

Well-being Objective 1:

Cardiff is a great place to grow up

All children and young people in Cardiff experience high-quality education

Steps	Lead Member	Lead Directorate
Promote and fulfil children's rights by becoming a Unicef Child Friendly City by 2021, with work including <ul style="list-style-type: none"> Ensuring all Cardiff schools are designated as Rights Respecting Schools. Developing a 'Passport to the City of Cardiff' which will guarantee that every child can access a broad range of extra-curricular experiences across the city. 	Cllr Sarah Merry	Education & Lifelong Learning
Deliver the new schemes in accordance with the Band B 21 st Century School Programme of school investment between April 2019 and 2024 to: <ul style="list-style-type: none"> Increase the number of school places available; Improve the condition of school buildings; Improve the teaching and learning environment. 	Cllr Sarah Merry	Education & Lifelong Learning and Economic Development
Work with developers to deliver up to eight new primary schools and two new secondary schools as part of the Local Development Plan, for Plasdŵr and St Edeyrn's.	Cllr Sarah Merry	Education & Lifelong Learning
Deliver enhancements to the school estate through a two-year programme of asset renewal and target investment in schools that require priority action by March 2021	Cllr Sarah Merry	Education & Lifelong Learning and Economic Development
Reshape and enhance specialist provision and services for pupils with additional learning needs to ensure sufficient, high-quality provision is available to meet the current and projected need from 2019 to 2022.	Cllr Sarah Merry	Education & Lifelong Learning
Support Cardiff schools to draw on Cardiff's unique context as the new Curriculum for Wales is introduced for all year groups between 2022 and 2026, including: <ul style="list-style-type: none"> Piloting joint working between schools, higher education and employers by 2022. 	Cllr Sarah Merry	Education & Lifelong Learning
Invest in digital infrastructure, equipment and new learning technologies for schools to support the implementation of Curriculum for Wales 2022.	Cllr Sarah Merry	Education & Lifelong Learning

Appendix 1

<p>Improve the physical and emotional well-being of learners through the Healthy Schools scheme, with initiatives including:</p> <ul style="list-style-type: none"> • Relationships and Sexuality Education – Development and launch of a Healthy Relationships Education Directory and resources on menstruation and sustainable period products • Promotion of Healthy Eating - Programmes supporting the National ‘Veg Power’ campaign, development of a pupil-led healthy lunchbox toolkit • Supporting the Cardiff Met Open Campus Programme and other initiatives. 	<p>Cllr Sarah Merry</p>	<p>Education & Lifelong Learning</p>
<p>Deliver a Community-Focused Schools Policy that recognises and builds on the role of the school at the heart of the community.</p>	<p>Cllr Sarah Merry</p>	<p>Education & Lifelong Learning</p>
<p>Launch a school workforce strategy to recruit, retain and develop staff at all levels in Cardiff by March 2021.</p>	<p>Cllr Sarah Merry</p>	<p>Education & Lifelong Learning</p>
<p>Strengthen school governance, by enhancing governor training, encouraging shared capacity building between school governing bodies, developing Federation models where these would add value and extensive promotion and marketing campaigns to attract new governors into Cardiff schools.</p>	<p>Cllr Sarah Merry</p>	<p>Education & Lifelong Learning</p>
<p>Support young people into education, employment or training by delivering the Cardiff Commitment, with a focus during the academic years 2019/20 and 2020/21 on:</p> <ul style="list-style-type: none"> • Creating school/business partnerships to deliver experiences of work and target skills development in the key economic growth sectors of the Cardiff Capital Region; • Delivering targeted programmes of engagement and support for our most vulnerable young people; • Developing and promoting Apprenticeship options for young people aged 16 – 19 with partners; • Developing a community benefits framework, via the procurement of council goods and services, that delivers meaningful opportunities to young people. 	<p>Cllr Sarah Merry & Cllr Graham Hinchey</p>	<p>Education & Lifelong Learning, and Economic Development</p>

Supporting Vulnerable Children and Families – Improving Outcomes for All Our Children

Steps	Lead Member	Lead Directorate
Deliver an integrated model of Youth Support Services , built on high-quality youth work, to remove barriers to engagement and participation by April 2021.	Cllr Sarah Merry	Education & Lifelong Learning
Enable all young people with additional learning needs- who are known to social services- to play an active and central role in planning for their transition to adulthood during the year.	Cllr Graham Hinchey	Social Services
Improve mental health and emotional well-being for young people by working in partnership to deliver an integrated approach to children and young people's emotional and mental health support across the child's journey by March 2023 by: <ul style="list-style-type: none"> • Reviewing the effectiveness of the Integrated referrals for the Barnardo's Family Wellbeing Service through the Family Gateway; • Developing an approach to joint assessment across Early Help teams and commissioned services to ensure family needs are met by June 2020; • Working with the Cardiff and Vale University Health Board to recruit two Young People's Emotional Health and Wellbeing specialists, to work alongside the Family Help, Support4Families and Cardiff Parenting teams by June 2020; • Working with the Cardiff and Vale University Health Board to develop trusted referrer pathways from Early Help teams, into the proposed NHS Single Point of Access Emotional and Mental Health Hub by January 2021. • Piloting the role of resilience workers with the Health Board, to build capacity for schools to address the numbers of children affected by multiple adverse childhood experiences. • Delivering emotional and mental health support for young people through Youth Work intervention and the Curriculum for Life programme by April 2021. 	Cllr Sarah Merry & Cllr Graham Hinchey	Education & Lifelong Learning, People & Communities, and Social Services
Continue to reduce the impact of adverse childhood experiences on their well-being by: <ul style="list-style-type: none"> • Developing new ways to review and monitor progress and impact of the Family Gateway, Family Help and Family Support teams by March 2021. • Further developing the Family Gateway, Family Help and 0-16 Parenting Services by incorporating the Disability Team around the Family and Disability Parenting into these services, with the aim of providing a more inclusive approach to supporting families by March 2021. 	Cllr Graham Hinchey & Cllr Sarah Merry	People & Communities, and Social Services

<p>Enable more children to be placed nearer to home by December 2022 by:</p> <ul style="list-style-type: none"> Implement the Action Plans arising from the Commissioning Strategy by December 2022, including: <ul style="list-style-type: none"> Supporting children to return safely to their own homes during the year using a Reunification Framework. Re-shaping respite provision by March 2021 to offer flexible short-break opportunities including emergency provision for children with disabilities. Redesigning our Local Authority Fostering Service by December 2020 to increase our numbers of Cardiff foster carers homes for children. Launching a new residential assessment centre by March 2021. Developing accommodation sufficiency for vulnerable young people and those leaving care by December 2022. Developing an effective recruitment plan with the Regional Adoption Service to increase the number of adoptive placements by March 2021. 	Cllr Graham Hinchey	Social Services
<p>Continue to develop and support the workforce by reducing permanent vacancies in the children's social services workforce by implementing a recruitment and retention strategy and refreshed workforce plan by March 2022, including:</p> <ul style="list-style-type: none"> Introducing a Market Supplement by April 2020; Increasing tailored recruitment campaigns linked to this new offer; Implementing longer term proposals to retain social workers in Cardiff, through ensuring competitive rates of pay and that social workers are fully supported by April 2021. 	Cllr Graham Hinchey	People & Communities
<p>Roll out the locality working model for children's services and review impact to better support families.</p>	Cllr Graham Hinchey	Social Services
<p>Implement the renewed Corporate Parenting strategy action plan by March 2023 to improve outcomes and well-being for Children Looked After by:</p> <ul style="list-style-type: none"> Developing partnership arrangements around access to education and education attainment for children looked after. Improving transition and progression into education, employment or training for care leavers by March 2021. 	Cllr Graham Hinchey	Social Services, and Education & Lifelong Learning
<p>Implement a new service to support young carers by March 2021.</p>	Cllr Graham Hinchey	Social Services

Key Performance Indicators

Indicators which tell us if the Council is delivering effectively

All children and young people in Cardiff experience high-quality education

Indicator	Target
The percentage of Cardiff schools that are bronze, silver or gold Rights Respecting Schools.	50%
The percentage of Cardiff Schools where standards/current performance are judged to be good or excellent, based on their most recent Estyn inspection.	Not applicable due to the suspension of inspections for one year from September 2020.
The average Capped Nine Points Score achieved by Key Stage 4 pupils.	375
The attainment gap in the Capped Nine Points Score at the end of Key Stage 4 for those eligible for Free School Meals and those not.	65
Key Stage 4 average points score (Literacy)	42.0
Key Stage 4 average points score (Numeracy)	40.0
Key Stage 4 average points score (Science)	38.5
Key Stage Welsh Baccalaureate Skills Challenge Certificate	38.0
The percentage of Year 11 leavers making a successful transition from compulsory schooling to education, employment or training:	
• All pupils	98.5%
• Pupils educated other than at school	92.0%
The percentage of pupils achieving 3 'A' levels at grade A* to C.	70.4%
The percentage attendance:	
• Primary	95.0%
• Secondary	94.2%
The percentage of children securing one of their top choices of school placement:	
• Primary (of top three preferences)	96.6%
• Secondary (of top five preferences)	91.0%
The proportion of asset renewal budget spend in the financial year 2020/21.	60%

Supporting Vulnerable Children and Families – Improving Outcomes for All Our Children

Indicator	Target
The percentage attendance of looked after pupils whilst in care in secondary schools.	94.2%
The percentage of all care leavers in education, training or employment 12 months after leaving care.	55%
The percentage of all care leavers in education, training or employment 24 months after leaving care.	55%
The percentage of Year 11 leavers making a successful transition from compulsory schooling to education, employment or training for Children Looked After by Cardiff Council.	90%
Of the total number of Children Looked After:	
• Number of Children Looked After placed with parents.	No target, but under constant review
• Number of Children Looked After in kinship placements.	Increase where appropriate
• Number of Children Looked After fostered by Local Authority foster carers.	Increase actual to 120 and as a percentage of overall population
• Number of Children Looked After fostered by external foster carers.	Reduce as a percentage of overall population
• Number of Children Looked After placed in residential placements.	Reduce and increase provision in Cardiff
• Number of Children Looked After supported to live independently.	No target
• Number of Children Looked After placed for adoption.	No target
• Number of children looked after in other placements, such as prison; secure accommodation; supported lodgings; home office unregulated placements.	No target
The percentage of children with a Placement Order not placed for adoption within 12 months of Order.	TBC
The percentage of Children Looked After in regulated placements who are placed in Cardiff.	60%
The percentage of families referred to Family Help, showing evidence of positive distance travelled.	70%
The percentage of Children Looked After in regulated placements who are placed outside a 20-mile radius of Cardiff.	No target
The percentage of Children's Services Social Work posts filled by vacancies.	TBC
Early Help:	
Number of people supported through the Family Gateway.	7,500
Number of people supported by the Family Help Team.	1,500
Number of people supported by the Support4Families Team.	1,800

Well-being Objective 2:

Cardiff is a great place to grow older

Work with people with care and support needs, helping them to live the lives they want to lead

Steps	Lead Member	Lead Directorate
Fully implement enabling support and care using a new model of intermediate tier care and support by March 2021 to include: <ul style="list-style-type: none"> • New model of Community Resource Teams; • Single point of access; • New model of residential reablement. 	Cllr Susan Elsmore	Social Services
Commence the phased implementation of the new way of delivering domiciliary care by November 2020 that fully reflects local and community provision and the priorities of the Older Persons Housing Strategy.	Cllr Lynda Thorne & Cllr Susan Elsmore	Social Services
Deliver the Older Persons Housing Strategy to support independent living , fully understanding older people's housing needs and aligning work between Council and Health Services including: <ul style="list-style-type: none"> • Working to build and refurbish 'care-ready' schemes for older people; • Continuing the development of person-centred information, advice and assistance for older people and those with disabilities; including the development of performance measures for the service; • Developing innovative models of care, support and nursing services. 	Cllr Lynda Thorne & Cllr Susan Elsmore	People & Communities, and Social Services
Continue the work on complex hospital discharge with partners through an integrated multi-agency approach to reduce the number of people experiencing failed or delayed discharge	Cllr Susan Elsmore	Social Services
Address social isolation and enhance quality of life of older people by developing community co-ordination, enhancing inter-generational working with schools, Hubs, community groups, and private sector partners.	Cllr Susan Elsmore, Cllr Lynda Thorne & Cllr Sarah Merry	People & Communities, and Education & Lifelong Learning

Become a Dementia Friendly and an Age Friendly City

Steps	Lead Member	Lead Directorate
<p>As a Dementia Friendly City, support those affected to contribute to, and participate in, mainstream society by:</p> <ul style="list-style-type: none"> • Undertaking Dementia Friends training across the Authority with the aim of 100% compliance amongst Council staff by April 2021; • Developing a school engagement programme to encourage more intergenerational activities and events; • Encouraging businesses to become Dementia Friendly by delivering the Council's awareness and engagement programme; • Developing a dementia-focused website by April 2020 to support those with dementia, carers, families as well as businesses who want to better support those with dementia; • Delivering locality-focused dementia awareness events. 	Cllr Susan Elsmore	Social Services

Key Performance Indicators

Indicators which tell us if the Council is delivering effectively

Work with people with care and support needs, helping them to live the lives they want to lead

Indicator	Target
The percentage of clients who felt able to live independently in their homes following support from Independent Living Services.	95%
The number of people who accessed the Community Resource Team.	2,000
The total hours of support provided by the Community Resource Team.	60,000
The number of people in residential care aged 65 or over per 10,000 population.	100
The percentage of new cases dealt with directly at First Point of Contact with no onward referral to Adult Services.	70-80%
The average number of calendar days taken to deliver a Disabled Facilities Grant (from initial contact to certified date).	185
The % of people who feel reconnected into their community through intervention from Day Opportunities team	85%
The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over.	4.9

Become a Dementia Friendly and an Age Friendly City

Indicator	Target
The percentage of Council staff completing Dementia Friends training.	100%
The number of businesses pledging their commitment to work towards becoming Dementia Friendly.	80
The number of Dementia Friendly City events held.	300

Well-being Objective 4:

Safe, confident and empowered communities

Step	Lead Member	Lead Directorate
Work to end the city's housing crisis by driving up the standards in the private rented housing sector and in the city's high-rise buildings by taking enforcement action against rogue agents and landlords letting and managing properties.	Cllr Lynda Thorne	People & Communities
Invest in the regeneration of local communities by: <ul style="list-style-type: none"> • Completing Phase 2 of the Maelfa redevelopment scheme by September 2021 • Implementing improvement schemes for existing housing estates across the city based on the priorities identified in the current Estate Regeneration Programme and designing a new programme to co-ordinate with wider new housing initiatives in and around existing communities; • Securing Welsh Government Targeted Regeneration Investment Programme funding to deliver regeneration initiatives in the South Riverside Business Corridor; • Submit an outline planning application for the Channel View Regeneration Scheme by October 2020 • Delivering projects identified in the three-year programme for Neighbourhood Renewal Schemes based on ideas submitted by Ward Members. 	Cllr Lynda Thorne	People & Communities
Continue to deliver the Community Hubs programme, in collaboration with partners, including: <ul style="list-style-type: none"> • Progressing plans for Youth Hubs in the City Centre, Butetown and Ely; • Working with the Health Board on the Cardiff Royal Infirmary, Maelfa Hub and other Hubs within the North District; • Ensuring people are connected with local service providers and activities in their neighbourhood through Community Inclusion Officers. 	Cllr Lynda Thorne	People & Communities

Appendix 1

<p>Create safe and cohesive communities by:</p> <ul style="list-style-type: none"> • Implementing with partners a targeted approach to tackling crime and anti-social behaviour in Butetown and Splott as identified priority areas in 2020. • Working in partnership with the newly established Violence Prevention Unit at South Wales Police to develop a preventative approach to tackling violence and organised crime by March 2021. • Strengthening governance and delivery arrangements in the Youth Offending Service by May 2020, implement new approaches to reduce offending and reoffending rates by January 2021 • Delivering the actions identified in the Cardiff & Vale of Glamorgan Violence against Women, Domestic Abuse and Sexual Violence Strategy 2018-2023 including the launch of a regional service for male victims by September 2020. • Implement the Welsh Government's Community Cohesion Delivery Plan. • Implement the Cardiff PREVENT Strategy by 2021. 	<p>Cllr Lynda Thorne</p>	<p>People & Communities</p>
<p>Work with people with care and support needs, helping them to live the lives they want to lead by:</p> <ul style="list-style-type: none"> • Continuing the implementation of a strengths-based approach to social work practice to put individuals, families and communities at the centre of their own well-being by: <ul style="list-style-type: none"> - Continuing to implement Signs of Safety to embed strengths-based/safety-focussed approach to practice in partnership with families to support children to remain at home - Striving for excellence in practice by establishing and embedding strengths-based practice in Adult Services • Completing the move to locality working for all adult social services by 2023, aligning with primary, community and third sector services, with phase 1 completed by November 2020 • Adopting a new Adult Services Strategy by June 2020. 	<p>Cllr Susan Elsmore</p>	<p>People & Communities</p>
<p>Address specific health needs within targeted communities by working with partners to implement the 'Healthier Wales' proposals by 2021</p>	<p>Cllr Susan Elsmore</p>	<p>People & Communities</p>
<p>Develop and deliver enabling support and care by assisting people with disabilities and mental health issues to be more independent by:</p> <ul style="list-style-type: none"> • Embedding an all-age disability approach by March 2021; • Analysing the Learning Disability Provision and the current demand levels to inform future commissioning and build programmes by October 2020; • Working with the Police and Crime Commissioner to determine how pathways for people experiencing mental health issues can be improved by March 2021. 	<p>Cllr Susan Elsmore</p>	<p>People & Communities</p>

Appendix 1

<p>Ensure children and adults are protected from risk of harm and abuse by:</p> <ul style="list-style-type: none"> Implementing the Exploitation Strategy to encompass new and emerging themes of child and adult exploitation by March 2021; Embedding the new All Wales Safeguarding Procedures by March 2021 – in consultation with staff and partners – to ensure that adults and children at risk are protected from harm. Making significant progress across all Council directorates to address actions identified in corporate safeguarding self-evaluations by March 2021. 	<p>Cllr Graham Hinchey</p>	<p>People & Communities</p>
<p>Continue to lead an inclusive and open city to migrants, refugees and asylum seekers by co-ordinating local support and information to enable EU citizens to access the EU Settlement Scheme by January 2020.</p>	<p>Cllr Susan Elsmore</p>	<p>People & Communities</p>
<p>Promote and support the growth of the Welsh Language to help meet the Welsh Government's 'Cymraeg 2050: A million Welsh speakers' strategy by:</p> <ul style="list-style-type: none"> Delivering Cardiff Council's commitments in the city-wide Bilingual Cardiff Strategy 2017-2022; 	<p>Cllr Huw Thomas</p>	<p>People & Communities</p>
<p>Support grass-roots and community sports by:</p> <ul style="list-style-type: none"> Working with partners to develop strategic plans for the development of sport and physical activity from March 2020 that secure increases in participation, attract investment, improve health and inequality and ensure sustainability of provision. Supporting the rollout of the 21st Century Schools Capital programme to influence design, programming and operation ensuring local community organisations have priority access in extracurricular time. 	<p>Cllr Peter Bradbury</p>	<p>Economic Development</p>
<p>Improve our parks and public spaces by:</p> <ul style="list-style-type: none"> Growing the number of parks in Cardiff which receive the Green Flag Award – the international standard for the management of parks and green spaces. Working with partners in order to bring forward proposals for increasing Cardiff's Tree Canopy as part of the One Planet Cardiff strategy by July 2020. Promoting the benefits and support the development of the volunteer movement, through the Friends Forum and community based platforms. Putting in place a renewal programme for improving playgrounds by May 2020. Working in partnership with Welsh Water to bring the Llanishen Reservoir site back into use for sailing and other recreational purposes. 	<p>Cllr Peter Bradbury</p>	<p>Economic Development</p>

Key Performance Indicators

Indicators which tell us if the Council is delivering effectively

Tackle the Housing Crisis

Measure	Target
Total number of new Council homes completed and provided.	650 cumulative

Invest in local communities

Measure	Target
The percentage of residents satisfied with completed regeneration projects.	90%
The number of visitors to libraries and Hubs across the city.	3,300,300
The percentage of customers who agreed with the statement 'Overall the Hub met my requirements/ I got what I needed'.	95%
The number of visits (page views) to the volunteer portal.	70,000

Ensure children and adults are protected from risk of harm and abuse

Measure	Target
The percentage of Council staff completing Safeguarding Awareness Training.	100%
The percentage of Council staff completing the Level 1 online module of the National Training Framework on violence against women, domestic abuse and sexual violence as a percentage of all staff.	100%
The percentage of high-risk domestic abuse victims referred by South Wales Police attempted contact by the specialist service within one calendar day of receiving the referral.	90%
The percentage of adult protection enquiries completed within seven days.	99%

Support young people at risk of falling into crime

Measure	Target
The number of first time entrants into the Youth Justice System	TBC
The percentage of children re-offending within six months of their previous offence.	TBC

Promote the Welsh Language

Measure	Target
The number of staff with Welsh language skills.	20% increase by 2021/22
The number of staff attending Welsh courses.	10% increase by 2021/22

Support grass-roots and community sports

Measure	Target
The number of visits to Local Authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity.	2% increase on 2019/20

Improve our parks and green spaces

Measure	Target
The number of Green Flag parks and open spaces.	14
The number of volunteer hours committed to parks and green spaces.	19,800