

Cynllun Cyflawni Rhanbarthol 2024-2025 (Drafft - Rhagfyr 2023)

Divisional Delivery Plan 2024-2025 (Draft - December 2023)

Plant a Theuluoedd Children and Families



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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.

Cabinet Member

Cabinet Member Portfolios relevant to Division:

Councillor Glynog Davies, Cabinet Member with Responsibility for Education, Young People and the Welsh Language

- Schools Safeguarding and Attendance
- Educational Psychology
- Play Sufficiency Assessment



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

- Children's Social Services
- Corporate Parenting lead
- CYP Board Member
- Assessment of eligible care and support needs
- Children in need of care and support and protection
- Safeguarding
- Children who are looked after and care leavers
- Fostering
- Adoption
- Children and young people with disabilities
- Residential children's homes including short breaks
- Early years family support
- Family support and preventative services
- Psychology and Emotional Health Team



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.

This was evidenced by the various inspections undertaken of our services during 2023/24. Estyn's Inspection of our Local Authority Education services noted- *'Carmarthenshire's education services are led robustly by senior leaders and elected members, who share a clear vision for education within the authority. This is supported by an open and positive culture and self-evaluation and improvement planning processes that are rigorous, on the whole. Through this, leaders have a positive effect on improving education provision and learners' outcomes in most of their areas of responsibility and are able to set a clear direction for further improvement in the future...'*

As one Education and Children's Services team we have 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 financial challenges. The demands on our services are at the highest they've been for many years and the financial position is extremely difficult. However, we will continue to do our best, to provide the best services possible to support our children and young people.

As an Education and Children's Services Department we're a learning organisation 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-



<p>Cynhwysiant ac Ymgysylltu Inclusion and Engagement</p> <p>Sicrhau system addysg ragweithiol, gynhwysol. Ensure a proactive, inclusive education system.</p>	<p>Addysgu a Dysgu Teaching and Learning</p> <p>Sicrhau cynnydd ardderchog i bob dysgwr. Ensure excellent progress for all learners.</p>	<p>Diogelu Plant Safeguarding Children</p> <p>Sicrhau bod pob plentyn a pherson ifanc yn hapus, yn ddiogel ac yn ffynnu, gan ooresgyn tlodi. Ensure all children and young people are happy, safe and thrive, overcoming poverty.</p>	<p>Lles Wellbeing</p> <p>Meithrin iechyd meddwl a chorfforol da iawn i bawb. Foster very good mental and physical health for all.</p>
<p>Arweinyddiaeth Leadership</p> <p>Sicrhau bod arweinyddiaeth ysbrydoledig yn arwain at gynnydd rhagorol i bob dysgwr. Ensure that aspirational leadership leads to excellent progress for all learners.</p>	<p>Cymunedau Cynaliadwy Sustainable Communities</p> <p>Cyflwyno safonau uchel o addysg mewn amgylcheddau cymunedol cynyddol fodern a chynaliadwy. Deliver high standards of education in increasingly modern and sustainable community focussed environments.</p>	<p>Y Gymraeg The Welsh</p> <p>Sicrhau datblygiad dwyieithog ac amlieithog llwyddiannus i bawb . Ensure successful bilingual and multilingual development for all.</p>	<p>Strategaeth Adrannol Departmental Strategy</p> <p>Darparu gwasanaethau cymorth o ansawdd uchel sy'n effeithio ar effeithlonrwydd y system addysg. Provide high quality support services that impact on the efficiency of the education system.</p>

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

Divisional Overview

Jan Coles

Head of Service: Children's and Families

Key Responsibilities:

- Assessment of eligible care and support needs
- Children in need of care and support and protection

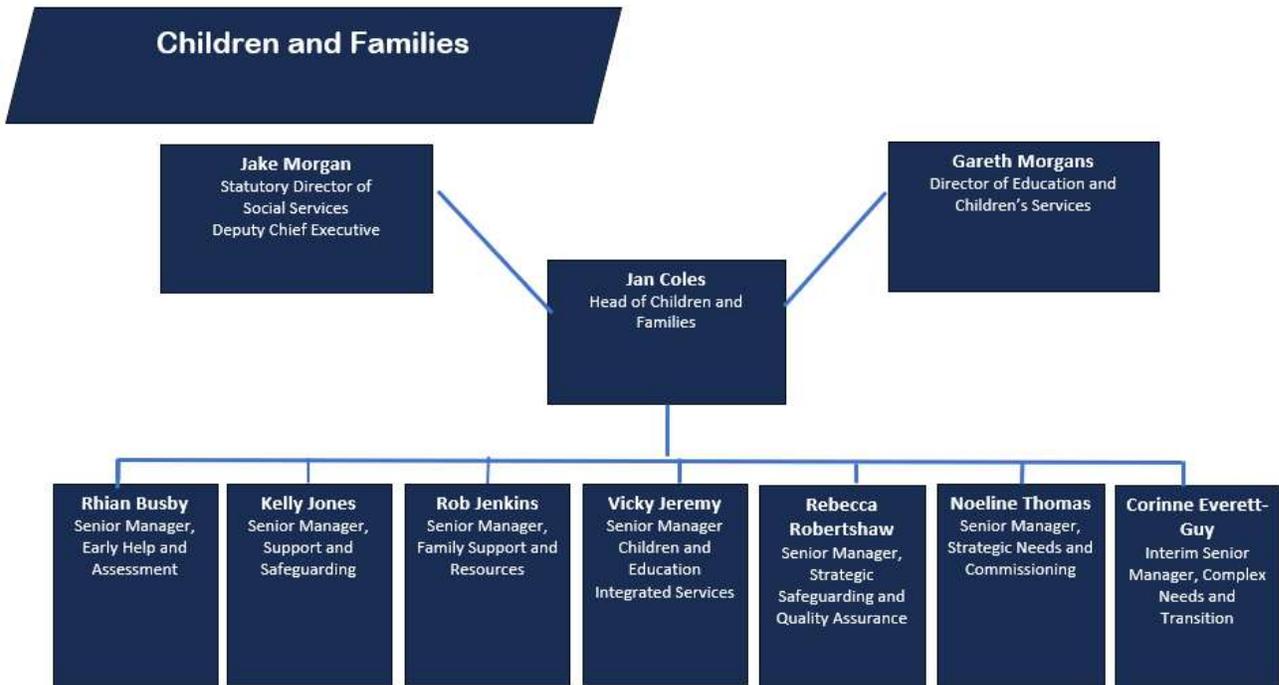
Safeguarding

- Children who are looked after and care experienced young people
- Fostering
- Adoption
- Children and young people with disabilities
- Schools safeguarding and attendance
- Residential children's homes
- Short breaks services for disabled children
- Early Years
- Family support and preventative services
- 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 is on early intervention / prevention to ensure all children can reach their full potential and be healthy, happy, and safe. Helping to give every child the best start in life and improve their early life experiences is our key aim. 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 STRUCTURE



Children's Services Division forms part of the Department for Education and Children.

Rhian Busby, Senior Manager (Early Help and Assessment):

Provides strategic leadership and operational management for our Early Help, Front Door and Social Work Assessment services for children and their families: Responsible for Flying Start Social Care Team; Team Around the Family; Young Carers Team; Family Intervention Team (FIT); Central Referral Team; Llanelli Assessment Team; Carmarthen & Dinefwr Assessment Team.

Kelly A Jones, Senior Manager (Support and Safeguarding):

Provides strategic leadership and operational management for children's social work teams, and the Next Step (leaving care) team. The children's social work teams support children in need of care and support, protection, and accommodation across the county: Responsible for Llanelli East Children's Social Work Team; Llanelli West Children's Social Work Team; Carmarthen Children's Social Work Team; Dinefwr Children's Social Work Team; Next Step Team.

Rob Jenkins, Senior Manager (Family Support and Resources):

Responsible for Maethu Cymru/ Foster Wales Carmarthenshire; Mid and West Wales Regional Adoption Service; Integrated Family Support Team (IFST); Edge of Care Team; Supported Lodgings; Family Time (Supervised Contact) Team; Residential Services Manager; Garreglwyd Children's Home; Ty Magu Children's Home; Blaenau Short Breaks Children's Home; Llys Caradog Short Breaks Children's Home; Co-ordinating out of hours rota.

Rebecca Robertshaw, Senior Manager (Strategic Safeguarding and Quality Assurance):

Provides strategic leadership and operational management for central systems and functions which support the work of the whole division: Responsible for strategic safeguarding and partnerships, quality assurance and practice standards, performance management, and workforce planning and development across the division.

Vicky Jeremy, Senior Manager (Children and Education Integrated Services):

Provides strategic leadership and operational management of Educational Psychology, School Safeguarding and Attendance and looked after children's education support. This role incorporates the Principal Educational Psychologist: Responsible for Educational Psychology Service; Emotional Health Team; School Safeguarding and Attendance Team; Children Looked After Education Support Team.

Noeline Thomas, Senior Manger (Strategic Commissioning & Early Years):

Provides strategic leadership and operational management for the early years programme and for central systems and functions which support the work of the whole division including strategic commissioning, programme management and grant administration and compliance.

Corinne Everett-Guy, Interim Senior Manager (Complex Needs and Transition):

Provides strategic leadership and operational management of 0-25 Disability Team (including Tim Camau Bach) a multi-disciplinary team of social care and health professionals.

Divisional Vision

Our vision is that children and young people in Carmarthenshire are safe, healthy, and fulfilled, have opportunities to learn and contribute to their communities, and have their voices heard and acted on.

Our priorities for the next four years will be to:

1. Ensure children, young people and their families can access the support they need, when and where they need it, preventing the need for statutory intervention.
2. Work alongside children, young people and their families rather than 'do to', to co-produce plans which will bring about the change children need as quickly as possible.
3. Focus on family - addressing challenges by working with a family's strengths and in partnership with the whole family to find solutions and keep families together, where possible and children safe
4. Ensure a sufficient supply of placements to meet the diverse range of needs and circumstances of children and young people, so that they can grow up in their communities, maintaining connections to family and friends.
5. Provide clearly planned pathways through care into adulthood for children who cannot live with their families, strengthening connections that will support throughout their lives and achieving the best possible outcomes.
6. Ensure an effective, stable workforce who are qualified, equipped, supported, and valued as they deliver high quality services to children and young people in Carmarthenshire.
7. Enhance connections between community services, education, health, and statutory social work to develop new ways of working together to deliver better and more seamless services to the families of Carmarthenshire.

KEY TO COLOUR CODES USED IN DELIVERY PLAN:

A. CURRENT 2023/24 ACTIONS (CORPORATE STRATEGY AND BUSINESS PLAN)

B. CURRENT 2023/24 MEASURES

C. REGULATORY RECOMMENDATIONS (FROM 2022 ONWARDS)

D. CORPORATE ANNUAL SELF-ASSESSMENT 2022/23

E. SERVICE ANNUAL SELF-ASSESSMENT 2022/23

F. NET ZERO CARBON ACTION PLAN ACTIONS

G. RURAL ACTION PLAN ACTIONS

H. POVERTY ACTION PLAN ACTIONS

I. CONSULTATION ACTION PLAN RESPONSE ACTIONS

J. ENVIRONMENT ACT FORWARD PLAN Jan 23 - Dec 25

DIVISIONAL DELIVERY PLAN 2024/2025

PIMS Ref	Action/Measure Description	Department	Division	HOS	Senior Manager A/M Owner	Responsible Officer	Corporate Strategy or Business Plan	Cabinet Vision Number	Action Start Date	Action Target End Date
WELL-BEING OBJECTIVE 1										
WBO1a - Thematic Priority: Healthy Lives – prevention/early intervention										
	Work towards addressing the gaps in the Childcare Sufficiency Assessment 2022-27, including promoting and further developing Welsh Medium childcare.	Education and Children's Services	Children's Services	Jan Coles	Jan Coles	Noeline Thomas	CS	2	01/04/2024	31/03/2025
	Introduce a policy for allocating resources to support disabled children and their families which is equitable and transparent.	Education and Children's Services	Children's Services	Jan Coles	Jan Coles	Corinne Everett-Guy	CS		01/04/2024	31/03/2025
	Ensure an effective early help service that supports families to make the changes children need so that fewer children progress to a child protection pathway, and children can remain/ return safely home	Education and Children's Services	Children's Services	Jan Coles	Jan Coles	Rob Jenkins	CS	21	01/04/2024	31/03/2025
	Increase the capacity of the fostering service to manage current and future demand, improve recruitment and retention rates and support for Foster Carers, to ensure a sufficient supply of in-house foster placements to meet the range of needs of children looked after in Carmarthenshire.	Education and Children's Services	Children's Services	Jan Coles	Jan Coles	Rob Jenkins	CS	22	01/04/2024	31/03/2025
	Implement a strategic programme for residential services including the acquisition, refurbishment, and development of three new children's homes, to meet the range of needs of children looked after in Carmarthenshire.	Education and Children's Services	Children's Services	Jan Coles	Jan Coles	Rob Jenkins	CS	18	01/04/2024	31/03/2025
	Promote the 30 hours Childcare Offer and support registered providers and eligible parents through the roll out of the new National Digital Service.	Education and Children's Services	Children's Services	Jan Coles	Jan Coles	Noeline Thomas	BP		01/04/2024	31/03/2025
	Develop efficient and effective services which meet the needs of unaccompanied asylum-seeking children and young people (UASC) within the Home Office budget.	Education and Children's Services	Children's Services	Jan Coles	Jan Coles	Noeline Thomas	BP		01/04/2024	31/03/2025
	Work with partners to ensure a sufficient supply and range of supported accommodation to meet the needs of young people, including disabled young people, aged 16-25.	Education and Children's Services	Children's Services	Jan Coles	Jan Coles	Noeline Thomas	BP		01/04/2024	31/03/2025
	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.	Education and Children's Services	Children's Services	Jan Coles	Jan Coles	Noeline Thomas	BP		01/04/2024	31/03/2025
	Improve early permanence arrangements by establishing parity of fees and allowances for Special Guardian (SGO) carers with foster carers to promote connected carers becoming SGOs; keeping children with their families and out of care	Education and Children's Services	Children's Services	Jan Coles	Jan Coles	Rob Jenkins	BP		01/04/2024	31/03/2025

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PIMS Ref	Action/Measure Description	Department	Division	HOS	Senior Manager A/M Owner	Responsible Officer	Corporate Strategy or Business Plan	Cabinet Vision Number	Action Start Date	Action Target End Date
	Develop a Corporate Parenting Strategy promoting ownership and accountability across the council as a Corporate Parent to ensure our looked after children and care leavers have every opportunity to reach their full potential.	Education and Children's Services	Children's Services	Jan Coles	Jan Coles	Kelly Jones	BP		01/04/2024	31/03/2025
	Increase the number of sponsored placements on the OU social work degree and masters degree programmes and development opportunities for experienced practitioners	Education and Children's Services	Children's Services	Jan Coles	Jan Coles	Rebecca Robertshaw	BP		01/04/2024	31/03/2025
	Contribute to the Regional Partnership work to agree priorities and access investment to develop innovative practice and integrated services through a social model of intervention particularly in relation to 1. a NDD pathway and 2. the children and young people in the mental health 'missing middle'.	Education and Children's Services	Children's Services	Jan Coles	Jan Coles	Jan Coles	BP		01/04/2024	31/03/2025
CH/006a/012 PAM/028	Percentage of child assessments completed in time	E & CS	Children's Services	Jan Coles		Jan Coles			01/04/2023	31/03/2024
CH/024 SCC/27	The percentage of re-registrations of children on local authority Child Protection Registers (CPR)	E & CS	Children's Services	Jan Coles		Jan Coles			01/04/2023	31/03/2024
CH/035/036 SCC/28	The average length of time for all children who were on the CPR during the year	E & CS	Children's Services	Jan Coles		Jan Coles			01/04/2023	31/03/2024
CH/043 PAM/029	The total number of children looked after who have experienced 3 or more placements during the year	E & CS	Children's Services	Jan Coles		Jan Coles			01/04/2023	31/03/2024
CH/044 SCC/32	The percentage of children looked after at 31 March who have experienced one or more change of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March	E & CS	Children's Services	Jan Coles		Jan Coles			01/04/2023	31/03/2024
WBO1b - Service Priority: Early years										
	Implement the phased expansion of Flying Start in line with Welsh Government guidance.	Education and Children's Services	Children's Services	Jan Coles		Noeline Thomas	CS		01/04/2024	31/03/2025
	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.	Education and Children's Services	Children's Services	Jan Coles		Noeline Thomas	CS		01/04/2024	31/03/2025
	Develop a multi-agency early help strategy to ensure families can access the support they need at the right time.	Education and Children's Services	Children's Services	Jan Coles		Rhian Busby	CS		01/04/2024	31/03/2025
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	E & CS	Children's Services	Jan Coles		Jan Coles			01/04/2023	31/03/2024
9.1.8.6	The % of families with additional social welfare needs linked to poverty, living in a Flying Start area receiving time specified interventions from the wider Flying Start Team	E & CS	Children's Services	Jan Coles		Jan Coles			01/04/2023	31/03/2024

DIVISIONAL DELIVERY PLAN 2024/2025

PIMS Ref	Action/Measure Description	Department	Division	HOS	Senior Manager A/M Owner	Responsible Officer	Corporate Strategy or Business Plan	Cabinet Vision Number	Action Start Date	Action Target End Date
WBO4f - Organisational Transformation - Service Design & Improvement										
	Non at this time									
WBO4g - Organisational Transformation - Customers & Digital Transformation										
	Non at this time									
WBO4h - Organisational Transformation - Decarbonisation and Biodiversity										
	Non at this time									
WBO4i - Organisational Transformation - Schools										
	Non at this time									
CORE BUSINESS ENABLERS										
5a - Information and Communication Technology (ICT)										
	Non at this time									
5b - Marketing & Media including customer services										
	Non at this time									
5c - Legal										
	Non at this time									
5d - Planning										
	Non at this time									
5e - Finance										
	Non at this time									
5f - Procurement										
	Non at this time									
5g - Internal Audit										
	Non at this time									
5h - People Management										
	Non at this time									
5i - Democratic Services										
	Non at this time									
5j - Policy & Performance										
	Non at this time									
5k - Electoral Services & Civil Registration										
	Non at this time									
5l - Estates & Asset Management										
	Non at this time									
5m - Risk Management										

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Non at this time

5n - Business Support

Non at this time

Extract from Department for Education and Children's Services
 pertaining to Children and Family's Division

Risk (threat to achievement of business objective) (CRR denotes a Corporate Risk, EC denotes Dept. Risk)	Assessment of Uncontrolled Risk (Assume NO controls in place)			Risk Control Measures (Action refs:)	Assessment of Controlled Risk (Assume CURRENT controls in place)		
	Impact	Probability	Risk Rating		Impact	Probability	Risk Rating
CR20190009 - Failure to safeguard children EC201 in Business Plans * Also encompasses the Safeguarding Risk Register Risks: SGC0001 Failure to develop and implement effective safeguarding policies and procedures for children SGC0002 Failure to develop and regularly monitor the performance of safeguarding within Children's Services SGC0003 Failure to have a sound procedure for dealing with Professional Abuse Allegations effectively, promptly and correctly SGC0004 Failure to respond appropriately to Regulators reports and recommendations SGC0005 Failure to proactively monitor adequate procedures are being effectively operated by 3rd Party providers	Catastrophic 5	Probable 5	Significant 25		Catastrophic 5	Unlikely 2	High 9
EC200002 - Inability to provide adequate foster carer payments to maintain or increase foster carers	Significant 3	Possible 3	Medium 9		Significant 3	Unlikely 2	Medium 6
EC200003 - Failure to provide appropriate support for children with complex needs	Significant 3	Likely 2	High 12		Significant 3	Possible 3	Medium 9