

# Divisional Delivery Plan 2023-2024

Children's Services



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Cyngor Sir Gâr  
**Carmarthenshire**  
County Council



## 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)***

<a href="#">Social Services and Well-being (Wales) Act 2014</a> <a href="#">Wales Safeguarding Procedures</a> <a href="#">Adoption and Children Act 2002</a> <a href="#">Children and Adoption Act 2006</a> <a href="#">Children and Families Act 2014</a>
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#### ***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

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

Ref #	Actions & Measures	By When?	By Whom? Responsible Officer	Source Ref
<b>1</b>	<b>Well-being Objective 1 - Enabling our children and young people to have the best possible start in life (Start Well)</b>			
a	<b>Theme: Healthy Lives – prevention /early intervention</b>			
	<b>Actions</b>			
	<b>Safeguarding Children &amp; young people</b>			
	Provide <b>relationship-based children’s social work practice</b> that incorporates systemic thinking and the principles of Signs of Safety.	April 2024	John PR Fleming	WBO1
	Implement an effective <b>quality assurance</b> 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
	<b>Recruit adopters</b> 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 <b>multi-agency child protection arrangements</b> 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	
	<b>Corporate Parenting &amp; Child Welfare</b>			
	Work with partners to ensure a sufficient supply of a range of <b>supported housing</b> 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 <b>sufficient supply of in-house residential placements.</b>	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
	<b>Fostering &amp; Adoption Support Services</b>			
	<b>Increase the sufficiency and range of in-house foster care and supported lodgings placements.</b>	April 2024	Jayne Meredith	
	Work with <b>Foster Wales</b> to increase and improve our recruitment and retention of for foster carers.	April 2024	Jayne Meredith	
	Develop the Mid and West Wales (MWW) <b>Regional Adoption Service</b> 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 <b>Special Guardians</b> to promote this as an option for children and young people.	April 2024	Jayne Meredith	
	<b>Transition and support for children and young people with complex needs</b>			
	Ensure the Service complies with the <b>code of practice for autism</b> 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			
	<b>Measures</b>			
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 <sup>st</sup> 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 <sup>st</sup> 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 <sup>st</sup> 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	<b>Service Priority - Early years childcare, play &amp; family support</b>			
	<b>Actions</b>			
	Deliver a range of <b>preventative services</b> 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 <b>Flying Start</b> in line with Welsh Government guidance.	April 2024	Noeline Thomas	WBO1
	Review the <b>Family Support Strategy</b> 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 <b>30 hours Childcare Offer</b> and support registered providers and eligible parents through the roll out of the new <b>National Digital Service</b> .	April 2024	Noeline Thomas	WBO1
	Implement key priorities in the Maternity and Early Years Operational plan and Regional <b>Maternity and Early Years Strategy</b> 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 <b>information, advice, and assistance (IAA)</b> to support families, through digital communication including the Family Information Service and links to the Welsh Government Dewis website.	April 2024	Noeline Thomas	WBO8
	<b>Measures</b>			
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	<b>Service Priority - Education</b>			
	<b>Actions</b>			
	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 <b>emotional wellbeing needs of vulnerable learners and looked after children.</b>	April 2024	Angela Davies	
	Engage with <b>Electively Home Educated (EHE)</b> 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	
<b>2</b>	<b>Well-being Objective 2 - Enabling our residents to live and age well (Live &amp; Age Well)</b>			
a	<b>Theme: Tackling Poverty</b>			
	<b>Actions</b>			
	Implement the <b>Play Sufficiency Action Plan</b> 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	<b>Service Priority – Housing</b>			
	Non applicable			
c	<b>Service Priority – Social Care</b>			
	Non applicable			
<b>3</b>	<b>Well-being Objective 3 - Enabling our communities and environment to be healthy, safe and prosperous (Prosperous Communities)</b>			
a(i)	<b>Theme: Economic Recovery &amp; Growth</b>			

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

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	
<b>i</b>	<b>Democratic Services</b>			
	Non applicable			
<b>j</b>	<b>Policy &amp; Performance</b>			
	Non applicable			
<b>k</b>	<b>Business Support</b>			
	Non applicable			
<b>l</b>	<b>Estates</b>			
	Non applicable			
<b>m</b>	<b>Elections and Civil Registration</b>			
	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
<b>EC201</b>		Failure to safeguard children <ul style="list-style-type: none"> <li>- Failure to protect Children at Risk</li> <li>- Failure to recruit and retain adequate number of social workers</li> <li>- Failure to appropriately manage social care caseloads</li> </ul>	A1-2; B1; E1-3
<b>EC202</b>		Foster Care payments;	E4-5
<b>EC203</b>		Failure to provide appropriate support for children with complex needs;	A1-2; E1-3; F1-4
<b>EC204</b>		Failure to manage the demand for Child Social Care.  <i>Monitor and report on Social Worker Vacancies (current weekly report)</i>	