

Children's Services Directorate Delivery Plan 2023/24



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1. Introduction

Golden Thread



Directorate Delivery Plan – Children’s Services

1.1 The Council’s Corporate Plan sets out how the Administration’s 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.

The Council has adopted seven well-being objectives which, by working towards their achievement, will ensure the delivery of Stronger, Fairer, Greener. 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
- One Planet Cardiff
- Modernising and integrating our public services

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 (DDP) 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 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.

The Golden Thread

Stronger, Fairer, Greener: Sets out the political priorities of the Council’s Administration

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

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

Directorate Delivery Plans (DDP): Sets 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 Objectives: 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 Indicators (KPIs): Indicators of operational performance that indicate if the steps the Council are taking are effective.

Target: Sets out a numerical value on Key Performance Indicators to be achieved.

2. Directorate Profile and Structure

Central Services:

- **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.
- **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.
- **Family Drug and Alcohol Court** – piloting a new way of working with families in Court proceedings.
- **Substitute Family Care** – placement finding, in house fostering, Connected Persons, When I Am Ready, supported lodgings, National Fostering Framework.
- **Residential Services** – in house residential homes.
- **Unaccompanied Asylum Seeking Children** – case management for Unaccompanied Asylum Seeking Children including child protection, Court work, children looked after and children receiving care and support.
- **Youth Justice Service** – prevention of anti-social behaviour, offending and re-offending by young people.

Assessment and Care Planning:

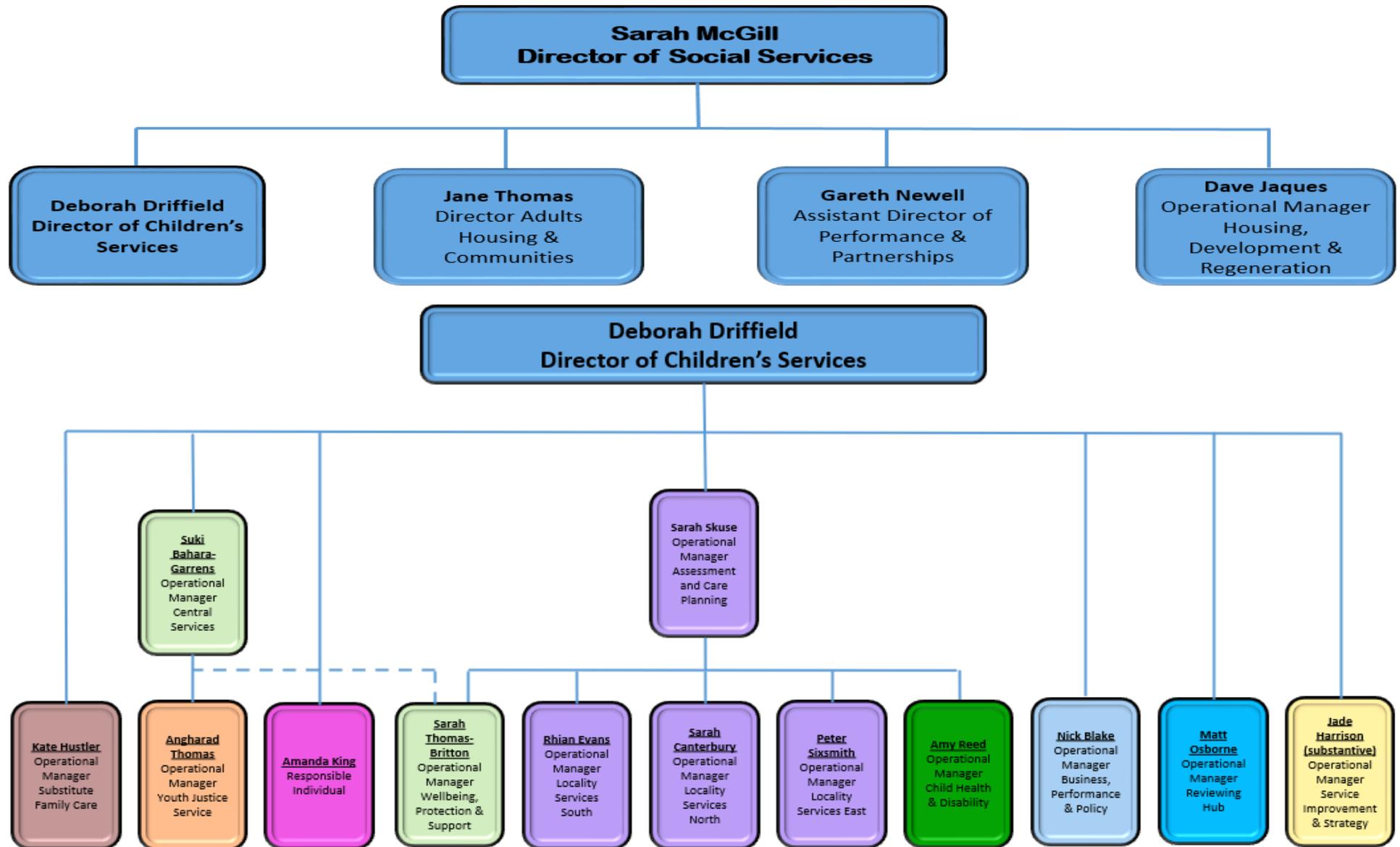
- **Intake & Assessment**, including child protection investigation, intervention and support.
- **Locality Services** – case management including reunification, child protection, Court work, children looked after and children receiving care and support.
- **Child Health & Disability Service** – case management for children with disabilities including child protection, Court work, children looked after and children receiving care and support.
- **Personal Adviser Service** – supporting care leavers.

Reviewing Hub – case reviews for children on the Child Protection Register, children looked after and children with a care and support plan, advocacy, participation, education safeguarding, professional concerns, corporate parenting, corporate safeguarding.

Service Improvement & Strategy – Quality assurance, workforce development and training, commissioning and contract management.

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 2023/24

What we did well

An overview of the key achievements is provided below:

- Revised **Children's Services Strategy** for 2023-26 developed and agreed.
- **Accommodation Strategy** for 2023-26 developed and will support implementation of **The Right Place model**.
- Dedicated **Workforce Development** team established.
- Development of a new way of working commenced – implementation of **new operating model** scoped out with staff.
- **Engagement with staff** – workshops with staff held to inform development of key strategies and ways of working.
- Use of Mind of My Own app to support children and young people to share their **lived experience**.
- **Locality working** approach being embedded in case management teams.
- **Interventions Hub** embedded and increased service provision agreed.
- **Reviewing Hub** embedded – over 200 children have been stepped down to case closure or Early Help services.
- **Corporate Parenting Strategy action plan** being implemented.
- Increasing number of **children who returned or remained home** and are cared for within their families.
- Improved our system for tracking children subject to **Public and Private Law proceedings**.
- Safeguarding Adolescents From Exploitation (**SAFE**) model.
- Improvements to **Youth Justice Service** – recognised by follow up inspection that resulted in complete de-escalation in recognition of the progress made.
- Reduction in children being **convicted** for criminal offences.
- **Quality Assurance** Framework and practice development journey.
- Ongoing **commitment of staff** in the face of increasing pressures.
- Ongoing development of **PowerBi** as primary reporting tool.
- Maximised use of **technology** to maintain virtual contact with children, families, colleagues and partners.
- Development of updated **policies and procedures** progressing.

What we could have done better

- Developing a **Participation Framework** to improve our partnership working with children and their parents / carers.
- Improving access to **advocacy**.
- Embedding the **Reunification Framework**, to support children to return to live with family where it is safe for them to do so.
- Embedding **Family Group Conferencing** into our core operating model.
- Re-shaping our **respite provision** to offer flexible short-break opportunities for children with disabilities.
- Implementing a **trauma informed approach** to practice across all services.
- Increasing Directorate capacity to deliver **bilingual services**.

Opportunities

- Direction set by the new **Children's Services Strategy** and supporting **Accommodation Strategy**.
- Development of **new practice framework**.
- Development of **new operating model** to ensure that social workers only do what only social workers can do.
- Strengthened **Commissioning Team** developed and in place.
- **Regional Integration Fund** monies and Welsh Government funding.
- Working towards achieving **Child Friendly City** status and embedding a **child's rights** approach.
- Work with the newly appointed virtual headteacher to support improved **education outcomes** for children looked after.
- Implementing the upgraded **client record system** - Eclipse.
- Building on **positive partnership working** and making best use of **technology**.
- Use outcome of **Family Drug and Alcohol Court pilot** to inform service provision going forward.
- Implementation of the multi disciplinary **Transitional Safeguarding Panel** for young people aged 16-25 with complex needs.

Challenges

- **Budget** pressures.
- **Demand and complexity**.
- **Sufficiency of placements** for children.
- **Recruitment and retention** of experienced social workers.
- Children and young people experiencing **serious emotional well-being and mental health issues**.
- Increasing numbers of children experiencing **exploitation** which is exposing them to violent behaviour and is drawing a small minority of children into violent criminal behaviour.
- Increasing numbers of children with a range of needs including **neuro-diversity / learning disability / mental health / behaviours that challenge and shortage of appropriate services**.
- Recent high profile cases in the media having an impact on practice and the **negative representation of the social work profession**.

4. Shifting the Balance 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

How we'll do it



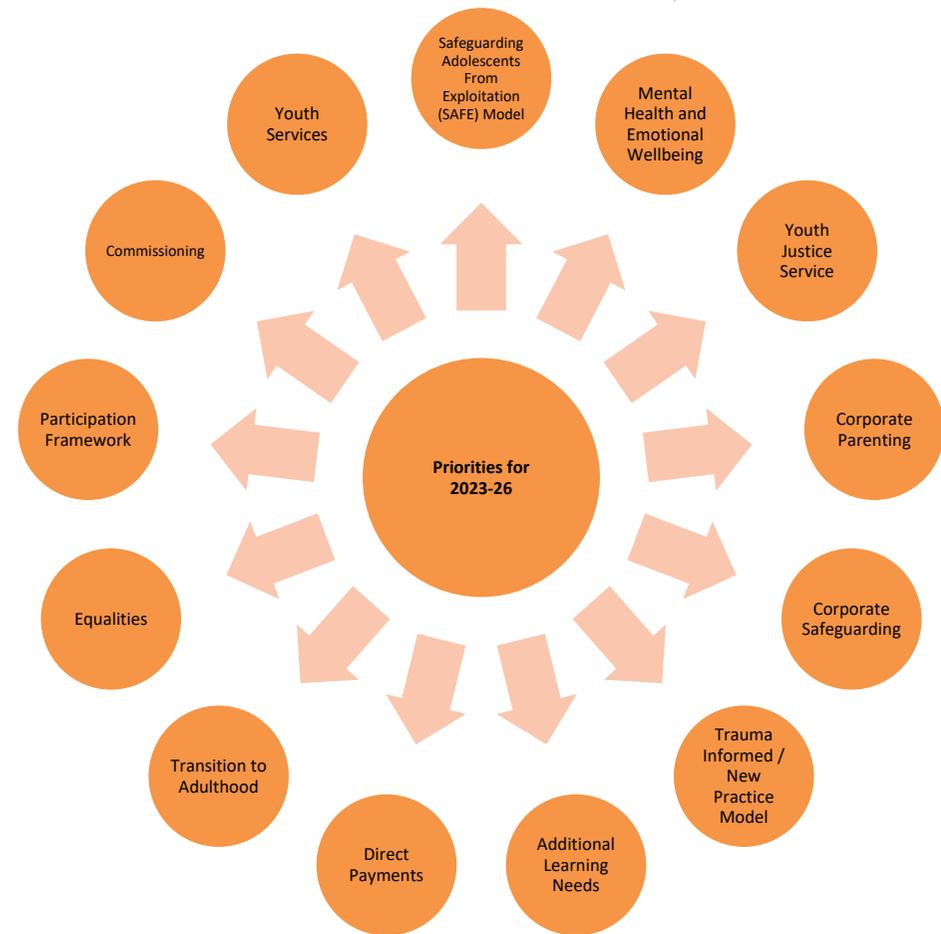
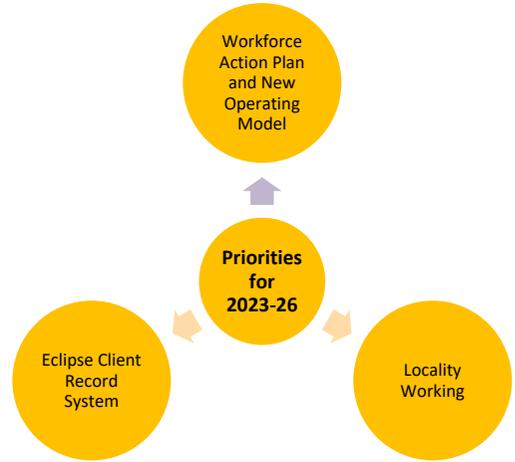
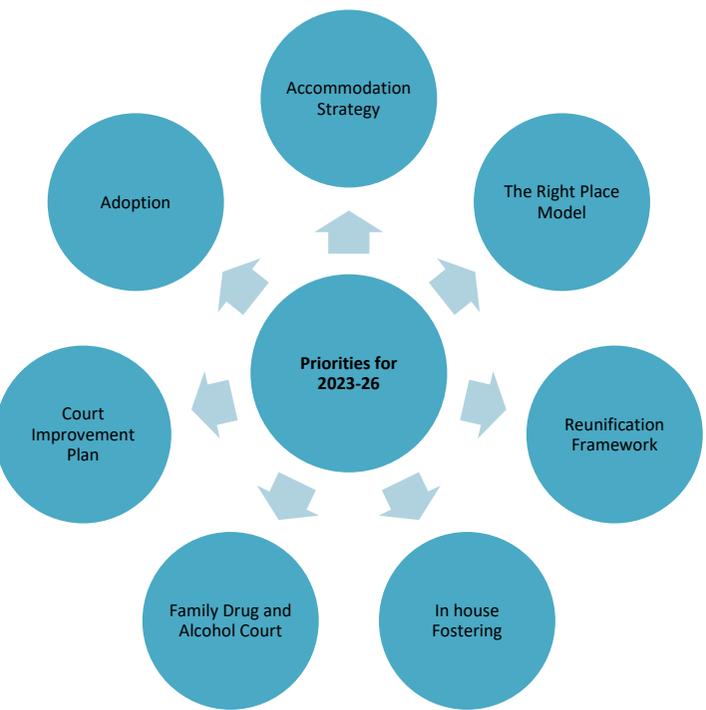
Ensuring a range of support in the community and a variety of homes for children are available in Cardiff **-PLACE**



Supporting a permanent workforce **-PEOPLE**



Developing our **PRACTICE** and procedures



5. **Shifting the Balance: Place**
Wellbeing Objective 1: Cardiff is a great place to grow up

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP	Implement the Accommodation Strategy for 2023-26 to address placement sufficiency issues and support the implementation of The Right Place Model.	Nick Blake Bethan Masters	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> • Building works on 2 new residential homes completed (1 x 1 bed and 1 x 2 bed). • Purchase of additional 3 properties for residential homes completed (2 x 3 bed and 1 x 2 bed specialist provision for children with emotional well-being and mental health issues). • Search for additional properties (via Strategic Estates, Housing and open market) ongoing. • Stage 2 design works for Ty Storrie (short breaks provision) completed and fully costed proposal for next steps developed. <hr/> <p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> • 2 new residential homes registered (1 x 1 bed and 1 x 2 bed). • Building works on 2 x 3 bed residential homes purchased in Quarter 1 completed. • Search for additional properties (via Strategic Estates, Housing and open market) ongoing. • Development of short breaks provision ongoing. <hr/> <p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> • Registration for 2 x 3 bed residential homes completed. • Search for additional properties (via Strategic Estates, Housing and open market) ongoing. • Development of short breaks provision ongoing. <hr/> <p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> • Building work on 1 x 2 bed specialist provision for children with emotional well-being and mental health issues completed. • Search for additional properties (via Strategic Estates, Housing and open market) ongoing. • Development of short breaks provision ongoing. 	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP	Continue to implement The Right Place Model to improve services, support and accommodation options for children in, and on the edge of, care.	Suki Bahara-Garrens Bethan Masters	Q1 <ul style="list-style-type: none"> Job descriptions for edge of care and residential staff developed. Decision made as to whether to work towards full accreditation, or to implement a localised model with the support of the North Yorkshire Team. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
			Q2 <ul style="list-style-type: none"> TBC pending outcome of accreditation decision in Quarter 1. 	
			Q3 <ul style="list-style-type: none"> TBC pending outcome of accreditation decision in Quarter 1. 	
			Q4 <ul style="list-style-type: none"> TBC pending outcome of accreditation decision in Quarter 1. 	

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP	Support children to return safely to their own homes during the year using the Reunification Framework .	Sarah Skuse	Q1 <ul style="list-style-type: none"> Consideration given to where reunification workers will sit under the new operating model. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
			Q2 <ul style="list-style-type: none"> Process for social care practitioners to lead on supporting the implementation of reunification care plans developed – with social workers leading on assessment and review. 	
			Q3 <ul style="list-style-type: none"> New process agreed in Quarter 2 piloted across all 3 localities. 	
			Q4 <ul style="list-style-type: none"> Review of pilot of new process commenced in context of wider changes to the operating model. 	

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP	Develop the in house Fostering Service to meet demand for placements and ensure that foster carers have the necessary skills to care for children and young people with complex needs.	Kate Hustler (Suki Bahara-Garrens)	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> • Foster Wales Cardiff Recruitment Strategy developed – including promotion of recruitment across a diverse range of communities. • Skills audit of existing in house foster carers commenced. • Regulated policies updated and published. <hr/> <p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> • Skills audit analysed and gaps identified. • Exit Strategy to support timely move on from parent and child placements developed. • Remaining policies updated and published. <hr/> <p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> • Plan to address gaps identified by skills audit in place – including development of training matrix. • Targeted recruitment of Teen Scheme foster carers ongoing. • Support available to in house foster carers increased with additional short break carers available. <hr/> <p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> • Corporate plan target of 130 children in in house fostering placements met, including: <ul style="list-style-type: none"> ○ 5 parent and baby placements ○ 5 Teen Scheme placement ○ 5 emergency beds available. 	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
DDP	Monitor the progress of the Family Drug and Alcohol Court pilot to determine its success in keeping families together and prepare for the future of the initiative when the pilot ends in December 2023.	Suki Bahara-Garrens	<p>Q1</p> <ul style="list-style-type: none"> Proposal developed requesting Welsh Government to extend funding for 1 year. Referral process reviewed. Capacity of team reviewed. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
			<p>Q2</p> <ul style="list-style-type: none"> Operational governance reviewed. Consider what support the Integrated Family Support Team could offer to families who are in pre-proceedings. 	
			<p>Q3</p> <ul style="list-style-type: none"> Outcomes of families who discontinued the FDAC process reviewed. Use of parent mentors to be considered. 	
			<p>Q4</p> <ul style="list-style-type: none"> TBC pending request for extension of funding. 	

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
DDP	Continue implementation of the Court Improvement Plan during the year to improve practice in the Public Law Outline (PLO) and Court arenas in response to recent national reviews and reports.	Sarah Skuse Lewis Collins	<p>Q1</p> <ul style="list-style-type: none"> Arrangements for new operating model to be piloted in Court arena developed. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
			<p>Q2</p> <ul style="list-style-type: none"> Policies and procedures for new Court Team developed. Staffing arrangements for new Court Team agreed. 	
			<p>Q3</p> <ul style="list-style-type: none"> Court tracker provides the required performance information to inform decision making. 	
			<p>Q4</p> <ul style="list-style-type: none"> Recommendations of Public Law Outline (PLO) review fully implemented. 	

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
DDP	Work with the Vale, Valleys and Cardiff Regional Adoption Collaborative to ensure ongoing implementation of good practice guidance in relation to adoption , including recruitment of prospective adoptive parents.	Sarah Skuse	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> Panel and commissioning process for supporting children who require specialist adoption support services embedded. Mechanism for quality assuring life journey work for children with a plan for adoption developed. 	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"> Work to maximise placement opportunities for children with a plan for adoption continues. Welsh Early Permanence Framework embedded as a placement option where appropriate. 	
			<p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> National and local engagement with opportunities to recruit a range of adopters to meet the needs of children waiting for adoption continues. 	
			<p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> Impact of the modernising agenda for adoption and promotion of direct contact for children with a plan for adoption evaluated. Adoption Support improved - adopted children have the right support from the right person at the right time through aligning universal, targeted and specialist services. 	

Ref	Key Performance Indicators (outcome based where possible)	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP	Of the total number of children looked after:					
CP	The number fostered by Local Authority foster carers	116	119	117 At 31.12.22	130	Suki Bahara-Garrens / Kate Hustler
CP	The number fostered by external foster carers as percentage of regulated placements (excluding kinship)	62.1% (344 / 544)	58.9% (324 / 550)	58.2% 308 / 529 At 31.12.22	60%	Suki Bahara-Garrens / Kate Hustler
CP	The number placed in in-house residential placements	6	9	8 At 31.12.22	15	Suki Bahara-Garrens / Amanda King

CP	The number placed in external residential placements as percentage of regulated placements (excluding kinship)	14.6% (81 / 544)	16.5% (91 / 550)	18.1% 96 / 529 At 31.12.22	17%	Suki Bahara-Garrens / Amanda King
CP	The number of children returned home from care during the year	85	108	92 At 31.12.22	60	Sarah Skuse / Locality OMs
CP	The percentage of children looked after in regulated placements who are placed in Cardiff	57.4%	56.0%	55.8% At 31.12.22	60%	Suki Bahara-Garrens
CP	The percentage of children looked after in regulated placements who are placed in Cardiff or a neighbouring Authority	75.9%	77.2%	75.9% At 31.12.22	80%	Suki Bahara-Garrens

6. Shifting the Balance: **People**

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

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP	Implement the Children's Services Workforce Action Plan to secure a primarily permanent workforce.	Jade Harrison / Nick Blake	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> Key milestones in Workforce Action Plan met. 	To build an inclusive and representative organisation.
			<p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> Key milestones in Workforce Action Plan met. 	
			<p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> Key milestones in Workforce Action Plan met. 	
			<p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> Key milestones in Workforce Action Plan met. 	

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP	Build on the progress made implementing a locality approach to service provision to further develop links with Education and maximise use of community resources.	Sarah Skuse	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> Links made with new virtual Headteacher. Contribution made to Single View of the Child project to ensure the information available supports the enhancement of locality working. 	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"> Development of new operating model takes account of demographic data. 	
			<p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> Social work practitioners linked with geographical areas to strengthen links with schools in their areas. 	
			<p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> Children's Services leads identified to work with partner agencies on a locality basis. 	

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
DDP	Implement Eclipse as the CareFirst replacement system by March 2024.	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	Key Performance Indicators <i>(outcome based where possible)</i>	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP	The percentage of permanent social worker vacancies in Children's Services	28.8%	23.9%	27.3%	24%	Jade Harrison / Nick Blake

7. Shifting the Balance: **Practice**
Wellbeing Objective 1: Cardiff is a great place to grow up

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP	Continue working with partners to develop and implement pathways and a joint model of service provision for children with serious mental health and emotional well-being issues .	Suki Bahara-Garrens	Q1 <ul style="list-style-type: none"> Protocol for Self Harm and Suicide agreed. Commissioning process for residential support team commenced. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
			Sarah Skuse	

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP	Continue the implementation of the new Youth Justice Strategy 'Building Safer Futures Together' and Improvement Plan to reduce offending and improve outcomes for young people.	Angharad Thomas (Suki Bahara-Garrens)	Q1 <ul style="list-style-type: none"> Key milestones in the Youth Justice Strategy Improvement Plan met. 	To develop and deliver services which are responsive to Cardiff's inequality gap.
			Q2 <ul style="list-style-type: none"> Key milestones in the Youth Justice Strategy Improvement Plan met. 	
			Q3 <ul style="list-style-type: none"> Key milestones in the Youth Justice Strategy Improvement Plan met. 	
			Q4 <ul style="list-style-type: none"> Key milestones in the Youth Justice Strategy Improvement Plan met. 	

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP	Conclude the renewed Corporate Parenting Strategy 2021-24 action plan to improve outcomes and wellbeing for children looked after.	Matt Osborne Lucy Thomas	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> • Presentations given to teams in Directorates across the authority to inform them of their responsibilities as Corporate Parents. • Template developed to send to teams after presentations for them to complete – providing information on what their services could be doing to improve the lives of care experienced young people, • Actions identified above incorporated into Corporate Parenting Strategy Action Plan. <hr/> <p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> • Corporate Parenting Operational Group relaunched following service area meetings with additional membership – meeting to be chaired by Chief Executive. <hr/> <p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> • Corporate Parenting Strategy Action plan updated to reflect actions identified by Corporate Parenting Operational Group. <hr/> <p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> • Pilot for care experienced young people to have free access or heavily discounted membership to local gyms and leisure facilities developed – in conjunction with Social Value Officer in Cardiff Commitment to access money to purchase membership. 	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP / DDP	Improve access to education and educational attainment for children looked after during the year	Matt Osborne Lucy Thomas (Suki Bahara-Garrens / Sarah Skuse)	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> • Regular partnership meetings established with Virtual Headteacher (once in post) to monitor education outcomes for care experienced young people. • Shared action plan developed to work in partnership with Virtual Headteacher to identify themes / barriers and work together to overcome them. <hr/> <p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> • “Success clubs” promoted through Voices From Care Cymru programme - linking with youth mentors and Virtual Headteacher. • Work undertaken with Education to develop peer mentors. I.e. older care experienced young people becoming mentors to younger care experienced young people in education. <hr/> <p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> • Training pack for teachers developed – to help inform staff in Education about some of the challenges care experienced young people face but also to inform of successes – with the aim of challenging stigma in education. <hr/> <p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> • Work undertaken with HR for care experienced young people to have work experience in Cardiff Council if they wish. 	To develop and deliver services which are responsive to Cardiff’s inequality gap.

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP / DDP	Support care leavers into education, employment or training during the year by delivering the Cardiff Commitment.	<p>Matt Osborne</p> <p>Lucy Thomas</p> <p>Sharlane Bird</p> <p>(Suki Bahara-Garrens / Sarah Skuse)</p>	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> • Guaranteed Interview Scheme launched – to provide a Guaranteed Interview to Cardiff Council jobs for Care Leavers in Cardiff if they meet the essential criteria. • Internal mentoring pilot launched - for members of staff to become mentors to young people in supported lodgings. The mentoring scheme aims to build confidence for young people with the end goal of accessing education, employment, or training. <hr/> <p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> • Main barriers to care leavers accessing education, employment or training identified and considered in conjunction with the Personal Advisor Service and Into Work Service. • Information about aspirations for care leavers gathered – through Cardiff Commitment survey and engagement event. <hr/> <p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> • Work undertaken with Cardiff Commitment, the Personal Advisor Service and Into Work Service to develop support for care leavers to access employment, education or training – based on feedback from care leavers about their aspirations and barriers. <hr/> <p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> • Mentoring pilot and Guaranteed Interview Scheme reviewed. • Options to expand mentoring pilot explored. 	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP	Ensure children and adults are protected from risk of harm and abuse by embedding the corporate safeguarding self-evaluations by March 2024.	Matt Osborne	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> • Key actions from corporate safeguarding self-evaluation implemented. 	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 actions from corporate safeguarding self-evaluation implemented. 	
			<p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> • Key actions from corporate safeguarding self-evaluation implemented. 	
			<p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> • Key actions from corporate safeguarding self-evaluation implemented. 	

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
DDP	Work with partners during the year to continue the implementation of Trauma Informed Practice approach to the work that we do. <u>(Adverse Childhood Experiences)</u>	Jade Harrison	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> • Recruitment to Training Officer post undertaken. • Roll out of Trauma Informed Practice in the Youth Justice Service scoped to inform roll out across the wider Children’s Services. <hr/> <p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> • Mapping exercise undertaken to understand how the approach has been rolled out in other organisations. • Consultation with partners / key stakeholders undertaken. <hr/> <p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> • Training for Children’s Services provided – starting with the Children’s Management Team and rolling out to all staff. • Decision made on ongoing roll out of training – i.e. whether a train the trainer approach should be used. <hr/> <p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> • Policy and procedures in place in preparation for roll out across Children’s Services. 	To develop and deliver services which are responsive to Cardiff’s inequality gap.

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
DDP	Contribute to the implementation of the new partnership strategy to deliver effective services for children and young people with additional learning needs (ALN) and disabilities throughout the year.	Amy Reed (Sarah Skuse)	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> • First round of 1-1 meetings between Child Health & Disability and special school headteachers completed – to establish working relationships. <hr/> <p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> • Analysis of current resources to support children with ALN outside education undertaken – following on from discussions with headteachers. <hr/> <p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> • Development of resources to support children with ALN outside education commenced – to address the gaps identified in the analysis. <hr/> <p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> • Ongoing 1-1 meetings with Child Health & Disability and special school headteachers held – to identify further areas for focus. 	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
DDP	Finalise and implement the revised Direct Payments Policy to improve choice and control for children and young people.	Amy Reed (Sarah Skuse)	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> • Direct Payments Policy finalised. • Implement Direct Payments uplift – pending agreement via Officer Decision Report. <hr/> <p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> • Training for wider Children’s Services workforce regarding Direct Payments developed – what they are and when they are an appropriate option. <hr/> <p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> • Direct Payments in use for children and young people in teams other than Child Health & Disability. <hr/> <p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> • Use of Direct Payments for children and young people in teams other than Child Health & Disability reviewed – to determine impact on other services and need for further training / awareness raising. 	To develop and deliver services which are responsive to Cardiff’s inequality gap.

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
DDP	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 colleagues in Adult Services.	Amy Reed / Sarah Skuse	<p style="text-align: center;">Q1</p> <p>Children with Disabilities</p> <ul style="list-style-type: none"> Timeliness of allocation of transition social workers reviewed (to determine if in place by age 15.5). <p>Care Leavers</p> <ul style="list-style-type: none"> Staff consultation regarding placement of Personal Adviser Service undertaken. <hr/> <p style="text-align: center;">Q2</p> <p>Children with Disabilities</p> <ul style="list-style-type: none"> Audit of pathway plans for children with disabilities undertaken to determine that they capture the voice of the young person and that they are supported to play an active role in transition planning. <p>Care Leavers</p> <ul style="list-style-type: none"> Work undertaken with Housing to develop a specification for how the Personal Advisor Service would operate within the Housing Service (pending outcome of staff consultation). <hr/> <p style="text-align: center;">Q3</p> <p>Children with Disabilities</p> <ul style="list-style-type: none"> Work commenced with Adult Services and providers to explore the market and consider if providers currently working with adults with learning disabilities have an appetite to develop services for children of transition age. <p>Care Leavers</p> <ul style="list-style-type: none"> Personal Advisor Services transitions to Housing (pending outcome of staff consultation). <hr/> <p style="text-align: center;">Q4</p> <p>Children with Disabilities</p> <ul style="list-style-type: none"> Work undertaken with Cardiff Children's Services Commissioning Team to enhance the available service for children of transitional age. <p>Care Leavers</p> <ul style="list-style-type: none"> Personal Advisor Services embedded in Housing (pending outcome of staff consultation). 	To develop and deliver services which are responsive to Cardiff's inequality gap.

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
DDP	Continue the implementation of the Equalities Action Plan during the year.	Suki Bahara-Garrens / Nick Blake	<p style="text-align: right;">Q1</p> <ul style="list-style-type: none"> • Equalities Action Plan reviewed. <p style="text-align: right;">Q2</p> <ul style="list-style-type: none"> • Key milestones in Equalities Action Plan met. <p style="text-align: right;">Q3</p> <ul style="list-style-type: none"> • Key milestones in Equalities Action Plan met. <p style="text-align: right;">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	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
DDP	Finalise the Participation Framework by March 2024 to improve our partnership working with children, young people and parents, ensure that their voices are heard and their rights are respected.	Matt Osborne Lucy Thomas	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> • Engagement sessions with children, young people, and families to develop a Participation Strategy held - providing opportunities for them to inform staff how they would like to participate in service development and design for the future. • Children and young people involved in the development of accommodation provision in the city. • Work to establish Parent Cafes commenced - to increase the engagement and participation of parents in service development and design. • Accessible website launched – to support children, young people and families to gain an understanding of Children’s Services – including roles of staff, teams and processes. <hr/> <p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> • Online session held with parents known to the Support4Families team – to enable parents to inform the best time, venue, and date to hold a Parent Café. • First Parent Café held – providing an opportunity to hear from parents about how they would like to engage with services in the future - feedback will be used to develop the Participation Strategy. <hr/> <p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> • Feedback from engagement sessions collated and used to develop Participation Strategy. • First draft of Participation Strategy completed and sent to senior management for comments. <hr/> <p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> • Participation Strategy launched. 	To develop and deliver services which are responsive to Cardiff’s inequality gap.

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
DDP	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.	Jade Harrison Menai Griffiths	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> Direct awards in place for key contracts that expired 31st March 2023. Outstanding recommendations from Internal Audits resolved. Recruitment to Commissioning structure finalised. 	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"> Direct awards in place for remaining contracts that expired 31st March 2023. Process of preparing for re-tendering of contracts commenced – with a view to staggered implementation. 	
			<p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> Contract monitoring activity formalised and Quality Assurance processes in place. 	
			<p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> Competitive tenders resolved and commissioning cycle developed for 2024/25. 	

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
CP	The number of young people in receipt of a prevention service from the Youth Justice Service	New for 2022/23	New for 2022/23	255	130	Angharad Thomas
CP	The number of first-time entrants into the Youth Justice System	49	31	42	60	Angharad Thomas
CP	The percentage of children re-offending within six months of their previous offence	22.9%	23.1% to December 2021	27.3% To 31.12.22	40%	Angharad Thomas
CP	Youth Justice – the percentage of children with an order ending during the period who were living in suitable accommodation	New for 2023/24	New for 2023/24	New for 2023/24	Baseline being set	Angharad Thomas
CP	Youth Justice – the percentage of children with an order ending during the period who were in suitable education, training or employment	New for 2023/24	New for 2023/24	New for 2023/24	Baseline being set	Angharad Thomas
CP	Youth Justice – the percentage of children with an order ending during the period who had an identified Special Education Need and Disability (SEND) / Additional Learning Need (ALN)	New for 2023/24	New for 2023/24	New for 2023/24	Baseline being set	Angharad Thomas
CP	The percentage of care leavers in categories 2,3 and 4* who have	67%	64.2%	66.9%	65%	Sarah Skuse

	completed at least three consecutive months of employment, education or training in the 12 months since leaving care			At 31.12.22		
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	56%	67.9%	55.6% At 31.12.22	65%	Sarah Skuse
DDP	Number of children in receipt of Direct Payments	181	171	159	185	Sarah Skuse / Amy Reed

Wellbeing Objective 4: Safe, confident and empowered communities

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP	Ensure children and adults are protected from risk of harm and abuse by: Continuing to develop and implement the Safeguarding Adolescents From Exploitation (SAFE) Model during the year.	Corporate Safeguarding Angharad Thomas (Suki Bahara-Garrens)	<p style="text-align: center;">Q1</p> <ul style="list-style-type: none"> • Please see step in Corporate Safeguarding Directorate Delivery Plan for detail. • Missing Persons Protocol signed off by the Children’s Management Team. • High Risk Panel process refined and launched. • Child Exploitation Screening Tool rolled out. <p style="text-align: center;">Q2</p> <ul style="list-style-type: none"> • Please see step in Corporate Safeguarding Directorate Delivery Plan for detail. • National Review Mechanism recording added to CareFirst and development for move to Eclipse commenced. <p style="text-align: center;">Q3</p> <ul style="list-style-type: none"> • Please see step in Corporate Safeguarding Directorate Delivery Plan for detail. <p style="text-align: center;">Q4</p> <ul style="list-style-type: none"> • Please see step in Corporate Safeguarding Directorate Delivery Plan for detail. 	To develop and deliver services which are responsive to Cardiff’s inequality gap.

Ref	Key Performance Indicators <i>(outcome based where possible)</i>	2020/21 Result	2021/22 Result	2022/23 Result	2022/23 Target	Owner
DDP	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 	60 58 6	83 49 1	32 43 5 At 31.12.22	Target setting not appropriate	Suki Bahara-Garrens / Angharad Thomas

Protecting the well-being of vulnerable children, young people and families

Ref	Steps	Responsible Officer*	Key Milestones during 2023/24	Link to Equality Objective
CP	<p>Complete a full review of Young Person's Services and implement recommendations to:</p> <ul style="list-style-type: none"> Offer a clear route into joined-up services for young people that can be accessed by young people, families and professionals. 	<p>Suki Bahara Garrens</p> <p>Angharad Thomas</p>	<p>Q1</p> <ul style="list-style-type: none"> Required contribution to review made. <p>Q2</p> <ul style="list-style-type: none"> Required contribution to review made. <p>Q3</p> <ul style="list-style-type: none"> Required contribution to review made. <p>Q4</p> <ul style="list-style-type: none"> Required contribution to review made. 	<p>To develop and deliver services which are responsive to Cardiff's inequality gap.</p>

8. 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.*

Any actions being taken forward to mitigate against Red Risks within the Directorate Risk Register or Corporate Risk Register should be included in the table below, identifying a Lead Officer and date for the action to be completed by.

Action	Lead Officer	Action Date
Please refer to the following tabs in the document below:  23.04.12 Risk Register Update - Q4.		
Inc Demand (Children's Svcs)	Deborah Driffield	
Safeguarding	Deborah Driffield	
Escalated Directorate Risks	Jade Harrison / Nick Blake / Suki Bahara-Garrens / Sarah Skuse	
DRR – Revised	Deborah Driffield	

9. 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	Action Date
HMIP Inspection of Youth Justice Service	Please see tracker		Angharad Thomas	See tracker
CIW Inspection	Please see tracker		Jade Harrison	See tracker

Internal Audit Recommendations

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

Any open recommendations may be set out below:

Name of Audit	Audit Recommendations	Action	Lead Officer	Action Date
Please see summary of open recommendations	 23.08.01 Open Recommendations - C		Nick Blake	

Directorate Performance Data: Audit

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
	Percentage of audit recommendations completed within the agreed timescale	N/A	N/A	72%	TBC	Deborah Driffield

10. 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 open may be set out below:

Scrutiny Committee/ Task & Finish Report	Scrutiny Recommendations	Action	Lead Officer	Action Date
Please see tracker				

11. Workforce Planning & Development

Workforce Planning helps services to identify the capacity and capability it needs within the workforce to effectively deliver services within its available budget.

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 and services have the right people with the right skills in the right place at the right time and at the right cost.

It is important that SMT have an oversight of the Council's workforce, including areas where Directorates need to take specific actions to address areas of concern or potential challenges - e.g. staff shortages, surpluses, PI targets, competency gaps, succession planning, increasing the diversity of your workforce etc. In addition, it is important to include areas where you are proactively taking action to prevent potential issues.

Therefore, you will need to include this information, and the actions that you will be taking to address the issues, within this Workforce Planning section of your Directorate Delivery Plan.

If you require any assistance, or have any queries, please contact the HR Organisational Development Team who will be able to support you throughout this process.

Detailed guidance on workforce planning is available on the Council's [intranet](#).

Workforce Planning Actions	Lead Officer	Action Date
Please see Workforce Strategy and attached Workforce Action Plan:  23.06.27 Workforce Action Plan Updated.c	Jade Harrison / Nick Blake	

Directorate Performance Data: Sickness Absence and Wellbeing

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	12.88	15.01	12.93	11.8	Deborah Driffield
	% Sickness Absence Short-term	18%	25%	76%	N/A	Deborah Driffield
	% Sickness Absence Long-term	82%	75%	24%	N/A	Deborah Driffield

Training and Personal & Professional Development

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
	Personal Review Compliance: Percentage of staff that have completed a Personal Review (excluding school staff)	56%	88%	96%	100%	Deborah Driffield
	Personal Review Quality: % of Reviewees providing 50 or less characters as part of Personal Review and no attachment.	N/A	N/A	27%	No Target	Deborah Driffield
	Personal Review Quality: % of Reviewers providing 50 or less characters as part of Personal Review and no attachment.	N/A	N/A	2%	No Target	Deborah Driffield
	Personal Review Output: % Overachieving	N/A	N/A	29%	No Target	Deborah Driffield
	Personal Review Output: % Achieving	N/A	N/A	65%	No Target	Deborah Driffield
	Personal Review Output: % Developing	N/A	N/A	6%	No Target	Deborah Driffield
	Personal Review Output: % Underachieving	N/A	N/A	0.2%	No Target	Deborah Driffield
	% of staff completing mandatory training modules: Dementia Friendly	17%	20%	73.5%	85%	Deborah Driffield
	% of staff completing mandatory training modules: Violence Against Women	72%	63.5%	95.4%	85%	Deborah Driffield

Directorate Performance Data: Apprenticeships and Trainees

The Council continues to provide numerous opportunities for Apprentices and Trainees in a range of services. As part of developing the 2023/24 Corporate Plan it has been agreed that Directorates will include target in their Directorate Delivery Plans for new opportunities provided in year. This does not need to be a definitive number and could be a range based on the size and nature of the directorate, which will be monitored on a quarterly basis.

HR will review all targets set by Directorates against the overall target for apprenticeships and trainees as set in the Corporate Plan.

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
	The number of new apprenticeship and trainee placements provided within the Directorate within the year	N/A	1	0	13 secondments to social work degree TBC social work student placements	Jade Harrison

12. Race Equality Task Force Recommendations

In July 2020, Cabinet agreed to establish a Race Equality Taskforce to work with the Council and public sector partners to identify practical opportunities for change that would improve race equality in Cardiff and find new ways to improve outcomes for Ethnic Minority residents. The Taskforce published its final report in March 2022 which made 28 recommendations across the 5 thematic areas.

The recommendations of the Taskforce were [considered by the Cabinet in December 2022](#). Each recommendation relating directly to the Cabinet has been accepted in full and is supported by [clear implementation arrangements](#).

Cabinet also agreed that the Council's response to the Race Equality Task Force Recommendations, and any associated performance measures, would be embedded within the Directorate Delivery Plans. Please include below any Task Force Actions relevant to your directorate.

Ref	Race Equality Task Force Recommendation	Council Response	Lead Officer	Delivery Date
	N/A however Equalities Action Plan in place.			

13. 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 Services 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	Action Date
Please refer to Directorate Corporate Safeguarding Self Evaluation action plan:  23.03.28 CSSE - CS.docx	Matt Osborne	

Directorate Performance Data: Safeguarding

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
	% of staff completing mandatory training modules: Corporate Safeguarding	70%	61.8%	92.0%	85%	Deborah Driffield
	Number of referrals from directorates into Children's Services	391	655	1,376	TBC	Deborah Driffield
	Number of referrals from directorates into Adult Services	166 (Social Services)	73 (Social Services)	0 (Children's Services)	TBC	Deborah Driffield

14. 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 complement 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:

WLC Investigation Number	Description of Enforcement Action	Responsible Officer	Date for completion presented by the WLC	Actual completion date	Date of evidence of completion presented to WLC
N/A					

Directorate Performance Data: Welsh Language

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
	% of staff completing training modules: Welsh language e-learning module	5%	TBC	30.0%	TBC	Deborah Driffield
	% of staff attending beginners Welsh course	TBC	TBC	TBC	TBC	Deborah Driffield

15. Information Governance

Provided below, for monitoring performance and compliance, are details relating to information governance within the Directorate.

Ref	Key Performance Indicators	2020/21 Result	2021/22 Result	2022/23 Result	2023/24 Target	Owner
	Percentage of Freedom of Information Requests & Environmental Information Regulation Requests responded to within the statutory timescales	80.2%	94.1%	89%	85%	73
	Percentage of Individual Rights Requests responded to within the statutory timescales (Formerly Data Protection Requests)	93.3%	94.1%	91%	85%	Deborah Driffield
	Number of data breaches	75	41	66	No target	Deborah Driffield
	% of staff completing mandatory training modules: Bob's Business Data Protection Essentials	N/A	N/A	60.7% 6.1%	85%	Deborah Driffield

16. Citizen Satisfaction (section to be developed over 2023/24)

This section may include:

- Ask Cardiff questions (where appropriate)
- Service User Specific Surveys
- Complaints and compliments (including “Total Number of Complaints by Service Area” and “% of Complaints Responded to on time by Service Area”)

Please see the latest Annual Complaints Report:

[Social Services Annual Feedback Report 2021-22](#)