEAR SOCIAL	To provide members with a vision on how	Cabinet	No	Cabinet Member for	Director of

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
SERVICES STRATEGY (PRE-CONSULTATION)	we will provide the statutory social services functions over the next decade. The document will detail the following areas; Introduction, Vision Statement, The services people receive, Social Work Models of care, Safeguarding, Integration and Partnerships , Workforce and an Action Plan	5 Jun 2023		Health & Social Services	Communities Silvana Sauro, Performance, Analysis & Systems Manager ssauro@carmarthe nshire.gov.uk
ANNUAL REPORT FOR THE WELSH IN EDUCATION STRATEGIC PLAN (WESP)	The Carmarthenshire 2022-32 WESP became operative on 1.9.22. The Local Authority is required to submit an annual progress report to Welsh Government. It's deemed pertinent to present this report to the Scrutiny process prior to WG submission.	Cabinet 17 Jul 2023	No	Cabinet Member for Education and Welsh Language	Director of Education & Children Aeron Rees, Head of Strategy and Learner Support jarees@carmarthen shire.gov.uk
Annual Treasury Management and Prudential Indicator Report 2022-2023	To provide members with an update on the treasury management activities for 2022-2023	Cabinet 4 Sep 2023	No	Cabinet Member for Resources	Director of Corporate Services Anthony Parnell, Treasury & Pension Investments Manager aparnell@carmarth enshire.gov.uk
STATUTORY DIRECTOR OF	The Report examines each Service area within Social Care and shows how service	Cabinet 4 Sep 2023	No	Cabinet Member for Health & Social Services	Director of Communities

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
SOCIAL CARE SERVICES' ANNUAL REPORT 2022/23	strategies, actions, targets and service risks will be addressed and delivered operationally. It comprises an overview on how we have performed in 2022/23 and an assessment on the future, together with our strategic priorities for 2023/24.				Silvana Sauro, Performance, Analysis & Systems Manager ssauro@carmarthenshire.gov.uk
Equestrian Strategy	<p>The Carmarthenshire Rights of Way Improvement Plan (ROWIP) 2019-2029 has been produced and published in accordance with section 60 of the Countryside and Rights of Way (CROW) Act (2000).</p> <p>The ROWIP details Carmarthenshire's plan for the strategic management, development, and improvement of the County's Public Rights of Way network up until 2029.</p> <p>During consultation with the Local Access Forum, The Forum identified a need for the local authority to commit to producing a Carmarthenshire Equestrian Strategy to recognise the access opportunities and challenges for horse riding and carriage driving across the County.</p> <p>An Equestrian Strategy to 'promote and develop an accessible network for equestrian use' has therefore been published in the Carmarthenshire Rights of Way Improvement Plan 2019-2029.</p> <p>The report sets out the proposal to adopt an Equestrian Strategy for</p>	Cabinet 30 Oct 2023	No	Cabinet Member for Transport, Waste and Infrastructure Services	Director of Place & Infrastructure Steve Pilliner, Head of Transportation & Highways SGPilliner@carmarthenshire.gov.uk

Subject	Report Summary	Decision Making Body and Dates	Is Exempt?	Cabinet Member Portfolio Holder (if applicable)	Responsible Director / Report Author
	Carmarthenshire.				
10-YEAR SOCIAL SERVICES STRATEGY (POST-CONSULTATION)	To provide members with a vision on how we will provide the statutory social services functions over the next decade. The document will detail the following areas; Introduction, Vision Statement, The services people receive, Social Work Models of care, Safeguarding, Integration and Partnerships , Workforce and an Action Plan	Cabinet 18 Sep 2023	No	Cabinet Member for Health & Social Services	Director of Communities Silvana Sauro, Performance, Analysis & Systems Manager ssauro@carmarthenshire.gov.uk
CAPITAL PROGRAMME 2022/23 UPDATE	To provide an update of the latest budgetary position for the 2022/23 capital programme	Cabinet 27 Nov 2023	No		

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TUESDAY, 24 JANUARY 2023

PRESENT: Councillor H.A.L. Evans (Chair)

Councillors (In Person):

B.A.L. Roberts B. Davies K. Davies H. Jones

Councillors (Virtually):

M. Donoghue A. Evans D. Owen F. Walters
P.T. Warlow J. Williams

Also Present (In Person):

R. Hemingway, Head of Financial Services
A. Williams, Head of Integrated Services
A. Rees, Head of Strategy and Learner Support
G. Adams, Principal Manager - Youth Support Service
S. Rees, Simultaneous Translator
M. Runeckles, Members Support Officer
E. Bryer, Democratic Services Officer

Also Present (Virtually):

J. Morgan, Director of Community Services
S. Nolan, Group Accountant
A. Thomas, Group Accountant
R. Robertshaw, Child Protection Co-Ordinator
M.S. Davies, Democratic Services Officer
S. Hendy, Member Support Officer

Chamber - County Hall, Carmarthen. SA31 1JP and remotely - 10.00 - 11.25 am

1. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor M. James.

On behalf of the Committee the Chair extended sympathy to Councillor M. James on her recent family illness and bereavement.

2. DECLARATIONS OF PERSONAL INTERESTS INCLUDING ANY PARTY WHIPS ISSUED IN RELATION TO ANY AGENDA ITEM.

Councillor	Minute No (s)	Nature of Interest
A. Evans	5. Revenue & Capital Budget Monitoring Report 2022/23 6. Revenue Budget Strategy Consultation 2023/24 to 2025/26	Mother works in the Chief Executives Department – Democratic Services Unit.

There were no declarations of any prohibited party whips.

3. PUBLIC QUESTIONS

The Chair advised that no public questions had been received.

[**NOTE:** The Chair advised the Committee that, in accordance with Council Procedure Rule 2(3) she was going to vary the order of business on the agenda to enable agenda item 8 – Domiciliary Care Strategy Update to be considered before presentation of agenda item 4 - Youth Justice Management Plan].

4. YOUTH JUSTICE MANAGEMENT PLAN 2022/2023

The Carmarthenshire Youth Justice Plan for 2022/23 was presented to the Committee.

Consideration was given to the governance, leadership and partnership arrangements which had culminated in the development of the Youth Justice Plan, set out at Appendix 1 to the report, in accordance with the legislative requirements of the Crime and Disorder Act 1998.

The Youth Justice Plan outlined the provision of the Youth Support Service and the Youth Justice Team under a single management structure which provided a holistic approach to the delivery of youth support services across Carmarthenshire. Section 8 of the Youth Justice Plan detailed the performance of the partnership during 2021/22 and also set out the priorities and improvement planning objectives for the forthcoming year in accordance with the overarching 'child first' principles and an ethos of continuous improvement.

On behalf of the Committee, the Chair commended the crucial work and commitment of the partnership and staff working within the Youth Justice Team and asked if any work was being undertaken regarding gambling addiction. It was clarified that there was a dedicated substance misuse team that worked directly to provide support or if further support was required individuals may be referred to other agencies as part of the multi-agency working arrangements.

UNANIMOUSLY RESOLVED that the Carmarthenshire Youth Justice Plan for 2022/23 be received.

5. REVENUE & CAPITAL BUDGET MONITORING REPORT 2022/23

The Committee considered the Revenue and Capital Budget Monitoring Report in relation to the Health and Social Services, which provided an update on the latest budgetary position as at 31st October, 2022 in respect of the 2022/23 financial year.

The Health and Social Services was projecting an overspend of £5,358K on the revenue budget and net variance of -£199K against the 2022/23 approved capital budget.

The Committees attention was drawn to the significant budgetary pressure on Children's Services and Learning Disabilities.

The following key questions / observations were raised on the report:

- It was asked if it was necessary to provide Out of County Placements. The Committee was advised that the preferred option would always be for the County to provide support and that work had been undertaken within the fostering team to expand the support options available to avoid using Out of County Placements.
- It was asked if the specialist support for the 2 young people with highly complex needs would be a long-term requirement as it was noted that there was currently a £579K overspend in this area. It was advised that the needs of these individuals on the packages of care were extreme and significant and unfortunately could not be provided in County at the present time. Additionally, there had been an increase in the number of placements and that due to previous years underspend in this area the budget wasn't available.
- Reference was made to the overspend on agency staff. Officers advised that there was a recruitment and retention policy in place and that a significant amount of work had been done in reducing the number of agency social workers. It was stated that the use of agency staff would be the exception and not the norm.
- An update was requested on the initiatives in place for the recruitment and training of social workers. Officers advised that it was a very competitive marketplace and that there were limited qualified social care workers. In addition to the Care Academi launched by the Authority, overseas recruitment was also being used and two individuals from Nigeria had been appointed subject to the completion of pre-employment checks.
- Officers were asked what the additional cost of agency staff were compared to full time staff. The Committee was advised that the hourly rates varied significantly but that that a single point of contact was now in place within the Children and Adult Services team to undertake rate negotiations with agencies.

UNANIMOUSLY RESOLVED that the report be received.

6. REVENUE BUDGET STRATEGY CONSULTATION 2023/24 to 2025/26

The Committee considered the Council's Revenue Budget Strategy 2023/24 to 2025/26 which provided a current view of the revenue budget for 2023/2024 together with indicative figures for the 2024/25 and 2025/26 financial years. The report was based on officers' projections of spending requirements and took account of the provisional settlement issued by Welsh Government (WG) on 14th December 2022.

It was emphasised that whilst significant work had already been undertaken in preparing the budget, the report represented an initial position statement which would be updated following the consultation process. Accordingly, Members were reminded that the report had been considered by the Cabinet at its meeting on 9th January 2023 and members of the Committee had attended recent consultation events which had provided an opportunity to analyse and seek clarification on various aspects of the budget.

The Committee was advised that the final budget proposals would be presented to the Cabinet mid/late February, which would enable a balanced budget to be presented to County Council on the 1st March 2023. It was however noted that due to the delays in the provisional settlement, and the consequential impact on Welsh Government's budget finalisation, the publication of the final settlement would not be published until the 7th March 2023.

The report indicated that, after adjustments for WG, identified transfers, the increase in the provisional settlement for Carmarthenshire was 8.5% (£26.432 million). The Aggregate External Finance (AEF) had therefore increased to £338.017 million in 2023/24. Whilst the settlement represented a significant increase to the indicative figure of 3.4%, the financial model forecasted a requirement for £20m savings over the three-year Medium Term Financial Plan (MTFP) period.

It was highlighted that an additional £7.9m funding had been announced for Health, Social Services and Education and apportioned to Local Government resulting in an increase share of 8.5% for the Authority.

It was noted that inflationary pressures were heavier than they had been in decades and that the inevitable cost rises would result in budgetary reductions. WG also issued all Wales level specific grants alongside the provisional settlement. These were broadly similar in cash value to previous years. However, with the rise in inflation and the pay awards at the current level there were real term cuts.

The Ministers letter stated that funding had been provided to cover the living wage increase and that all funding had been allocated. The full cost of future pay awards would need to be accommodated locally. In constructing the budget this had been challenging as the adjusted pay and inflation assumptions to provide departments with funding wasn't sufficient.

Members were reminded that when the budget was previously set, the agreed pay increase was 4% which was prudent at the time. Pay increase for most staff was agreed at a flat rate of 2K (equating to an average of 7.1%) across the workforce. An additional 3.1% 'catchup' would need to be factored into next year's budget. Reference was made to the 5% increase for all Teachers which had been agreed by WG; however, it was acknowledged that the National Education Union (NEU) members had voted in favour of industrial action in a bid for a 12% pay uplift. Committee noted that the draft budget included the 1% 'catchup' to 5%, however any further increases would be unfunded and represent an additional financial pressure of approximately £1m for every 1% increase in pay. In total, the assumption on pay would add £19m to the Council's budget next year

It was noted that the strategy over the previous years had been to increase fees and charges in line with the prevailing rate of inflation and the draft budget proposed a 10% increase where possible. Residents had been invited to submit their views on this as part of the public consultation.

The Committee was advised that Appendix C showed a £12m toward the increase in departmental pressures identified by departments and were

inescapable if the Authority was to continue to deliver services at the current level.

Appendix Aii showed substantial inflationary increase in the cost of provisioned care, demographic growth as well as increases in fostering allowances. It was noted that Adult Social Care had pressures which had already been constrained to what the Director considered to be operationally deliverable given the current workforce pressure experienced across the entire sector.

The Committee thereupon considered the following detailed budget information appended to the Strategy, relevant to its remit:-

- **Appendix A(i)** – Efficiency summary for Health and Social Services
- **Appendix A(ii)** – Efficiency Summary for Health and Social Services
- **Appendix B** – Budget monitoring report for Health and Social Services
- **Appendix C** – Charging Digest for Health and Social Services

On behalf of the Committee the Chair extended her appreciation for the work the team had undertaken in producing the draft budget and for hosting the recent Budget Seminar where the Committee had been afforded the opportunity of asking questions.

UNANIMOUSLY RESOLVED that:

- 6.1 **The 2023/24 – 2025/26 Revenue Budget Strategy Consultation be received;**
- 6.2 **The Charging Digest detailed in Appendix C to the report, be endorsed.**

7. 2022/23 QUARTER 2 - PERFORMANCE REPORT (01/07/22-30/09/22) RELEVANT TO THIS SCRUTINY

The Committee considered the Performance Monitoring Report for the period 1st July to 30th September 2022 (Quarter 2), which set out the progress against actions and measures linked to the Corporate Strategy and the 13 Well-being objectives relevant to the Committee's remit.

The Committee noted that only 3 of the 13 objectives were off target and appreciated that this was partly due to the pandemic resulting in a cohort of children not being seen and assessed early. Assurance was given that the prevention team was now able to work closer with families and that the situation had improved.

UNANIMOUSLY RESOLVED that the report be received.

8. DOMICILIARY CARE STRATEGY UPDATE

The Committee considered a report they had requested surrounding the current pressure on domiciliary care and the impact that this was having on hospital discharges. The report was to provide assurance that patients were being safely

supported to leave hospital and outlined the pressures and how Carmarthenshire County Council was responding to those pressures.

Amongst the questions/observations raised on the report were the following:-

- In response to a question regarding how the Authority was increasing the flexibility of contracts and how this would impact the consistency of care provision, the Director of Community Services advised that there was an impact on the continuity of care and also on the ability to deliver at the best time for when people needed and wanted the care. The Committee was advised that the report set out what the Authority was doing to mitigate supply issues and assured the Committee that the Authority ensured that the care delivered did not impact on safety. It was highlighted that there was an overall situation over the flexibility of care and that difficult conversations had to take place with families and individuals around what practical options of care were available. In some cases, compromises would have to be made over the ideal package of care but this would still be preferable than remaining in hospital. It was noted that there were currently around 50 individuals in temporary residential care, the majority of whom should be supported at home. The situation was described as dynamic and that significant improvements had been made over the last few weeks, but the situation remained difficult. It was highlighted that the Authority was attempting to offer more flexible contracts than the traditional rigid rotas to assist with the recruitment and retention of staff.
- Concern was raised that the flexible contracts would result in lack of continuity of care with individuals ending up with a different number of carers. It was advised that while several people may be providing care every effort was undertaken to ensure that this was kept to the same group of people. It was acknowledged that this continuity was of benefit to both the individual receiving care and to the carer.
- Clarification was sought regarding the use of microenterprises. The Committee was advised that the scheme was already in use in Pembrokeshire and that it was very early days for Carmarthenshire. The scheme was very much in its infancy and aimed to assist the areas where it was traditionally difficult to obtain domiciliary care. It was stated that the Authority was in the process of recruiting a member of staff to lead on the initiative and drive it forward.
- It was asked if the Authority had been pressurised into prioritising hospital discharges over those already waiting for care packages. The Committee was advised that there was constant pressure balancing hospital discharges and community waiting lists and that there was some inevitability that those in the community would be waiting longer due to the prioritisation of hospital discharges. Despite limited capacity, people who were living at home and waiting for the start of domiciliary care were managed, with those deemed in a red category given immediate priority.
- In response to a question regarding what practical help was offered to family members who stepped up to provide care and how the quality of the care they provided was monitored, it was stated that family members would receive appropriate training and a manual handling assessment.

- Reference was made to the development of the Care Academi and if budgetary constraints would impact the set up. It was advised that a care academy launched by the authority was targeting sixth formers with the prospect of attaining a degree level qualification. It was stated that there was a set of quite high-quality individuals with the required resilience, confidence, and knowledge to go on a journey to hopefully professional training. It was acknowledged that getting the academy going was proving to take time and that budgetary constraints were not impacting the academy.
- It was asked if the Authority was looking to increase the number of step-down beds within the County. It was advised that the Health Board had commissioned an additional 15 beds on a short term basis and that the Authority had 14 beds in Llys Y Bryn care home (Ty Pili Pala). Community hospitals were also being used with 28 beds in Amman Valley and 14 beds in Llandovery hospital. It was acknowledged that additional capacity was required in the community and as a model it worked well with the achievement of better outcomes for individuals. It was agreed that a geographical spread was required however spread was limited to where care homes had capacity.
- The Committee requested regular updates regarding domiciliary care and progress with the Health Board. It was agreed that updates would be included systematically within the performance and data monitoring reports.

UNANIMOUSLY RESOLVED that the report be received.

9. HEALTH & SOCIAL SERVICES SCRUTINY COMMITTEE FORWARD WORK PLAN FOR 2022/23

The Committee considered its Forward Work Plan, which had been prepared and updated in accordance with the Council's Constitution which required Scrutiny Committees to develop and publish annual forward work plans identifying issues and reports to be considered at meetings during the course of the municipal year.

It was noted that due to the Council decision in September 2022 that Scrutiny remits be amended the Committee re-visited its forward plan at a meeting held on the 9th January. The Committee agreed the items for consideration at today's meeting and the items for 9th March 2023:

The Committee noted the lack of Health and Social Services and Children's Service reports on the Cabinet Forward Plan and agreed to meet again on 17th February to consider any relevant reports that had since been added.

The Committee agreed that an update on Loneliness (Task & Finish Report) as per its previous Forward Plan would still be required. This could be circulated outside of the meeting.

The Committee was advised that the Communities Department Business Plan 2021/22 – 23-24 that was originally due to be considered by the Committee on the 24th January would likely be delayed again pending re-development into separate Departmental Plans. This would be confirmed at a later date.

UNANIMOUSLY RESOLVED that the Forward Work Plan for the Health & Social Services Scrutiny Committee for 2022/23 be confirmed and submitted to the March meeting for formal approval.

10. EXPLANATION FOR NON-SUBMISSION OF SCRUTINY REPORT

The Committee received an explanation for the non-submission of the following scrutiny reports.

- Business Plan
- Annual Report on the Wellbeing Objectives

RESOLVED that the explanation for the non-submission be noted.

11. TO SIGN AS A CORRECT RECORD THE MINUTES OF THE MEETING HELD ON THE 5TH OCTOBER. 2022

UNANAMOUSLY RESOLVED that the minutes of the meeting of the Committee held on the 5th October, 2022 be signed as a correct record.

CHAIR

DATE