

Children's Services Directorate Delivery Plan 2022/23

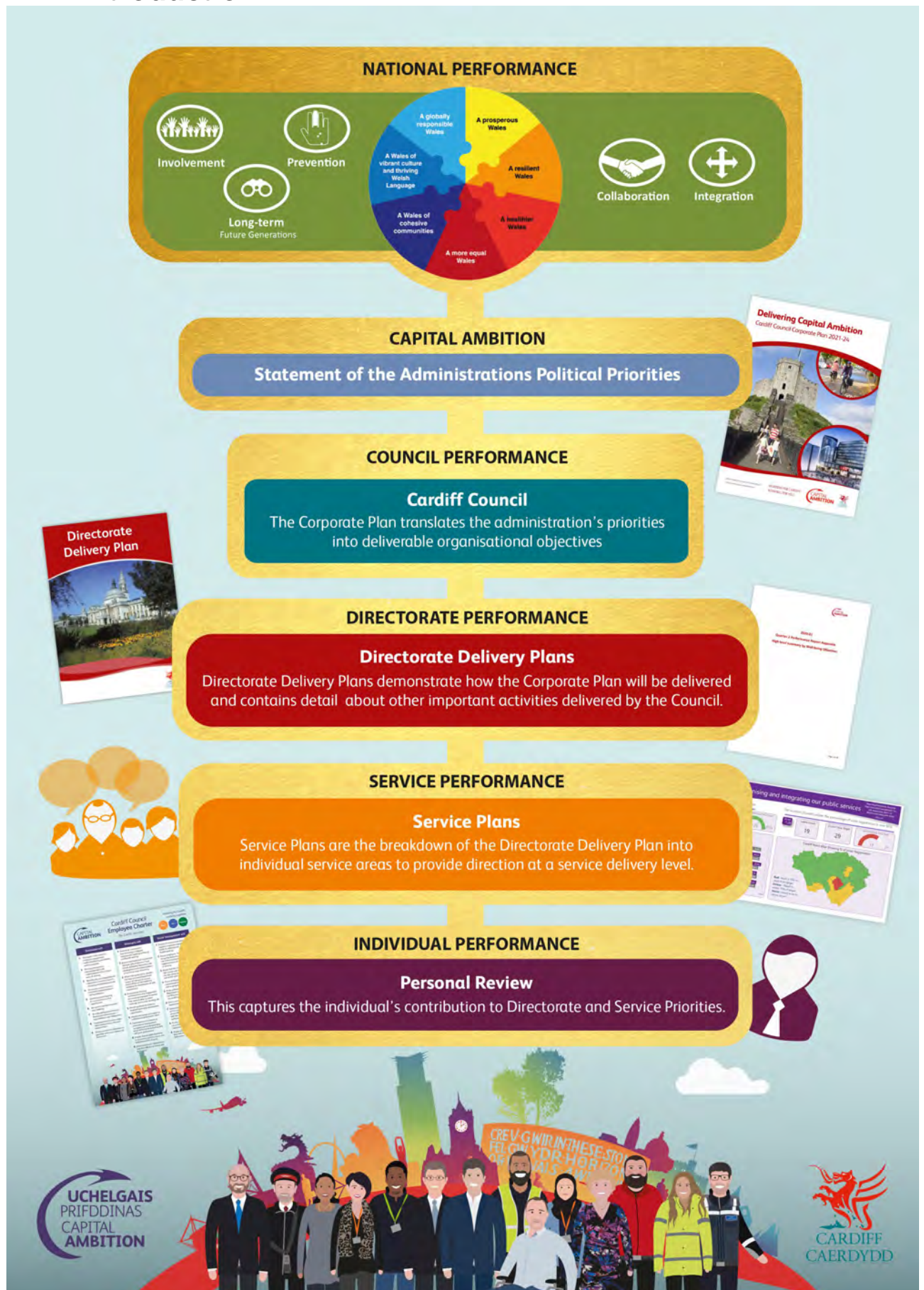
Appendix 3



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1. Introduction



Directorate Delivery Plan

The Golden Thread

Capital Ambition: Sets out the political priorities of the Council's Administration.

Corporate Plan: Sets out how Capital Ambition will be translated into deliverable organisational steps, including milestones and targets.

Local Well-Being Plan: Sets out on how Capital Ambition priorities which require collaboration with public service partners will be delivered.

Directorate Delivery Plans (DDP): Set out the Directorate's contribution towards delivering the Corporate Plan, as well as any other priorities which may include responding to any identified business needs, risks or audit recommendations.

Service Plans: Where appropriate, the Directorate may choose to have service plans to support the DDP.

Personal Review: Set to capture individual's objectives to help achieve the Service and Directorate objectives, which contribute overall to the aims and objectives of the Council.

Well-being Objective: Sets out what the Council wants to achieve.

Steps: What the Council will do, and by when, to help achieve each Well-being Objective.

Key Performance Measures: Measures of operational performance that indicate if the steps the Council are taking are effective.

Target: Sets out a numerical value on key performance measures to be achieved.

1.1 The Council's Corporate Plan sets out how the Administrations Priorities for Cardiff will be achieved, providing clarity on what will be delivered and by when. The plan also satisfies the requirements of the Well-Being of Future Generations Act, by setting Well-Being objectives, the steps we will take to achieve them and how we will measure our progress.

1.2 The Council has adopted 8 well-being objectives which, by working towards their achievement, will ensure the delivery of Capital Ambition. These are:

- Cardiff is a great place to grow up
- Cardiff is a great place to grow older
- Supporting people out of poverty
- Safe, confident and empowered communities
- A capital city that works for Wales
- Cardiff grows in a resilient way
- Modernising and integrating our public services
- Managing the Pandemic

For each well-being objective, a number of high level "steps" and performance indicators have been identified to measure progress.

Directorates across the Council play a critical role in enabling the Council to achieve its priorities and Directorate Delivery Plans (DDPs) which set out actions, milestones and key performance indicators are the key vehicle for this. Directorates are responsible for identifying the Well-Being objectives and associated steps to which they contribute, and for developing milestones which state the actions they will take. Key performance indicators must also be identified to measure progress, alongside any risks, auditor or recommendations which must be managed and responded to. DDPs must be written within the context of good resource management, for example, workforce development and financial management and must include an assessment of progress and challenges to identify appropriate priorities.

2. Directorate Profile and Structure

Support4Families (within the Cardiff Family Advice and Support Service) – early help service working with families below the threshold for statutory Children’s Services, e.g. supporting families with direct delivery of a range of evidence based family programmes.

Multi Agency Safeguarding Hub - first point of contact for safeguarding referrals from professionals.

Intake & Assessment, including child protection investigation, intervention and support.

Interventions Hub:

Adolescent Resource Centre – intensive support for young people aged 11-16 years of age, who are at risk of becoming looked after.

Family Intervention Support Service (FISS) – support to prevent family breakdown and reduce risk of significant harm.

On Call FISS - support out of hours to the Emergency Duty Team (EDT) and daytime services.

Rapid Response - provide an immediate response to families in crisis to prevent accommodation or where there is a high risk of harm.

Integrated Family Support Service – supporting the needs of vulnerable families in crisis.

ThinkSafe! – work with children at greatest risk of exploitation to reduce risk and increase protective factors.

Locality Services – case management including reunification, child protection, Court work, children looked after and children receiving care and support.

Child Health & Disability Service – case management for children with disabilities including child protection, Court work, children looked after and children receiving care and support.

Substitute Family Care –placement finding, in house fostering and residential, Connected Persons, When I Am Ready, supported lodgings, National Fostering Framework, Young Person’s Gateway link, commissioning and contract management.

Personal Adviser Service – supporting care leavers.

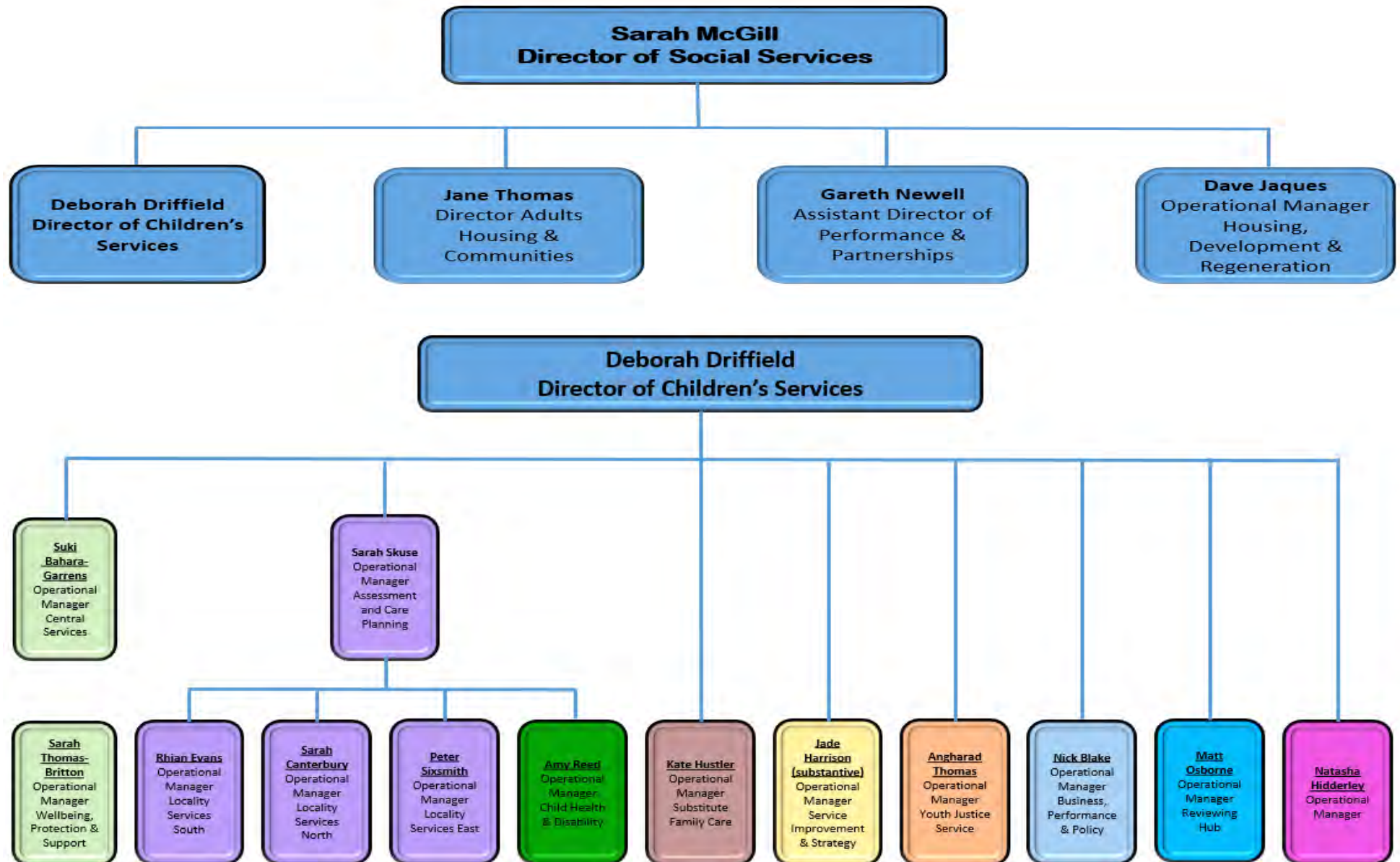
Youth Justice Service – prevention of anti-social behaviour, offending and re-offending by young people.

Service Improvement & Strategy –corporate safeguarding, Regional Safeguarding Board business unit, quality assurance, participation / children’s rights, advocacy, practice leads programme.

Safeguarding – Reviewing Hub, education safeguarding, professional concerns.

Performance and Resources – business support, performance and planning, projects, correspondence, CareFirst / Eclipse, strategy, Health & Safety, workforce training and development, COVID-19.

Senior Management



3. Progress, Challenges and Priorities for 2022/23

What we did well

An overview of the key achievements is provided below:

- Dedicated support in place for **Children's Services** as a Directorate.
- Response to **COVID-19** and ongoing commitment of staff throughout the pandemic.
- Maximised use of **technology** to maintain virtual contact with children, families, colleagues and partners.
- **Recruitment and retention** of social workers (net gain of 13 during the year).
- Work on **whole team approach** and developing skills mix of teams ongoing.
- Mind of My Own app launched - to strengthen engagement with children and ensure their **lived experience** is understood.
- **Family Drug and Alcohol Court** pilot commenced.
- **Interventions Hub** launched.
- **Reviewing Hub** launched – incorporating reviews of children receiving care and support.
- **Locality working** approach being embedded in case management teams.
- **Reunification Framework**, to support children to return to live with family where it is safe for them to do so, launched.
- Implementation of **Resource Panel** to oversee placement decisions for children and young people.
- Additional **in house residential provision** opened to support us to meet demand.
- **Engagement with staff** – Ambassador Group reinstated, practice leads, best practice sessions - leading to implementation of service development initiatives.
- Continued increase in number of children remaining with their families in **kinship** arrangements.
- Continued increase in **in house fostering** provision.
- **All Wales Fostering** brand launched.
- Additional **accommodation for vulnerable young people** secured through joint working with colleagues in Housing.
- Personal Adviser Service work with Into Work Service to support young people into **education, training and employment**.
- Implementation of All Our Futures **Youth Justice Improvement Plan** progressing well.
- Multi-agency **performance dashboard for Corporate Parenting Advisory Committee** introduced.
- Ongoing development of **PowerBi** as primary reporting tool.
- **Quality Assurance** processes strengthened, although further embedding required.
- Work towards upgrading the CareFirst client record system to **Eclipse** ongoing.
- Development of updated **policies and procedures** progressing.

What we could have done better

Prioritising front line services in response to the pandemic has meant that the development of work in some areas has been delayed and will be carried over to 2021/22. These developments include:

- Developing a **Participation Charter** to improve our partnership working with children and their parents / carers.
- Improving access to **advocacy**.
- Re-shaping our **respite provision** to offer flexible short-break opportunities for children with disabilities.
- Implementing the **Court improvement plan** taking account of new guidance in relation to Public and Private Law.
- Closer liaison with Education colleagues to support improved **education outcomes** for children looked after.
- Improving **transition** arrangements for young people approaching adulthood for young people with disabilities and leaving care.
- Implementing a **trauma informed approach** to practice across all services.
- Improving arrangements for monitoring and reviewing the performance of **commissioned services**.
- Increasing Directorate capacity to deliver **bilingual services**.
- Implementing **Family Group Conferencing** into our core operating mode.

Opportunities

- **Regional Integration Fund** monies and Welsh Government funding.
- Working towards achieving **Child Friendly City** status and embedding a child's rights approach.
- Implementing the upgraded **client record system** - Eclipse.
- Reviewing the **Children's Services Strategy** to set the direction for 2022-25.
- Development of **Integrated Edge of Care Service** based on the North Yorkshire Model.
- **Residential services** development plan.
- **Best practice sessions** to ensure consistency of practice across the Directorate.
- Building on the **positive partnership working** developed during the pandemic as a result of utilising virtual technology.
- **Whole team approach** to ensure that social workers only do what only social workers can do.
- Reviewing and implementing the outcomes of the **Systems Review**.

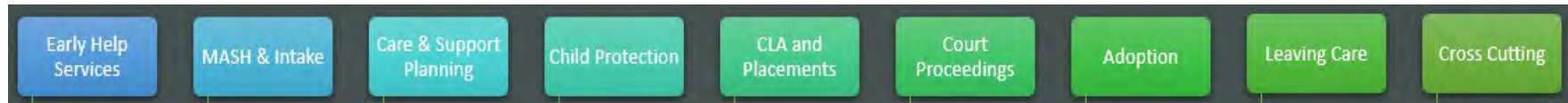
Challenges

- **Demand and budgetary pressures** and the volume and complexity of case work, including the impact of long term COVID-19 harms and impact on performance.
- **Sufficiency of placements** to meet assessed need.
- Increase in number of young people with serious **mental health and emotional wellbeing issues**.
- Although fewer children are committing offences there is a significant increase in violent behaviour and the severity of offences being committed by young people, particularly in relation to serious **youth violence**.
- Number of **providers in escalating concerns**.
- Recruitment and retention of **experienced social workers**.
- **Media representation** of the social work profession in response to recent child deaths.

4. Child's Journey Stages and Well-being Objectives

Well-being Objective 1: Cardiff is a great place to grow up

Well-being Objective 4: Safe, confident and empowered communities



Journey Stage: **Early Help**

Wellbeing Objective 1: Cardiff is a great place to grow up

Ref	Steps	Start Date	End Date	Responsible Officer*	Key Milestones during 2021/22	Link to Equality Objective
BAU	Work in relation to Children's Services working with early help is being taken forward as business as usual.	Ongoing	Ongoing	Suki Bahara-Garrens	Q1	To develop and deliver services which are responsive to Cardiff's inequality gap.
					• N/A	
					Q2	
					• N/A	
Q3	• N/A					
Q4	• N/A					

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2019/20 Result	2020/21 Result	2021/22 Result	2022/23 Target	Owner
CP	Number of people supported by the Support4Families Team	2,019	1,786	1,864	2,250	Suki Bahara-Garrens

Journey Stage: MASH and Intake & Assessment

Wellbeing Objective 1: Cardiff is a great place to grow up

Ref	Steps	Start Date	End Date	Responsible Officer*	Key Milestones during 2021/22	Link to Equality Objective
CP	Embed the Interventions Hub during the year to streamline and integrate support resources and improve outcomes for children and families	April 2021	March 2023	Suki Bahara-Garrens	<p>Q1</p> <ul style="list-style-type: none"> Interventions Hub launched. Business case for development of out of hours team produced. <p>Q2</p> <ul style="list-style-type: none"> Initial analysis of data undertaken to inform understanding of demand and provision. Interface between Interventions Hub and Early Help and Youth Justice Service considered. <p>Q3</p> <ul style="list-style-type: none"> Pathways / links with Integrated Edge of Care Service considered. <p>Q4</p> <ul style="list-style-type: none"> Further analysis of data commenced to inform understanding of impact and identification of gaps. 	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Key Performance Indicators (outcome based where possible)	2019/20 Result	2020/21 Result	2021/22 Result	2022/23 Target	Owner

Journey Stage: Care & Support

Wellbeing Objective 1: Cardiff is a great place to grow up

Ref	Steps	Start Date	End Date	Responsible Officer*	Key Milestones during 2021/22	Link to Equality Objective
CP	Develop pathways and provision of services for children with serious mental health and emotional well-being issues	April 2022	March 2023	Suki Bahara-Garrens	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> Key milestones in project plan met. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
				Sarah Skuse	<p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> Key milestones in project plan met. 	
					<p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> Key milestones in project plan met. 	
					<p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> Key milestones in project plan met. 	

Ref	Steps	Start Date	End Date	Responsible Officer*	Key Milestones during 2021/22	Link to Equality Objective
DDP	Embed the use of Family Group Conferencing by March 2023 with a particular focus on reducing the need for registration on the Child Protection Register.	April 2021	March 2023	Rhian Evans (Sarah Skuse)	<p>Q1</p> <ul style="list-style-type: none"> • Pathway for making a referral for a Family Group Conference (FGC) drafted. • Target for number of FGCs held agreed. • Reporting mechanism agreed with provider. • Potential for an automated trigger to prompt referral for an FGC explored. • Tendering requirements established. <p>Q2</p> <ul style="list-style-type: none"> • Pathway for making a referral for a Family Group Conference (FCG) agreed. • Awareness raising undertaken with Support4Families and Intake and Assessment. • FGC champions identified. <p>Q3</p> <ul style="list-style-type: none"> • Awareness raising undertaken with locality teams. • Number of FGC held reviewed and work undertaken with teams not meeting referral targets. <p>Q4</p> <ul style="list-style-type: none"> • Plan for 2023/24 developed 	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Steps	Start Date	End Date	Responsible Officer*	Key Milestones during 2021/22	Link to Equality Objective
CP	Support children to return safely to their own homes during the year using a Reunification Framework . (Commissioning Strategy)	April 2020	March 2023	Sarah Skuse	<p>Q1</p> <ul style="list-style-type: none"> • Clear programme of training needs identified. • Development of therapeutic support and intervention for parents commenced – through setting up a support group. • Report of impact on families who have been through the process produced. <p>Q2</p> <ul style="list-style-type: none"> • Champions group developed. • Practice leads integrated into Reunification Steering Group. <p>Q3</p> <ul style="list-style-type: none"> • Clear wrap around support in place. • Use of assessment and planning tools is consistent across Children’s Services teams so reunification principles are becoming integrated into practice. <p>Q4</p> <ul style="list-style-type: none"> • Workforce is confident in the delivery of the Reunification Framework tools and they are the basis of how Children’s Services work with families. 	To develop and deliver services which are responsive to Cardiff’s inequality gap.

Ref	Steps	Start Date	End Date	Responsible Officer*	Key Milestones during 2021/22	Link to Equality Objective
CP	Use the Reviewing Hub to ensure that cases are appropriately stepped up or stepped down	April 2022	March 2023	Matt Osborne (Suki Bahara-Garrens)	<p>Q1</p> <ul style="list-style-type: none"> Reviewing Hub launched. All children with a care and support plan in the North locality reviewed. PowerBi report developed to support performance monitoring. <p>Q2</p> <ul style="list-style-type: none"> All children with a care and support plan in the South locality reviewed. 12 week review cycle implemented for North cases. <p>Q3</p> <ul style="list-style-type: none"> All children with a care and support plan in the East locality reviewed. 12 week review cycle implemented for South cases. Analysis of data undertaken to determine how embedded the performance framework is. <p>Q4</p> <ul style="list-style-type: none"> 12 week review cycle implemented for East cases. Improvement actions identified during analysis of performance data implemented. 	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Steps	Start Date	End Date	Responsible Officer*	Key Milestones during 2021/22	Link to Equality Objective
DDP	Work with partners to finalise and implement a partnership strategy that demonstrates how we work together to deliver effective services for children and young people with additional learning needs and disabilities by March 2023.	April 2021	March 2023	Amy Reed (Sarah Skuse)	<p>Q1</p> <ul style="list-style-type: none"> Partnership strategy to support children and young people with additional needs finalised. Urgent project to address service provision and accommodation issues for children with complex needs initiated. <p>Q2</p> <ul style="list-style-type: none"> Clear referral pathway that reduces families having to repeat their stories with a clear multi agency plan agreed. Key milestones in Child Health & Disability project plan met. <p>Q3</p> <ul style="list-style-type: none"> Exploration of better communication streams to improve how information is shared and developed. Key milestones in Child Health & Disability project plan met. <p>Q4</p> <ul style="list-style-type: none"> Discussions around co-ordinated multi agency budget arrangements commenced. Key milestones in Child Health & Disability project plan met. 	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Steps	Start Date	End Date	Responsible Officer*	Key Milestones during 2021/22	Link to Equality Objective
CP	Ensure that all people, however vulnerable, retain a voice in their care by reviewing and enhancing our Direct Payments Services .	April 2022	March 2023	Amy Reed / Rhian Evans (Sarah Skuse)	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> • Refresher re: new eligibility criteria shared with all teams to ensure awareness. • OM from wider Children's Services attends Direct Payments Group to consider use of Direct Payments beyond children with disabilities. • Protocol for use of family members as Personal Assistants updated. <p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> • Direct Payment trained provided for staff. • Understanding of how Direct Payments could be used to support children other than children with disabilities developed. <p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> • Work undertaken with Health to agree the use of Personal Assistants for children with complex care packages (Health involvement). • Work to identify children other than children with disabilities who would benefit from receiving a Direct Payment commenced, and referrals made as required. <p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> • Progress reviewed and further actions identified. 	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Steps	Start Date	End Date	Responsible Officer*	Key Milestones during 2021/22	Link to Equality Objective
CP	Re-shape our respite provision by March 2023 to offer greater flexibility in short-break opportunities, including emergency provision, for children with disabilities. (Commissioning Strategy)	April 2020	March 2023	Amy Reed / Kate Hustler (Sarah Skuse)	<p>Q1</p> <ul style="list-style-type: none"> Scoping of need initiated – to understand current position. Plan for alternative provision for children who currently receive short breaks at Ty Storrie under development (while building work undertaken). Market engagement undertaken to encourage providers to sign up to the dynamic purchasing system (ADAM). Development of project plan for overnight short break provision commenced (i.e. development of Ty Storrie and an additional site for overnight short breaks). <p>Q2</p> <ul style="list-style-type: none"> Available information regarding need analysed to start projecting future need. Project plan for overnight short break provision developed with key milestones identified. <p>Q3</p> <ul style="list-style-type: none"> Targeted fostering recruitment campaign launched to attract foster carers specifically for children with additional learning needs. Implementation of project plan for overnight short breaks ongoing - key milestones met. <p>Q4</p> <ul style="list-style-type: none"> Ty Storrie / short break provision offer a wide resource. Overnight short breaks project plan reviewed. 	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2019/20 Result	2020/21 Result	2021/22 Result	2022/23 Target	Owner
DDP	Percentage of initial child protection conferences held on time	84.9%	78.8%	80.2%	85%	Matt Osborne
DDP	Percentage of child protection reviews held on time	93.5%	82.8%	84.4%	100%	Matt Osborne
DDP	Percentage of children looked after reviews held on time	82.9%	89.3%	77.9%	100%	Matt Osborne
DDP	Percentage of reviews of children receiving care and support held on time	New for 2022/23	New for 2022/23	New for 2022/23	Baseline year	Matt Osborne
DDP	Percentage of children looked after who returned home during the year (as % of ends of being looked after).	New for 2021/22	35.3%	43.4%	50%	Sarah Skuse / Locality OMs
DDP	Number of children looked after stepped down to placement with parents from other placement types.	New for 2022/23	New for 2022/23	New for 2022/23	Baseline year	Sarah Skuse
DDP	Number of children in receipt of Direct Payments	169	181	171	185	Amy Reed / Rhian Evans / Sarah Skuse

Journey Stage: **Child Protection**

Wellbeing Objective 4: Safe, confident and empowered communities

Ref	Steps	Start Date	End Date	Responsible Officer*	Key Milestones during 2021/22	Link to Equality Objective
CP	<p>Ensure children and adults are protected from risk of harm and abuse by:</p> <ul style="list-style-type: none"> Embedding the Exploitation Strategy to address new and emerging themes of child and adult exploitation by March 2023. Continuing to work with multi agency partners to address the rise in serious youth violence. 	April 2022	March 2023	<p>Angharad Thomas</p> <p>(Suki Bahara-Garrens)</p>	<p style="text-align: center;">Q1</p> <p>Safeguarding Adolescents From Exploitation (SAFE) Model</p> <ul style="list-style-type: none"> Strategic SAFE group established. SAFE model rolled out to East and South localities. Sub groups to address community, neighbourhood and prevention issues in place. <p>Serious Youth Violence</p> <ul style="list-style-type: none"> Work undertaken with Police to support Operation Sceptre. New Intervention Co-ordinator established in post. <p style="text-align: center;">Q2</p> <p>SAFE Model</p> <ul style="list-style-type: none"> Available data and mapping used to inform development of collective response to criminal exploitation and child sexual exploitation. <p>Serious Youth Violence</p> <ul style="list-style-type: none"> Interventions programme developed. <p style="text-align: center;">Q3</p> <p>SAFE Model</p> <ul style="list-style-type: none"> Evaluation of SAFE model undertaken. <p>Serious Youth Violence</p> <ul style="list-style-type: none"> Review of Youth Justice Service weapons work and Operation Sceptre impact commenced, including independent review of 3 Youth Justice Service serious youth violence cases. <p style="text-align: center;">Q4</p> <p>SAFE Model</p> <ul style="list-style-type: none"> Future use of the SAFE model agreed. <p>Serious Youth Violence</p> <ul style="list-style-type: none"> Thematics from review presented to Youth Justice Service management board and sub committee. 	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2019/20 Result	2020/21 Result	2021/22 Result	2022/23 Target	Owner
CP	The total number of children reported during the year where child exploitation was a factor including: <ul style="list-style-type: none"> • Child sexual exploitation • Child criminal exploitation • Child trafficking 	New for 2020/21	60 58 6	83 49 1	Target setting not appropriate	Angharad Thomas

Journey Stage: Children Looked After and Placements

Wellbeing Objective 1: Cardiff is a great place to grow up

Ref	Steps	Start Date	End Date	Responsible Officer*	Key Milestones during 2021/22	Link to Equality Objective
CP	Implement the renewed Corporate Parenting Strategy 2021-24 action plan to improve outcomes and wellbeing for children looked after.	April 2020	March 2024	Matt Osborne / Jade Harrison Leigh Vella (Suki Bahara-Garrens)	<p>Q1</p> <ul style="list-style-type: none"> Corporate Parenting Strategy action plan updated to incorporate actions for the year ahead; some of these actions will be based on the views and experiences shared by young people at an engagement session at the end of 2021. <p>Q2</p> <ul style="list-style-type: none"> Work undertaken with Public Health, foster carers, kinship carers, young people and care leavers to learn and develop cooking skills and nutritional advice – helping to promote independence and support physical health and well being in line with Priority 1 of the Corporate Parenting Strategy. Support given to the NYAS “my things matter campaign” - a campaign to support and respect care experienced young people’s belongings when they move. <p>Q3</p> <ul style="list-style-type: none"> Young person friendly version of the Corporate Parenting Strategy developed - working closely with the Youth Service and Bright Sparks Group. <p>Q4</p> <ul style="list-style-type: none"> Work undertaken with the Education Service to focus on tackling stigma and challenging negative stereotypes of care experienced young people. 	To develop and deliver services which are responsive to Cardiff’s inequality gap.

Ref	Steps	Start Date	End Date	Responsible Officer*	Key Milestones during 2021/22	Link to Equality Objective
CP / DDP	Improve access to education and educational attainment for children looked after during the year	April 2020	March 2023	Matt Osborne / Jade Harrison Leigh Vella (Suki Bahara-Garrens / Sarah Skuse)	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> • Links made with newly recruited LACE youth mentors to develop a mechanism to share information and work in partnership to support access to education and educational attainment for care experienced young people. <hr/> <p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> • Pledges made to children looked after by Education Teams reviewed to incorporate the priorities outlined in the Corporate Parenting Strategy. • Work with colleagues in Education initiated to explore mechanisms for undertaking corporate parenting responsibilities to improve outcomes (e.g. attending parent evenings). <hr/> <p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> • Work undertaken with partners to develop opportunities for care experienced young people based on mapping of young people's aspirations. <hr/> <p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> • Participation of young people in service development increased. 	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Steps	Start Date	End Date	Responsible Officer*	Key Milestones during 2021/22	Link to Equality Objective
CP	Continue to increase the availability of accommodation with support options in Cardiff during the year - across all age groups - for children looked after and young people leaving care. (Commissioning Strategy)	April 2020	March 2023	Kate Hustler / Sarah Skuse Natasha Hilderley	<p style="text-align: center;">Q1</p> <p>Fostering</p> <ul style="list-style-type: none"> • Teen Scheme pilot reviewed and decision on implementation made. • Proposal for parent and child fostering scheme approved. • Proposal for emergency fostering bed scheme approved. • Kinship to Special Guardianship Order transition pilot reviewed and decision on future planning made. <p>Residential</p> <ul style="list-style-type: none"> • Project plan for development of residential provision in Cardiff in place. <p>Care leavers</p> <ul style="list-style-type: none"> • Work to develop Young Persons Gateway provision ongoing with Housing. <p>Accommodation Project</p> <ul style="list-style-type: none"> • Urgent accommodation project initiated. • Key milestones in accommodation project plan met. 	To develop and deliver services which are responsive to Cardiff's inequality gap.

					<p style="text-align: center;">Q2</p> <p>Fostering</p> <ul style="list-style-type: none"> • Development of online services for foster carers commenced. <p>Residential</p> <ul style="list-style-type: none"> • Project plan for development of residential provision in Cardiff in place. <p>Care leavers</p> <ul style="list-style-type: none"> • Targeted campaign to attract Supported Lodgings and When I Am Ready Carers undertaken. <p>Accommodation Project</p> <ul style="list-style-type: none"> • Key milestones in accommodation project plan met. 	
					<p style="text-align: center;">Q3</p> <p>Fostering</p> <ul style="list-style-type: none"> • Effectiveness of the Foster Wales campaigns reviewed. <p>Residential</p> <ul style="list-style-type: none"> • Project plan for development of residential provision in Cardiff in place. <p>Care leavers</p> <ul style="list-style-type: none"> • Work to develop Young Persons Gateway provision ongoing with Housing. <p>Accommodation Project</p> <ul style="list-style-type: none"> • Key milestones in accommodation project plan met. 	

					<p style="text-align: center;">Q4</p> <p>Fostering</p> <ul style="list-style-type: none"> Effectiveness of targeted campaigns reviewed. <p>Residential</p> <ul style="list-style-type: none"> Project plan for development of residential provision in Cardiff in place. <p>Care leavers</p> <ul style="list-style-type: none"> Impact of targeted campaign to attract Supported Lodgings and When I Am Ready Carers reviewed. <p>Accommodation Project</p> <ul style="list-style-type: none"> Key milestones in accommodation project plan met. 	
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Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2019/20 Result	2020/21 Result	2021/22 Result	2022/23 Target	Owner
CP	The percentage attendance of looked after pupils whilst in care in secondary schools	N/A	N/A	TBC	Attendance to be equivalent to Cardiff average	Sarah Skuse / Locality OMs
CP	Number of children looked after placed with parents	177	188	195	No target, but under constant review	Sarah Skuse / Locality OMs
CP	Number of children looked after in kinship placements	133	166	195	Increase where appropriate	Kate Hustler
CP	Number of children looked after fostered by Local Authority foster carers	97	116	119	150	Kate Hustler
CP	Number of children looked after fostered by external foster carers	367	344	324	No target, but under constant review	Sarah Skuse / Locality OMs
CP	Number of children looked after placed in residential placements (not including residential school)	81	87	101	Reduce whilst increasing provision in Cardiff	Sarah Skuse / Locality OMs

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2019/20 Result	2020/21 Result	2021/22 Result	2022/23 Target	Owner
CP	Number of children looked after supported to live independently	39	45	58	No target	Sarah Skuse / Locality OMs
CP	Number of children looked after in other placements, such as prison; secure accommodation; supported lodgings; home office unregulated placements, residential school	20	17	15	No target	Sarah Skuse / Locality OMs
CP	The percentage of children looked after in regulated placements who are placed in Cardiff	56.6%	57.4%	56.3%	60%	Sarah Skuse / Locality OMs / Kate Hustler
CP	The percentage of children looked after in regulated placements who are placed within a 20 mile radius of Cardiff	76.2% in Cardiff or neighbouring LA	75.8% in Cardiff or neighbouring LA	77.2% in Cardiff or neighbouring LA	80%	Sarah Skuse / Locality OMs / Kate Hustler

Journey Stage: Court

Wellbeing Objective 1: Cardiff is a great place to grow up

Ref	Steps	Start Date	End Date	Responsible Officer*	Key Milestones during 2021/22	Link to Equality Objective
DDP	Implement the Court Improvement Plan by March 2023 to improve practice in the PLO and court arenas in response to recent national reviews and reports.	April 2020	March 2023	Sarah Skuse	<p>Q1</p> <ul style="list-style-type: none"> • Court policy and procedure review group established. • Performance staff represented in Court Improvement Project meetings – work to develop Court report card commenced. • Project Officer appointed to support the Court Improvement Project. • Court Redaction team transferred from Information Governance to Children’s Services. • Business Support Manager for Court Redaction Team appointed. <p>Q2</p> <ul style="list-style-type: none"> • Court report card drafted. • Court Redaction team embedded into Children’s Services. • Key actions in Court Improvement Project plan met. <p>Q3</p> <ul style="list-style-type: none"> • Court report card refined. • Court performance targets set. • Improvement actions required to meet targets identified. • Key actions in Court Improvement Project plan met. <p>Q4</p> <ul style="list-style-type: none"> • Court policy and procedures signed off. • Key actions in Court Improvement Project plan met. 	To develop and deliver services which are responsive to Cardiff’s inequality gap.

Ref	Steps	Start Date	End Date	Responsible Officer*	Key Milestones during 2021/22	Link to Equality Objective
CP	Review children looked after who are placed with parents to appropriately discharge Care Orders	April 2022	March 2023	Sarah Skuse	<p>Q1</p> <ul style="list-style-type: none"> • Timescales for discharge of Care Orders for legacy cases of children placed with parents mapped. • Exceptional reasons for agreeing Placement with Parent arrangements set out by locality Operational Managers. <p>Q2</p> <ul style="list-style-type: none"> • Planning for discharge of Care Orders for children placed with parents since 2020 commenced. • Exception reporting to the Children's Management Team in place for new Placement with Parent arrangements starting in Quarter 1, with learning to reduce future use of these arrangements identified. <p>Q3</p> <ul style="list-style-type: none"> • Children being stepped down from Placement with Parents to care and support as part of the Reunification Project reviewed to ensure on target for discharge from care as planned. <p>Q4</p> <ul style="list-style-type: none"> • Clear processes and procedures in place to minimise new Placement with Parent arrangements and ensure step downs are progressed to discharge without delay. 	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Steps	Start Date	End Date	Responsible Officer*	Key Milestones during 2021/22	Link to Equality Objective
CP	Monitor the progress of the Family Drug and Alcohol Court pilot to determine its success in keeping families together.	April 2022	March 2023	Natasha Hilderley	<p>Q1</p> <ul style="list-style-type: none"> Parent mentor support group in place. Domestic violence and complex case worker post created to support the most complex cases. <p>Q2</p> <ul style="list-style-type: none"> Ethos of new way of working with parents with substance misuse issues introduced to the wider service. Initial data analysed to inform our understanding of how the pilot is progressing. <p>Q3</p> <ul style="list-style-type: none"> Milestones for year from November 2022 to October 2023 agreed. Extended support services in place, such as follow up treatment services and additional wrap around support services. <p>Q4</p> <ul style="list-style-type: none"> 10 families provided with support by the programme. Impact of service on families who have completed care proceedings assessed. Families contribute to FDAC Parenting Mentoring Steering Group. 	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Key Performance Indicators (outcome based where possible)	2019/20 Result	2020/21 Result	2021/22 Result	2022/23 Target	Owner

Journey Stage: **Adoption**

Wellbeing Objective 1: Cardiff is a great place to grow up

Ref	Steps	Start Date	End Date	Responsible Officer*	Key Milestones during 2021/22	Link to Equality Objective
BAU	Work with the Vale, Valleys and Cardiff Regional Adoption Collaborative to implement the new good practice guidance in relation to adoption .	April 2022	March 2023	Natasha Hilderley	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> Work undertaken with the Vale, Valleys and Cardiff Regional Adoption Collaborative to implement the new good practice guidance in relation to adoption. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
					<p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> Milestone TBC 	
					<p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> Milestone TBC 	
					<p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> Milestone TBC 	

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2019/20 Result	2020/21 Result	2021/22 Result	2022/23 Target	Owner
CP	The percentage of children placed for adoption within 12 months of the Placement Order	45.8%	49.2%	60.0%	65%	Natasha Hilderley
CP	Number of children looked after placed for adoption	41	29	32	No target	Sarah Skuse / Locality OMs

Journey Stage: Leaving Care

Wellbeing Objective 1: Cardiff is a great place to grow up

Ref	Steps	Start Date	End Date	Responsible Officer*	Key Milestones during 2021/22	Link to Equality Objective
CP	<p>Enable all young people who are known to Children's Services to play an active and central role in planning for their transition to adulthood during the year by working closely with Adult Services in relation to:</p> <ul style="list-style-type: none"> Children with disabilities. Care leavers known to the Personal Advisor Service 	April 2020	March 2023	Amy Reed / Sarah Skuse / Jade Harrison	<p style="text-align: center;">Q1</p> <p>Children with Disabilities</p> <ul style="list-style-type: none"> Planning for My Future formally launched. Development of training resources commenced as part of ongoing implementation of the ALN Act and the implementation of Planning for My Future. Engagement and communication sessions around Planning for My Future protocol held. Pathway Plans monitored and reviewed to ensure the correct services are in place to support transition with Adult Services. <p>Care Leavers</p> <ul style="list-style-type: none"> Links between Personal Advisor Services and relevant partners in Adult Services strengthened. Partnerships with the Young Person's Multi-Disciplinary Team (YP MDT) within Housing and Communities developed to capture those young people with more complex needs. Work undertaken with Adult Services and Housing in tracking this cohort of young people. Monthly Housing Accommodation & Support for Young People Contract Monitoring meetings held with the Salvation Army and Llamau. 	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Steps	Start Date	End Date	Responsible Officer*	Key Milestones during 2021/22	Link to Equality Objective
					<p style="text-align: center;">Q2</p> <p>Children with Disabilities</p> <ul style="list-style-type: none"> • Planning for My Future protocol in place with schools using the “Plan for my Future” document from year 9 onwards. • Development of multi agency plans commenced. • Recommendations of Internal Audit responded to, particularly in relation to the need for the development of performance information. <p>Care Leavers</p> <ul style="list-style-type: none"> • Continued development and monitoring of the YP MDT resource. • Training resources developed with Housing to support engagement and participation for young people exploring training tenancies. <hr/> <p style="text-align: center;">Q3</p> <p>Children with Disabilities</p> <ul style="list-style-type: none"> • Consideration of the use of the TRIG (Transition Resource Interface Group) available for all children with disabilities. <p>Care Leavers</p> <ul style="list-style-type: none"> • Extended Entitlement of the Personal Advisor Service to age 25 in place to provide consistency in quality and standards of service. • Extended Entitlement communicated with Adult Services to ensure that young people re-engaging for advice and guidance are able to access relevant services. <hr/> <p style="text-align: center;">Q4</p> <p>Children with Disabilities</p> <ul style="list-style-type: none"> • Implementation of the protocol tracked and data collected to aid future planning and capacity planning across services. <p>Care Leavers</p> <ul style="list-style-type: none"> • YP MDT reviewed and outcomes tracked. • Data in relation to Extended Entitlement reviewed against service capacity. 	

Ref	Steps	Start Date	End Date	Responsible Officer*	Key Milestones during 2021/22	Link to Equality Objective
CP / DDP	Support care leavers into education, employment or training during the year by delivering the Cardiff Commitment.	April 2020	March 2023	Matt Osborne / Jade Harrison Leigh Vella Sharlane Bird (Suki Bahara-Garrens / Sarah Skuse)	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> • Further funding from the Department of Work and Pensions secured for the Participation and Wellbeing coordinator 2022/23 to continue to promote positive outcomes for young people. <ul style="list-style-type: none"> ○ Links made with young people and the Department of Work and Pensions. ○ Specific focus on working with young people who are Job Centre Plus customers. ○ Care leavers supported to have regular engagement with the Job Centre Plus case manager who will support them in identifying the most appropriate activities to undertake for their needs / aspirations. ○ Close working with our already established partnerships. • Care Leavers Padlet launched on the Youth Service website. The padlet has been devised by the PA Service in collaboration with young people to help young people navigate through services. • Participation with care leavers undertaken to help gain an understanding of experiences of Children's Services / Education and partnership working with care leavers to improve outcomes. <p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> • Entitlement of the Personal Advisor Service extended to up until 25 years to provide consistency in quality and standards of the service. Will be done on a case by case basis as young people aged 21-25 whose cases had previously been closed re-present requesting service. • Response to outcome of Review of the Personal Advisor Service commenced. • Participation undertaken with care leavers to plan activities in preparation for Care Leavers Week. <p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> • Care Leaver Consultation Group launched to support care leavers to influence decisions and have an active role in service development. 	To develop and deliver services which are responsive to Cardiff's inequality gap.

					Q4	
					<ul style="list-style-type: none"> Care leavers connected to the Early Help Services if required, to access early parenting advice and support as they become parents themselves. Peer / support groups for care experience young people developed and promoted. 	

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2019/20 Result	2020/21 Result	2021/22 Result	2022/23 Target	Owner
CP	The percentage of care leavers in categories 2,3 and 4* who have completed at least three consecutive months of employment, education or training in the 12 months since leaving care	New for 2020-21	67%	64.2%	68%	Sarah Skuse
CP	The percentage of care leavers in categories 2,3 and 4* who have completed at least three consecutive months of employment, education or training in the 13-24 months since leaving care	New for 2020-21	56%	67.9%	57%	Sarah Skuse

Journey Stage: Cross Cutting

Wellbeing Objective 1: Cardiff is a great place to grow up

Ref	Steps	Start Date	End Date	Responsible Officer*	Key Milestones during 2021/22	Link to Equality Objective
CP	Complete the implementation of the 'All Our Futures' Youth Justice Strategy and Improvement Plan and prepare a new 2 year strategy to reduce offending and improve outcomes for young people.	April 2021	March 2023	Angharad Thomas (Suki Bahara-Garrens)	<p>Q1</p> <ul style="list-style-type: none"> Youth Justice Strategy workshops completed to inform the key themes of the new strategy and plan. Outcome of HMIP inspection reviewed to ensure the priorities are reflected in the new strategy and plan. New strategy and plan finalised. <p>Q2</p> <ul style="list-style-type: none"> Key milestones in the new Youth Justice Strategy achieved. <p>Q3</p> <ul style="list-style-type: none"> Key milestones in the new Youth Justice Strategy achieved. <p>Q4</p> <ul style="list-style-type: none"> Key milestones in the new Youth Justice Strategy achieved. 	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Steps	Start Date	End Date	Responsible Officer*	Key Milestones during 2021/22	Link to Equality Objective
CP	Strengthen the application of Vulnerability Assessment Profiling to include integration with Youth Justice Service caseloads.	April 2022	March 2023	Angharad Thomas (Suki Bahara-Garrens)	<p>Q1</p> <ul style="list-style-type: none"> New Project Manager – Education and Youth Justice post recruited to. <p>Q2</p> <ul style="list-style-type: none"> Contribute to application of VAP as required. <p>Q3</p> <ul style="list-style-type: none"> Contribute to application of VAP as required. <p>Q4</p> <ul style="list-style-type: none"> Contribute to application of VAP as required. 	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Steps	Start Date	End Date	Responsible Officer*	Key Milestones during 2021/22	Link to Equality Objective
CP	Continue to develop and embed a locality approach to service provision across case management teams.	April 2020	March 2023	Sarah Skuse	<p>Q1</p> <ul style="list-style-type: none"> • Closer working with local secondary schools implemented in North locality. • Work undertaken with Education to identify means of working with primary school clusters in East and South localities. • Development of model of working with GP clusters and Health Visitors initiated. <p>Q2</p> <ul style="list-style-type: none"> • Work to map links with South and North teams to ward areas commenced (East already completed). • Mapping and planning commenced - with the aim of ensuring sibling groups have the same social worker where appropriate. • Work commenced with Cardiff Third Sector Community (C3SC) to undertake the offer from third sector in each locality area. <p>Q3</p> <ul style="list-style-type: none"> • East and South locality teams linked with ward areas to improve working links with partner agencies including schools, GPs, health visitors and communities. <p>Q4</p> <ul style="list-style-type: none"> • Every ward, school and GP practice relating to the East and South localities has an established relationship with a named Team Manager as a point with Children's Services. • Team Managers have a developing knowledge of their local communities and understand the key issues in those areas so they can contribute to future planning. 	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Steps	Start Date	End Date	Responsible Officer*	Key Milestones during 2021/22	Link to Equality Objective
CP	Determine whether an Integrated Edge of Care Service for Young People (using the North Yorkshire Model) should be implemented in Cardiff to improve accessibility of services	April 2022	March 2023	Natasha Hilderley	<p>Q1</p> <ul style="list-style-type: none"> Cardiff accepted onto accredited pilot scheme for North Yorkshire model. Discovery review undertaken to understand the preparedness of Cardiff Children's Services for the commencement of the model. Governance structure established. Project plan and implementation timeline developed. <p>Q2</p> <ul style="list-style-type: none"> Accommodation requirements determined. Comms undertaken with partner agencies to ensure awareness of the model. <p>Q3</p> <ul style="list-style-type: none"> Workforce development needs to ensure engagement with North Yorkshire model understood. Support service requirements within the residential hubs understood. <p>Q4</p> <ul style="list-style-type: none"> Impact of using the North Yorkshire model on the young people involved to date assessed. 	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Steps	Start Date	End Date	Responsible Officer*	Key Milestones during 2021/22	Link to Equality Objective
CP	Embed the Quality Assurance Framework in Children's Services case management teams to improve quality of practice and outcomes across Children's Services by March 2023.	April 2020	March 2023	Natasha Hilderley / Jade Harrison Jo Stroud	<p>Q1</p> <ul style="list-style-type: none"> Review of progress with implementation of audit cycle undertaken. Revised programme of case auditing and dip sampling in place to monitor the quality of work across the service (practice standards / management oversight audits to be completed whilst the contingency model is in place). Increased feedback available as part of the audit process (via thematic audits). <p>Q2</p> <ul style="list-style-type: none"> Sufficient scrutiny in place to close the loop on the completion of actions from quality assurance audits that are undertaken. Action plans in place to address thematic audit findings – plans are reviewed and practice reassessed and monitored via CMT. <p>Q3</p> <ul style="list-style-type: none"> Continuous learning and development culture embedded by ensuring all learning is incorporated within all team meetings and other communication platforms (e.g. Team Meeting action plans, QA workshops, newsletters) to ensure we are closing the loop. Direct work / good practice guidance resource bank developed to improve the learning and development for practitioners undertaking direct work with children. 	To develop and deliver services which are responsive to Cardiff's inequality gap.

					<p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> • Observation of practice undertaken with support and challenge to embed improvements (direct observations / meetings). • Processes to test the quality of our work with a child and their family and to draw out key learning and any areas for improvement introduced across the service. 	
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Ref	Steps	Start Date	End Date	Responsible Officer*	Key Milestones during 2021/22	Link to Equality Objective
DDP	Work with partners during the year to commence the implementation of trauma informed practice approach to the work that we do. (Adverse Childhood Experiences)	April 2022	March 2023	Natasha Hilderley	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> • Organisational values that will help us to embed trauma informed practice identified. • Services matched against identified values to establish baseline. <p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> • Key priorities for implementation of trauma informed approach set out. • Staff trained and upskilled in practical delivery of trauma informed practice. <p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> • Knowledge of trauma informed practice throughout the workforce. • Reflective practice and team meetings are an integral part of practice. <p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> • Redesign of services to support a trauma informed delivery model commenced. 	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Steps	Start Date	End Date	Responsible Officer*	Key Milestones during 2021/22	Link to Equality Objective
DDP	Develop a Participation Charter by March 2023 to improve our partnership working with children, young people and parents.	April 2021	March 2023	Matt Osborne / Jade Harrison Leigh Vella (Suki Bahara-Garrens)	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> Engagement undertaken with parents to find out their experiences of the Child Protection Conference and recommendations made for changes based on their feedback. <hr/> <p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> Children's Services Participation Framework finalised and published showing what the current arrangements for the participation of young people, parents and carers and plans for the future. Training delivered to new members of the Corporate Parenting Advisory Committee showing the importance of young people's participation and children's rights. <hr/> <p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> Engagement session held with members of the Bright Sparks Group and new members of the Corporate Parenting Advisory Committee for members to hear the direct experiences of young people. <hr/> <p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> New annual consultation survey developed to help gain an understanding of the experiences of children, young people and families on the support they have received from Children's Services. 	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Steps	Start Date	End Date	Responsible Officer*	Key Milestones during 2021/22	Link to Equality Objective
CP	<p>Continue to develop and support the workforce by reducing permanent vacancies and implementing a recruitment and retention strategy during the year, including:</p> <ul style="list-style-type: none"> Ensuring that social workers only do the activities that only social workers can do by bringing in additional non-social work qualified staff to complement the teams to have a whole team approach to managing the demand Embedding the workforce development strategy, focussed on mentoring and upskilling permanent and newly qualified staff to take on more complex cases and court cases. 	April 2020	March 2023	Natasha Hilderley / Nick Blake	<p>Q1</p> <ul style="list-style-type: none"> Clear framework in place setting out what qualifications, support and training are required for each role. Practice leads embedded in development of workforce – delivering learning support and training plan. Effectiveness of engagement with Community Care in supporting the recruitment reviewed. New training and workforce structure in place. Review of options available to improve social worker pay and conditions commenced. <p>Q2</p> <ul style="list-style-type: none"> Comms produced in support of staff retention and recruitment – highlighting the innovative practice we are taking forward (e.g. Family Drug and Alcohol Court (FDAC) pilot, Interventions Hub and Safeguarding Adolescents from Exploitation (SAFE) project. <p>Q3</p> <ul style="list-style-type: none"> Existing skills set and training needs of Children’s Services workforce clearly understood. <p>Q4</p> <ul style="list-style-type: none"> Benefits of Practice Lead role in mentoring and supporting staff understood. Confidence of workforce in managing complex cases increased. 	To build an inclusive and representative organisation.

Ref	Steps	Start Date	End Date	Responsible Officer*	Key Milestones during 2021/22	Link to Equality Objective
DDP	Implement Eclipse as the CareFirst replacement system by March 2023.	April 2020	March 2023	Nick Blake Richard Lewis	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> Key milestones in Eclipse project plan met. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
					<p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> Key milestones in Eclipse project plan met. 	
					<p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> Key milestones in Eclipse project plan met. 	
					<p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> Key milestones in Eclipse project plan met. 	

Ref	Steps	Start Date	End Date	Responsible Officer*	Key Milestones during 2021/22	Link to Equality Objective
CP	Revise the Delivering Excellence in Children's Services Strategy to set the direction for the service from 2022-25.	April 2022	March 2023	Deborah Driffield Nick Blake	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> Timeline for review of strategy developed, including arrangements for participation of children, families, staff, partners and members. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
					<p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> Participation activity commenced. Outcome of systems review considered and fed into draft strategy. 	
					<p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> Strategy agreed and implementation commenced. Launch of strategy communicated to increase awareness. 	
					<p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> Strategy used as the basis for directorate and budget planning for 2023-24. 	

Ref	Steps	Start Date	End Date	Responsible Officer*	Key Milestones during 2021/22	Link to Equality Objective
DDP	Develop accommodation and assets during the year to ensure that they provide optimum support to service provision.	April 2022	March 2023	Nick Blake	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> Asset registers collated and made available to the Children's Management Team. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
					<p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> Accommodation plan developed for the Directorate as part of the development of the Integrated Edge of Care Service, the locality working model and Child Health and Disability Service. 	
					<p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> Asset registers updated and made available to the Children's Management Team. Key milestones in Accommodation Plan met. 	
					<p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> Key milestones in Accommodation Plan met. 	

Ref	Steps	Start Date	End Date	Responsible Officer*	Key Milestones during 2021/22	Link to Equality Objective
DDP	Development of data sharing of Council and partner data to safeguard and improve outcomes for children and young people.	April 2022	March 2023	Nick Blake	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> • Work undertaken with partners in Health to resolve issues in relation to automation of notifications of starts of being looked after. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
					<p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> • Discussions undertaken with Health around key members of staff in Children's Services being provided with access to Paris. • Draft model of the Single View of the Child agreed with Education. 	
					<p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> • Data Sharing Plan developed with partners. 	
					<p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> • Key milestones in Data Sharing Plan met. 	

Ref	Steps	Start Date	End Date	Responsible Officer*	Key Milestones during 2021/22	Link to Equality Objective
DDP	Respond to the recommendations of the Race Equality Taskforce to improve race equality in Cardiff.	April 2022	March 2023	Suki Bahara-Garrens / Nick Blake	<p>Q1</p> <ul style="list-style-type: none"> • Equalities data collated and analysed to inform decision making going forward. • Directorate training requirements in relation to cultural awareness agreed. • Key issues to be addressed by Children's Services identified and action plan developed, including: <ul style="list-style-type: none"> ○ Workforce ○ Participation ○ Youth Justice Service ○ Service provision (e.g. foster carers). <p>Q2</p> <ul style="list-style-type: none"> • Key milestones in Equalities Action Plan met. <p>Q3</p> <ul style="list-style-type: none"> • Key milestones in Equalities Action Plan met. <p>Q4</p> <ul style="list-style-type: none"> • Key milestones in Equalities Action Plan met. 	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Steps	Start Date	End Date	Responsible Officer*	Key Milestones during 2021/22	Link to Equality Objective
DDP	Ensure Health & Safety of staff, including implementation of a lone working system.	April 2022	March 2023	Nick Blake	<p>Q1</p> <ul style="list-style-type: none"> Regular reports from Alert available to inform targeted briefing / awareness raising. Lone working device piloted in high risk areas (Family Support and Youth Justice Service staff). Awareness raising undertaken re: requirement / mechanisms for reporting incidents and accidents. <p>Q2</p> <ul style="list-style-type: none"> Awareness raising undertaken re: requirement / mechanisms for reporting incidents and accidents ongoing. <p>Q3</p> <ul style="list-style-type: none"> Lone working device piloted in medium risk areas. <p>Q4</p> <ul style="list-style-type: none"> Reporting of incidents and accidents improved. 	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Steps	Start Date	End Date	Responsible Officer*	Key Milestones during 2021/22	Link to Equality Objective
DDP	Improve arrangements for budget monitoring and financial modelling during the year.	April 2022	March 2023	Nick Blake	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> Relevant recommendations from Systems Review considered. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
					<p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> Additional resource created in performance team to support financial modelling work. 	
					<p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> Costings for basis of financial modelling work agreed. 	
					<p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> Financial modelling work linked with performance information to improve understanding of costs of service provision. 	

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2019/20 Result	2020/21 Result	2021/22 Result	2022/23 Target	Owner
CP	The number of young people in receipt of a prevention service from the Youth Justice Service during the year.	New for 2022/23	New for 2022/23	New for 2022/23	Baseline year	Angharad Thomas
CP	The number of first time entrants into the Youth Justice System	104	49	31	70	Angharad Thomas
CP	The percentage of children re-offending within six months of their previous offence	32.0%	22.9%	23.1% to December 2021	40%	Angharad Thomas
CP	The percentage of Children's Services social work posts filled by agency staff (percentage of social worker vacancies)	34.4%	28.8%	23.9%	18%	Nick Blake / Natasha Hilderley

Journey Stage: Cross Cutting

Wellbeing Objective 4: Safe, confident and empowered communities

Ref	Steps	Start Date	End Date	Responsible Officer*	Key Milestones during 2021/22	Link to Equality Objective
CP	Undertake a review of commissioned services , during the year to ensure that contract monitoring arrangements are in place and re-tendering processes are timetabled based on contract end dates	April 2021	March 2023	Kate Hustler Marie Reid	<p>Q1</p> <ul style="list-style-type: none"> Recruitment to new Commissioning structure commenced. Review process commenced for all contracts ending in the current financial year. Development of data dashboards commenced. <p>Q2</p> <ul style="list-style-type: none"> Specification documents for all contracts for tender approved. Exit strategies / project plans in place for all contracts / services ending or returning to in house. Tender processes commenced. Development of data dashboards ongoing. <p>Q3</p> <ul style="list-style-type: none"> Tender and evaluation processes commenced and underway for all contracts being tendered. Contract monitoring activity formalised and Quality Assurance processes in place. Project groups in place for exit strategies and commissioning project plans. Development of data dashboards ongoing. <p>Q4</p> <ul style="list-style-type: none"> Implementation of new providers / mobilisation of services in line with updated specifications. Monitoring activity commenced. Contract monitoring schedule and forward planning completed. Data dashboards in place for all commissioned services alongside overarching summary dashboard. 	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2019/20 Result	2020/21 Result	2021/22 Result	2022/23 Target	Owner

5. Key Indicators of Corporate Health

The following suite of Corporate KPIs have been identified as important measures of organisational performance, and each Directorate is responsible for their own performance in relation to these. A summary of performance by directorate is included below (where data is available historically) and the **Corporate Position** follows on to provide context.

Children's Services

Ref	Key Performance Indicators	2019/20 Result	2020/21 Result	2021/22 Result	2022/23 Target
Citizen Satisfaction					
CHI 1	Number / percentage of complaints responded to on time	146	140	TBC	N/A
CHI 2	The number of working days / shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence (Corporate Plan)	18.23	12.88	15.01	14.10
CHI 3	% Sickness absence short-term	18%	18%	25%	N/A
CHI 4	% Sickness absence long-term	82%	82%	75%	N/A
CHI 5	% staff that have completed a Personal Review (excluding school staff)	N/A	56%	TBC	100%
CHI 6	% staff completing mandatory training modules (in Corporate Plan): Dementia Friendly	N/A	17%	20%	85%
CHI 7	% staff completing mandatory training modules (in Corporate Plan): Violence Against Women	N/A	72%	63.5%	85%
CHI 8	% Council staff completing autism awareness training	N/A	N/A	N/A	85%
CHI 9	% staff completing training modules: Welsh language e-learning module	N/A	5%	TBC	N/A
CHI 10	% staff attending beginners Welsh course	TBC	TBC	TBC	N/A
CHI 11	% staff completing mandatory training modules (in Corporate Plan): Corporate Safeguarding	N/A	70%	61.8%	85%
CHI 12	Number of referrals from directorates into Children's Services	391 *	655 *	755 *	N/A
CHI 13	Number of referrals from directorates into Adult Services	166 *	73 *	56 *	N/A
CHI 14	Number of Professional Concerns reported into Children's Services	159 *	149 *	17 *	N/A
CHI 15	Number of Professional Concerns reported into Adult Services	TBC	TBC	TBC	N/A
CHI 16	% Welsh Speakers	N/A	16.27%	18.72%	N/A
CHI 17	Gender Balance	N/A	F - 81% M - 19%	F - 78% M - 22%	N/A
CHI 18	BME representation	N/A	8.66%	10%	N/A
CHI 19	Total Agency Spend	N/A	N/A	N/A	N/A

Ref	Key Performance Indicators	2019/20 Result	2020/21 Result	2021/22 Result	2022/23 Target
CHI 20	Number of apprenticeships and trainee opportunities	N/A	N/A	1	N/A
CHI 21	% staff / devices enabled for agile and mobile working	N/A	N/A	N/A	
CHI 22	% overall spend with Cardiff-based organisation	69.50% *	70.30% *	69.26% *	N/A
CHI 23	% overall spend with Cardiff Capital Region-based organisations	10% *	10% *	10% *	N/A
CHI 24	% overall spend with Welsh-based organisations	5.30% *	5.10% *	5.62% *	N/A
CHI 25	% new contracts which include social value commitments	N/A	N/A	TBC	N/A
CHI 26	Contract compliance				
	On contract	N/A	N/A	79.64% *	N/A
	Managed	N/A	N/A	2.8% *	N/A
	Spot	N/A	N/A	15.03% *	N/A
	No – Spend where no contract aware report	N/A	N/A	2.32% *	N/A
	NPA – No Prior Agreement	N/A	N/A	0.08% *	N/A
	Off – Off Contract Spend	N/A	N/A	0.16% *	N/A
CHI 27	Direct Awards	N/A	27 *	23 *	N/A
CHI 28	% statutory compliance for building maintenance for the 4 high risk disciplines (Fire Safety, Legionella, Gas and Electrical Safety) across all Council premises	77% *	N/A	81% *	80%
CHI 29	Workplace accidents and incidents	TBC	TBC	TBC	N/A
CHI 30	% Freedom of Information Requests & Environmental Information Regulation Requests responded to within the statutory timescales	N/A	80.18% *	94.05%	85%
CHI 31	% Individual Rights Requests responded to within the statutory timescales (Formerly Data Protection Requests)	N/A	93.33% *	94.12%	85%
CHI 32	Number of data breaches	N/A	75	41	N/A

Corporate (Council Wide) Position




Ref	Key Performance Indicators (outcome based where possible)	2019/20 Result	2020/21 Result	2021/22 Result	2022/23 Target
Citizen Satisfaction					
CHI 1	Number / Percentage of complaints responded to on time	3,086	2,741	TBC	N/A
Workforce – Sickness Absence					
CHI 2	Number of working days / shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence (Corporate Plan)	11.77	8.60	12.65	9.5
CHI 3	% Sickness absence short-term	31%	22%	38%	N/A
CHI 4	% Sickness absence long-term	69%	78%	62%	N/A
Workforce – Training and Development					
CHI 5	% staff that have completed a Personal Review (excluding school staff)	94%	94%	TBC	100%
CHI 6	% staff completing mandatory training modules (in Corporate Plan): Dementia Friendly	30%	52%	42.20%	85%
CHI 7	% staff completing mandatory training modules (in Corporate Plan): Violence Against Women	62%	70%	51%	85%
CHI 8	% Council staff completing autism awareness training	N/A	N/A	N/A	85%
CHI 9	% staff completing training modules: Welsh language e-learning module	N/A	6.40%	TBC	N/A
CHI 10	% staff attending beginners Welsh course (as a percentage of numbers of total Welsh courses attended)	32.78% (51)	40.71% (68)	TBC	N/A
Corporate Safeguarding					
CHI 11	% staff completing mandatory training modules (in Corporate Plan): Corporate Safeguarding	71%	77%	65.29%	85%
CHI 12	Number of referrals from directorates into Children's Services	989	1,171	TBC	N/A
CHI 13	Number of referrals from directorates into Adult Services	317	99	119	N/A
CHI 14	Number of Professional Concerns reported into Children's Services	TBC	TBC	TBC	N/A
CHI 15	Number of Professional Concerns reported into Adult Services	129	TBC	TBC	N/A
Workforce – Composition					
CHI 16	% of Welsh Speakers		9.18%	9.75%	N/A
CHI 17	Gender Balance		F – 68.94% M – 30.89%	F – 69.96% M – 30.04%	N/A
CHI 18	BME representation	6.76%	7.23%	7.88%	N/A
CHI 19	Total Agency Spend				N/A
CHI 20	Number of apprenticeships and trainee opportunities	152	119	183	150
Digital					
CHI 21	% staff / devices enabled for agile and mobile working	45.21%	64.08%	69.86%	67%
Finance & Procurement					


Ref	Key Performance Indicators (outcome based where possible)	2019/20 Result	2020/21 Result	2021/22 Result	2022/23 Target
CHI 22	% overall spend with Cardiff-based organisation	51%	50.40%	48.23%	52%
CHI 23	% overall spend with Cardiff Capital Region-based organisations	14.20%	18.20%	17.24%	66%
CHI 24	% overall spend with Welsh-based organisations	4.90%	3.80%	4.28%	70%
CHI 25	% new contracts which include social value commitments	N/A	N/A	4.70%	
CHI 26	Contract compliance				
	On contract	N/A	N/A	75.13%	N/A
	Managed	N/A	N/A	8.52%	N/A
	Spot	N/A	N/A	6.15%	N/A
	No – Spend where no contract aware report	N/A	N/A	7.44%	N/A
	NPA – No Prior Agreement	N/A	N/A	0.51%	N/A
	Off – Off Contract Spend	N/A	N/A	2.09%	N/A
CHI 27	Direct Awards	N/A	228	223	N/A
Health & Safety					
CHI 28	% statutory compliance for building maintenance for the 4 high risk disciplines (Fire Safety, Legionella, Gas and Electrical Safety) across all Council premises	73.5%	N/A	81%	80%
CHI 29	Workplace accidents and incidents			TBC	N/A
Information Governance					
CHI 30	% Freedom of Information Requests & Environmental Information Regulation Requests responded to within the statutory timescales	85.04%	81.84%	93.3%	85%
CHI 31	% Individual Rights Requests responded to within the statutory timescales (Formerly Data Protection Requests)	83.6%	93.63%	95.77%	85%
CHI 32	Number of data breaches	323	277	348	N/A

6. Directorate Risk

The Directorate must ensure that it has arrangements in place for managing directorate risks and any corporate risks which relate to that Directorate. *Directorate to include link to their Risk Register.*

Where a risk has been assessed and designated as red or red amber, the directorate response will be set out below.

Description of Risk	Inherent Risk	Residual Risk	Action	Lead Officer
Failure to effectively manage demand and respond to increasing demand due to COVID-19 resulting in increase in number of children requiring services and the financial pressures this presents.	B1	B1	Please refer to Inc Demand (Children's Svcs) tab in:  22.04.12 Risk Register Update - Q4.	Deborah Driffield
Systemic failure in the effectiveness of the Council's safeguarding arrangements together with other statutory safeguarding partners.	B1	D1	Please refer to Safeguarding tab in:  22.04.12 Risk Register Update - Q4.	Deborah Driffield
Cardiff does not attract the required quality and quantity of social workers. There are high numbers of agency workers in Children's Services.	A1	B1	Please refer to Escalated Directorate Risks tab in:  22.04.12 Risk Register Update - Q4.	Natasha Hilderley / Nick Blake
Increase in claims for compensation via courts to the Officer Solicitor as a result of failure to remove	B2	B2		Natasha Hilderley
Placement breakdown and sufficiency for children looked after	A1	B2		Sarah Skuse
Social Services do not achieve desired outcomes or meet assessed need sufficiently for care leavers due to lack of placement	B2	B2		Rebekha Flynn

sufficiency, including Young Person's Housing Gateway provision				
For other risks, please refer to Children's Services Directorate Risk Register.			<p>Please refer to DRR – Revised tab in:</p>  <p>22.04.12 Risk Register Update - Q4.</p>	Deborah Driffield

7. Audit Recommendations

External Audit Recommendations

Directorates must ensure that they respond to any and all Audit Recommendations from external Auditors, including WAO, Estyn, CIW. To view the audit tracker, please select the following [Link](#). You will be able to search and view any audit recommendations relevant to your directorate.


Any recommendations which are statutory recommendations are set out below.

Name of Audit	Audit Recommendations	Action	Lead Officer
HMIP Inspection of Youth Justice Service	Please see tracker		
CIW Inspection	Please see tracker		

Internal Audit Recommendations

Directorates must ensure that they respond to any and all Audit Recommendations from internal Auditors

Any recommendations which are statutory recommendations are set out below.

Name of Audit	Audit Recommendations	Action	Lead Officer
Please see summary of open recommendations	 22.04.27 Open Recommendations - C		

8. Scrutiny Recommendations

Directorates must ensure that they respond in a timely manner to the recommendations arising from any Scrutiny Task and Finish Report and any Strategic Recommendations included within Scrutiny letters which have been either accepted or partially accepted by the Cabinet. To view the scrutiny recommendations tracker please select the following [link](#). You will be able to search and view any scrutiny recommendations relevant to your directorate.

Any scrutiny recommendations which are outstanding are set out below:


Name of Scrutiny Committee / Task & Finish Report	Scrutiny Recommendations	Action	Timescale for Completion	Lead Officer
Please see tracker				

9. Workforce Planning & Development

Workforce Planning helps the Council identify the capacity and capability it needs within the workforce to effectively deliver services

A mandatory workforce planning process forms part of the corporate planning cycle and must be completed to inform the development of the Directorate Delivery Plan. It is aligned with the Council's business and financial plans to ensure that the Council has the right people with the right skills in the right place at the right time and at the right cost.

Any actions identified as part of the workforce planning exercise should be included below. Detailed guidance is available on the Council's [intranet](#).

Workforce Planning Actions	Lead Officer	Action Date
Please refer to Workforce Action Plan.  22.01.04 Workforce Development and Rec	Natasha Hilderley / Nick Blake	


10. Corporate Safeguarding Requirements

Safeguarding is keeping children and adults at risk safe from abuse- whether it is sexual, physical, emotional, financial or neglect - and other kinds of harm, such as exploitation and radicalisation.

All Directorates are responsible for safeguarding and must therefore ensure that:

- The Corporate Safeguarding Self Evaluations (CSSE) is completed annually for each Directorate. The self-evaluation process and guidance on how to complete it can be found in Appendix 5 of the Corporate Safeguarding Policy [Corporate Safeguarding Information \(sharepoint.com\)](#)
- When it is determined that a specific Service Area must complete the Corporate Safeguarding Self Evaluations (CSSE), a nominated lead must be identified and that the evaluation is completed annually.
- Safeguarding operational procedures are in place and that these support the development of safeguarding practices.

Any actions arising from the Directorate (and Service Area) annual Corporate Safeguarding Self Evaluations (CSSE) for this financial year are set out below:

Corporate Safeguarding Actions identified as part of the Directorate Corporate Safeguarding Self Evaluations	Lead Officer	Timescale for Completion
Please refer to Directorate Corporate Safeguarding Self Evaluation action plan.	Rebekha Flynn	
 22.04.25 CSSE Action Plan - CS.docx		

10. Delivering the Welsh Language Standards

Each Directorate must ensure compliance with the [Welsh language standards](#), the commitments of the [Welsh Language Skills Strategy](#) and any issues raised by the Welsh Language Commissioner. Each directorate will therefore ensure that:

- Any recommendations or improvement plan actions issued by the Welsh Language Commissioner are responded to within the agreed timescales.
- Every Customer Facing posts must be Welsh Desirable.
- All service areas have an appropriate compliment of Welsh Speakers to guarantee a service in Welsh.
- Undertake an Annual Welsh Language Assessment.

Any Recommendations or Improvement Plan Actions issued by the Welsh Language Commissioner relating to the Directorate are set out below:

Recommendations or Improvement Plan Actions issued by the Welsh Language Commissioner	Management Response	Timescale for Completion
City of Cardiff Council must ensure that it has robust procedures in place so that it responds in Welsh to Welsh language correspondence received in relation to freedom of information requests.	Staff managing FOI requests to be made aware of timeframe and KPI for the translations service to ensure that delays are not caused by waiting for translation services to provide support.	
City of Cardiff Council must ensure that submitting a freedom of information request in Welsh does not lead to a delay on the part of those making the request and that the Welsh language is treated no less favourably than the English language when dealing with requests.	See above.	
Cardiff Council must ensure that when it advertises its telephone numbers, helplines or contact centre services the correct telephone number for the Welsh service must be recorded on each of its documents or adverts.	Incoming calls mostly provide option for discussion in Welsh or English. Where a separate number is available, this should be checked regularly.	
Cardiff City Council must take steps to remind or raise awareness of staff who are: <ol style="list-style-type: none"> responsible for producing and publishing documents such as agendas and minutes of management board or cabinet meetings, and/or meetings open to the public, responsible for monitoring and updating content on the Council's web pages, in relation to management board or cabinet meetings, and/or meetings open to the public of the guidance and arrangements in place in relation to producing and publishing text for Cardiff City Council's website or agendas, minutes and papers in relation to management board or cabinet meetings, and/or meetings open to the public. 	All external correspondence on the website such as meetings are available in Welsh. Continue to ensure this is published jointly. All staff to be regularly reminded of the importance of providing this information in both formats	
Cardiff City Council must put measures in place to ensure robust administrative processes are in place within the Council to ensure that the Welsh language is treated no less favourably than the	As above.	

Recommendations or Improvement Plan Actions issued by the Welsh Language Commissioner	Management Response	Timescale for Completion
English language in producing and publishing web page text, agendas, minutes and papers in relation to management board or cabinet meetings, and/or meetings open to the public.		
Cardiff Council must conduct a review of its arrangements for producing documents and notices ensuring that it does not treat a Welsh language version less favourably than an English language version.	Resource to be identified to conduct regular reviews (quarterly / 6 monthly) to ensure this is being adhered to and failure to adhere to timescales to be identified and rectified.	
Cardiff Council must ensure that when it advertises its telephone numbers, helplines or contact centre services the correct telephone number for the Welsh service must be recorded on each of its documents or adverts.	Incoming calls mostly provide option for discussion in Welsh or English. Where a separate number is available, this should be checked regularly. Annual check carried out regarding Welsh Language telephone lines. Ensure list of Welsh Speaking staff is kept up to date.	
Cardiff Council must ensure that its contracts with third parties includes clear clauses that commit the third party to comply with the requirements of the Welsh language standards when delivering contact services to the public.	All contracts, Service Level Agreements and grant processes involving third party suppliers are checked and confirmed by the Council's Legal Services to ensure all appropriate Welsh language requirements have been identified and included and this is then communicated to any potential third party supplier. Contracts / Legal teams to continue to check these on all contracts coming in and going out with 3rd parties. Where this is missing the contracts is to be amended or returned for discussion.	
Cardiff Council must provide advice and guidance to staff on how to ensure that third parties that operate on its behalf comply with the Welsh language standards, this advice should give direction on how to include relevant clauses in contracts, considering the Commissioners advice document when doing so.	Performance monitoring framework for Domiciliary Care set up to review their Welsh language requirements. Training offered to all staff regarding the Welsh language offer.	
City of Cardiff Council must ensure that it has robust procedures in place so that it responds in Welsh to Welsh language correspondence received in relation to freedom of information requests.	Staff managing the correspondence to be made aware of timeframe and KPI for the translations service to ensure that delays are not caused by waiting for translation services to provide support.	
City of Cardiff Council must ensure that submitting a freedom of information request in Welsh does not lead to a delay on the part of those making the request and that the Welsh language is treated no less favourably than English when dealing with requests.	As above.	
Core Brief article to remind all staff that Welsh correspondence should have the Welsh version of the address and bilingual correspondence should have addresses in 2 months (18/11/2018)03/30 both Welsh and English.	Information Governance Group has been working on this and Social Services have fed information into it.	
Ensure that new tenders for IT software used to generate letters or bills considers the requirement to include an option for the systems to display both the Welsh and English version of household addresses.	This will be part of the performance framework.	

Recommendations or Improvement Plan Actions issued by the Welsh Language Commissioner	Management Response	Timescale for Completion
When an individual's language choice is known, the Council will ensure that the address corresponds to an individual's language choice (Welsh / English).	Information available on CareFirst to ensure staff are aware regarding preferred language. Assistance from translation services to be considered with all correspondence. Support from Welsh speaking staff to be considered and list of staff to be kept up to date.	