

# Delivering Capital Ambition

## Cardiff Council Corporate Plan 2022-25

Relevant Extracts for the Children & Young People Scrutiny Committee

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**Mae'r ddogfen hon ar gael yn Gymraeg hefyd.  
This document is also available in Welsh.**

## Leader's Foreword

When elected in 2017, my administration set out our five-year vision for Cardiff to become a greener, fairer and stronger capital city. To achieve this vision, we focused on promoting inclusive economic growth, addressing inequality, and managing the city's growth in a sustainable way, all whilst retaining an unrelenting focus on the performance of key Council services. Five years on, this Corporate Plan points to the progress made and reasserts our ambition for the city.

Children and young people have been at the heart of our plans as we work toward becoming a UNICEF Child Friendly City. As part of this approach, we have demonstrably prioritised investment in schools and improving outcomes for children and young people. Since 2017, our Education Service has seen significant and sustained improvements – with new schools delivered across the city and performance amongst the highest in Wales. The latest Estyn inspection report recognised the “*bold and ambitious vision for learners*”, the work undertaken to make “*education everyone's business in Cardiff*” and the excellent service being delivered.

Beyond ensuring good educational outcomes, we have made good progress in supporting young people thrive after leaving school. Through the Cardiff Commitment, over 300 employers now work with the Council to offer young people employment and training opportunities. We have leveraged the size and scale of our own organisation to make a difference, making at least 125 trainee and apprenticeship placements available for young people each year, creating a pipeline of opportunities.

As well as delivering new schools, we have built the first Council houses in Cardiff in a generation as part of one of the UK's most ambitious Council house-building programmes. As we are on track to deliver, we have now raised our aspirations further and pledged to deliver 4,000 new Council homes whilst implementing measures to accelerate delivery.

We are continuing to support the delivery of key Transport White Paper projects, including expanding on the Metro plans for new tram-train routes and stations across the city. 15 kilometres of new cycleways have either been delivered or are under construction, almost every school now has an active travel plan and communities across the city are safer for pedestrians and cyclists thanks to the roll-out of 20mph zones.

Our work to support the Cardiff economy has ensured that it continues to deliver opportunities for the people of Cardiff and the wider region. With almost four out of every five net new job in Wales created in Cardiff between 2015 and 2020, this work is of national economic significance. Momentum will be maintained with the development of Central Square providing the city with its first central business district right next to a new regional transport hub.

We have championed the Living Wage across the public and private sectors and are proud that Cardiff has been awarded Living Wage City status. With over 160 employers now accredited Living Wage employers, Cardiff University has calculated that an additional £39m has gone into Cardiff's economy as a result.

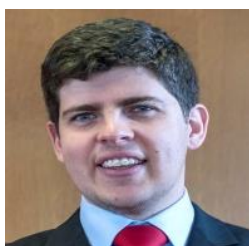
We have formally recognised climate emergency as the greatest challenge facing the city and taken major steps on the road to net zero. Since 2017, we have reduced our total carbon emissions from 23,958 t/CO<sub>2</sub>e (tonnes of carbon dioxide equivalent) to 12,800 t/CO<sub>2</sub>e, a year-on-year reduction of around 17%. As part of this work, we have opened a 9MW solar farm, progressed the first phase of a low-carbon, district heat network serving Cardiff Bay and added 36 new electric buses to the municipal bus fleet. To accelerate progress, we launched a new One Planet Cardiff Strategy to deliver a carbon neutral Council and city by 2030.

We have also led a city-wide response to the pandemic and, whilst the public health crisis has brought with it unprecedented challenges, it has brought out the best in the city, its communities and those who work on their behalf. At the start of the pandemic, tens of thousands of food parcels were delivered to our city's most vulnerable residents and hotels repurposed so that nobody need sleep on our city's streets, leading to our transformative 'No Going Back' homelessness strategy. Joint working with our partners across the public services has been taken to another level as we worked together to deliver the highly effective Test, Trace, Protect Service and a mass vaccination programme, at speed, to save lives.

With Covid-19 increasingly being considered a vaccine preventable disease, the Council will be turning its attention to leading a city-wide recovery. As well as being a devastating public health crisis, Covid-19 has brought significant economic hardship to bear, particularly on the poorest and most vulnerable. The Recovery and Renewal programme launched last year recognises the need to re-animate the city centre, protect jobs and support the recovery of key sectors. The effort to support the recovery should also, at every opportunity, seek to create lasting employment opportunities and support the transition to net zero. That is why this Corporate Plan contains a number of new commitments on leading a child friendly recovery, supporting the economic recovery, accelerating decarbonisation projects and delivering a programme of organisational development to lock in the benefits of hybrid working for staff and residents.

Clearly, we have made great progress since first launching our vision in 2017, however the journey doesn't stop there. With the talent and dedication of our staff and our partnerships with Trade Union colleagues, public service providers, communities, and organisations across the city, we can raise our sights even higher.

I remain confident that we can emerge even stronger post-Covid-19, and deliver a better future for our citizens, our businesses, for the Capital Region and for Wales.



**Cllr Huw Thomas** Leader of Cardiff Council

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## **Capital Ambition: Recovery and Renewal**

### **Leading a city-wide response to the Covid-19 pandemic**

Over the last two years, the Council and its public service partners have led the response to the pandemic, preventing the spread of the virus whilst ensuring the continued delivery of key frontline services and the protection of the city's most vulnerable people. From establishing a successful Test, Trace, Protect (TTP) service with its partners to supporting the local NHS roll-out of the vaccination programme, the Council has played an instrumental role in helping to keep staff and citizens safe.

In response to the extraordinary challenges presented by Covid-19, the Council has had to adapt a range of services to meet the latest advice and guidance issued by Public Health Wales and Welsh Government. Whilst this involved suspending the delivery of some services during lockdown, the Council's pandemic management response was centred on stopping the spread of the virus, ensuring the health and safety of staff and residents and ensuring the delivery of essential services, particularly to the most vulnerable.

Due to the success of the vaccination programme, as well as falling case numbers, the national policy direction is moving towards recognising Covid-19 as a vaccine-preventable disease, where immunisation is the most critical first line of defence. In preparation for the city emerging from the pandemic, the Council has set out its priorities for recovery and renewal, and for creating a greener, fairer and stronger city.

### **A Child Friendly Recovery**

The pandemic has had a particularly disruptive impact on children and young people's education, rights, well-being, and job prospects. A programme of activity has therefore been put in place to ensure that Cardiff's recovery and renewal post-Covid-19 is 'Child Friendly', with the voice, rights and interests of children and young people front and centre.

Over the course of 2020/21 the focus has been on the re-engagement and well-being of children and young people, through programmes such as last year's successful 'Summer of Smiles' and 'Winter of Well-being'; supporting schools to continue to provide high-quality learning; as well as supporting young people to thrive after leaving school. This has included enabling our young people to progress into the world of work, through initiatives such as the Cardiff Commitment and UK Kickstart scheme. While acknowledging that all children and young people have been affected by the disruption of the past year, it is clear that the impact of the pandemic has been greater for the city's most vulnerable children and young people. Support for young people, particularly vulnerable young people, is therefore a key feature of recovery plans.

The Council's Child Friendly Recovery agenda has been recognised by UNICEF UK, who have recommended that Cardiff submits its application for formal Child Friendly City Status later this year.

## **A Greener, Fairer, Stronger Recovery**

The Covid-19 pandemic has had a major impact on every aspect of city life. Due to lockdowns and restrictions, businesses have had to shut for extended periods, with certain sectors such as retail, hospitality, and close contact services, many of which are located in the city-centre, particularly affected. Different communities and groups of people will have also had very different experiences; the most impacted sectors tend to employ more young people, women, and people from an ethnic minority background. The cost-of-living crisis, the upcoming National Insurance increases and rising inflation and energy prices will put further pressure on the incomes of households across the city, and will likely hit vulnerable individuals and families the hardest.

In May 2021, the Council put forward its initial plans for a Greener, Fairer, Stronger city. After several months of consulting with residents, businesses, the cultural sector, and other stakeholders – with several child-friendly events held to gather the opinions of young people – a final strategy was published in December 2021. The strategy details how we can shape and lead the recovery and renewal of the capital city, to not just ‘bounce-back’ but ‘bounce-forward’. This includes placing a key focus on making the city centre attractive to visitors, workers, and businesses in a post-Covid landscape, retaining and building on our status as a major events city for both sports and culture, as well as ensuring the city remains healthy to live in with clean air, high-quality public spaces, parks, and green areas. It acknowledges that the city must continue to transition to net zero, develop the technology and knowledge sectors, attract high-quality investment and deliver jobs. All this will be supported by the development of a leading public transport network that makes business more competitive, connects people with opportunity and supports our One Planet aspirations.

### **One Planet Cardiff: Responding to the Climate Emergency**

Notwithstanding the depth of the Covid-19 crisis, the Council has recognised that climate change remains the defining global challenge of our generation.

Cardiff Council officially declared a climate emergency in 2019 and has since developed a One Planet Cardiff Strategy and Action Plan, which set out how we will respond and become carbon neutral as both a council and a city by 2030. In producing the strategy, the Council has completed a detailed carbon baselining and impact assessment. This has enabled an understanding of the current carbon position, both of Council operations and of the wider city, and what we must do to reduce our overall energy demand and reliance on fossil fuels.

Moving forward, the Council will progress projects that reduce Cardiff’s greenhouse gas emissions and sequester any residual emissions, such as the Cardiff Heat Network, Cardiff’s urban forest, private and Council housing retrofit, and a major programme of investment to support a shift to active and sustainable travel.

## **Organisational Recovery and Renewal**

Despite being one of the most challenging periods for Council services and staff, the pandemic has also been a time of significant change, dynamism and innovation, with almost all services having to adapt their operating models, new technologies being applied, partnership working on a depth and scale not seen before, and working from home and agile working becoming the norm.

While the pandemic still presents risks to a number of services, and a focus will need to be placed on their recovery over the year ahead, the Council wishes to build on the momentum and achievements of the past two years to help address complex public services delivery challenges that will come in the pandemic's wake. A major part of this agenda will be the transition to hybrid working, with the majority of non-front-line staff working in a more flexible way, supported by technology, but with a focus maintained on quality of service and outcomes for citizens.

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## **Well-being Objective 1:**

### **Cardiff is a great place to grow up**

Cardiff is already a good place for many of its children and young people to grow up, with a fast-improving school system alongside the advantages that a capital city can bring such as an extensive range of leisure, sporting, and cultural opportunities. However, as is the case nationally, there is still a significant gap in educational outcomes for certain groups of learners. Covid-19 has further exacerbated existing inequalities, with the daily lives of all children and young people disrupted by the pandemic – particularly the most vulnerable children. As the city emerges from the Covid-19 crisis, the Council is committed to a Child Friendly Recovery; understanding the lived experience of children and putting their voice, needs and rights at the heart of the renewal programme. A key part of this agenda is to ensure the well-being of vulnerable children, young people and families whilst securing the best possible outcomes. This is one of the Council's foremost responsibilities and will remain an ongoing priority.

#### **Our priorities for delivering Capital Ambition and leading the recovery in 2022/23:**

- **Supporting a Child Friendly recovery**
- **Continuing to deliver the Cardiff 2030 vision for education and learning**
- **Protecting the well-being of vulnerable children, young people and families**



## Progress Made

- **The health and safety of children, teachers and all school staff has been prioritised during the pandemic, with extensive work undertaken to diminish the disruption to learners in Cardiff.** Cardiff's response to the pandemic has been commended, with Estyn citing its *"sustained strategic leadership"*, noting that *"a strength of Cardiff's response to providing support for children and young people...was its collaboration with partners in the public and private sectors"*.
- In the absence of a National School Improvement Framework, **Cardiff has established robust arrangements for providing challenge and support to schools.**
- **School organisation consultations and proposals have continued**, despite delays in rolling out schemes. Recent proposals show commitment to increasing capacity in Welsh-medium schools and for learners with Additional Learning Needs.
- **A transformative ICT programme has been implemented to address the digital deprivation** experienced by some young people across the city.
- **The 'Summer of Smiles' re-engagement and well-being programme for children and young people was delivered as part of the Child Friendly Recovery**, which was attended by over 20,000 participants.
- **There has been a significant increase in the number of Rights Respecting Schools in Cardiff**; 60.6% of schools have received a bronze, silver or gold award as of January 2022. This compares to 51.1% in 2020/21.
- **Welsh-medium primary school provision has continued to grow**, with 764 pupils allocated Reception places at Welsh-medium primary schools in 2020/21, **representing a record 18.5% of the total intake** across the city. This expansion directly supports the Welsh Government's ambition of one million Welsh speakers in Wales by 2050.
- **Support to improve the educational outcomes of Children Looked After has improved significantly** with the adoption of a new Corporate Parenting Strategy. Information sharing practices, particularly within Children's Services, have enhanced and additional capacity has been established within the Looked After Children in Education team.
- **The Council has sustained a reduction in learners not progressing to education, employment, or training (EET).** In 2021, 98.5% of learners progressed.
- **The Youth Service has continued to provide enhanced support to learners at risk of disengagement throughout the pandemic**, including the development of a digital youth offer.

- **The Cardiff Commitment team has worked with partners to continue to provide opportunities to support transition into the world of work**, including ‘Open Your Eyes’ weeks and Business Forums.
- **Cost avoidance savings of £4.5 million have been realised as a result of shifting the balance of care**, with real gains achieved in relation to in-house fostering provision for pre-school and primary age children.
- **There has been a significant reduction in the percentage of children’s social worker vacancies**; from 29% in March 2021 to 21% in December 2021.

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## Priorities for 2022/23

### **Supporting a Child Friendly recovery**

Supporting a Child Friendly recovery from the Covid-19 pandemic continues to be a key priority for the Council. Since March 2020, the pandemic has resulted in substantial changes to education, with several extended periods of school closures and a switch to online learning. Moving forward, the Council will do all that it can to ensure that all Cardiff schools can stay open and maintain safe learning environments for all pupils and staff whilst ensuring the impact of the pandemic has no lasting effect on attainment and outcomes, particularly for the city's most vulnerable learners.

Child friendly ambitions will continue to be considered throughout the delivery and development of other recovery and renewal plans, ensuring joint efforts and purposeful partnership across Council departments, public services, and partners across the city region. This includes progressing work to become the UK's first Child Friendly City; the UNICEF assessment is due to take place in autumn 2022.

### **Continuing to deliver the Cardiff 2030 vision for education and learning**

The Covid-19 pandemic has disrupted the daily lives of Cardiff's children and young people. Supporting schools to continue to provide high-quality learning, whilst protecting the well-being of learners, remains a key priority for the Council. As a result of the substantial changes to education, the Council is looking to reset the Cardiff 2030 Vision, considering the experiences of the last two years, with a view to publishing a three-year plan in the spring of 2022. The plan will consider the significant work required to progress reforms for Curriculum for Wales 2022 and Additional Learning Needs.

In the absence of a national Accountability & Assessment Framework in Wales, with no clarity on national arrangements for the examination cycle for 2021/22, a programme of work has been developed in Cardiff to support school improvement. This has strengthened collective intelligence around schools to ensure a systematic approach to school development plans and school improvement priorities, which will continue to be embedded. Greater alignment of the work of the Central South Consortium with the priorities of the Education & Lifelong Learning Directorate will be a priority over the next year.

A continued emphasis will be placed on improving outcomes for vulnerable groups, including pupils in receipt of free school meals, Children Looked After, and those educated other than at school, who may have been more adversely affected by the pandemic. With a significant increase in the number of requests for statutory assessments of Additional Learning Needs/ Special Educational Needs, as well as an anticipated increase in free school meal eligibility, the Council will also be mindful of additional demand challenges and associated delivery pressures whilst resetting the vision.

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

Like every Local Authority across the UK, Cardiff's Children's Services continue to face high and increasing demand and increases in case complexity, compounded by challenges with the recruitment of social workers. Demand pressure is reflected throughout the child's journey, including increasing demand on services to address children's mental health and emotional well-being.

To respond to this demand, work will continue to shift the balance of care, which will help to ensure that children are supported with the lowest safe level of intervention whilst receiving the right help in the right place, at the right time. Key initiatives to deliver this crucial commitment include embedding the Reunification Framework across Children's Services – helping children to remain at home with their families where it is safe for them to do so – and implementing a new Reviewing Hub to ensure that cases are appropriately stepped up or down.

A sharp focus will continue to be placed on working with partners to identify and address any safeguarding concerns, particularly protecting vulnerable young people from criminal exploitation and addressing the recent rise in serious youth violence.

In terms of recruitment challenges, the Council will place a focus on workforce development by maintaining momentum with improvements to practice and working to attract more newly-qualified and experienced social workers to Cardiff.

Furthermore, to support the emotional health and mental well-being of children, a whole-system approach is needed, including specialist services for those who need them. Working with partners, frameworks that focus on preventative measures and building resilience will be implemented moving forward.

## What we will do to make Cardiff a great place to grow up

### Supporting a Child Friendly recovery

Ref	We will:	Lead Member	Lead Directorate
S1.1	<b>Promote and fulfil children's rights</b> by submitting for recognition as a Child Friendly City by September 2022.	<b>Cllr Sarah Merry</b>	<b>Education &amp; Lifelong Learning</b>
S1.2	<b>Support the safe operation of schools and learning environments for all pupils and staff in line with Covid guidance during 2022/23.</b>	<b>Cllr Sarah Merry</b>	<b>Education &amp; Lifelong Learning</b>
S1.3 (New)	<b>Support schools to improve pupil attendance</b> following the Covid-19 pandemic, in particular to tackle persistent absenteeism.	<b>Cllr Sarah Merry</b>	<b>Education &amp; Lifelong Learning</b>
S1.4 (New)	<b>Support the business intelligence priorities for supporting children and young people in Cardiff</b> by: <ul style="list-style-type: none"> <li>Developing a children and young people data dashboard;</li> <li>Scoping the resource and requirements for a single integrated view of the child;</li> <li>Working to improve data quality for the Council's identified data priorities.</li> </ul>	<b>Cllr Graham Hincley &amp; Cllr Sarah Merry</b>	<b>Performance &amp; Partnerships</b>

Ref	Key Performance Indicator	Target
K1.1	The percentage of Cardiff schools that are bronze, silver or gold Rights Respecting Schools	<b>75%</b>
K1.2	The percentage of children and young people between the age of 8 and 18 who are aware of their rights	<b>85%</b>
K1.3	The percentage of children and young people between the age of 8 and 18 who state they are able to do their best to learn and progress at school all or most of the time	<b>90.9%</b>
K1.4	Percentage Attendance: Primary	<b>Monitor KPI, but no target set</b>
K1.37 (New)	The percentage of persistent absence (below 50% threshold) in primary schools	<b>Monitor KPI, but no target set</b>
K1.5	Percentage Attendance: Secondary	<b>Monitor KPI, but no target set</b>
K1.38 (New)	The percentage of persistent absence (below 50% threshold) in secondary schools	<b>Monitor KPI, but no target set</b>
K1.6	Percentage Attendance: Looked after pupils whilst in care in secondary schools	<b>Attendance to be equivalent to Cardiff average</b>

## Continuing to deliver the Cardiff 2030 vision for education and learning

Ref	We will:	Lead Member	Lead Directorate
S1.5 (New)	<p><b>Continue to co-ordinate admissions arrangements for all schools in Cardiff</b> by:</p> <ul style="list-style-type: none"> <li>Integrating all primary faith schools into the Co-ordinated Admission Arrangements by the 2023 admissions round;</li> <li>Working to include all secondary faith schools into the Co-ordinated Admission Arrangements, subject to the agreement of the Governing Bodies.</li> </ul>	Cllr Sarah Merry	Education & Lifelong Learning
S1.6	<p><b>Deliver the new schemes in accordance with the Band B 21<sup>st</sup> Century School Programme of school investment between April 2019 and 2026</b> to:</p> <ul style="list-style-type: none"> <li>Increase the number of school places available;</li> <li>Improve the condition of school buildings;</li> <li>Improve the teaching and learning environment;</li> <li>Reshape and enhance specialist provision for pupils with additional learning needs.</li> </ul>	Cllr Sarah Merry	Education & Lifelong Learning
S1.7	<p><b>Deliver up to eight new primary schools and two new secondary schools by 2030</b> through the Local Development Plan in line with any Section 106 agreements and statutory approvals.</p>	Cllr Sarah Merry	Education & Lifelong Learning
S1.8	<p><b>Deliver enhancements to the school estate</b> through a rolling programme of asset renewal and target investment in schools that require priority action by March 2023.</p>	Cllr Sarah Merry	Education & Lifelong Learning, and Economic Development
S1.9	<p><b>Begin to develop a strategic framework for the future prioritisation of 21<sup>st</sup> Century School and Local Development Plan investment.</b></p>	Cllr Sarah Merry	Education & Lifelong Learning
S1.10	<p><b>Invest in digital infrastructure, equipment and new learning technologies</b> for schools and learners in line with the Schools ICT strategy and Welsh Government digital best practice:</p> <ul style="list-style-type: none"> <li>Continue to improve the pupil-to-ICT device ratio in all schools to achieve the long-term aspiration of one device for every pupil in every Cardiff school;</li> <li>Complete a refresh of all audio-visual equipment in all school classrooms by March 2026;</li> </ul>	Cllr Sarah Merry	Education & Lifelong Learning

	<ul style="list-style-type: none"> <li>Ensure that every pupil has access to appropriate Wi-Fi connectivity away from school by working with the telecommunications companies to continue to provide mobile Wi-Fi solutions to those pupils requiring support.</li> </ul>		
S1.11	<b>Deliver the ten-year Welsh Education Strategic Plan (WESP)</b> in line with the Bilingual Cardiff Strategy 2022-27 and agree a three-year delivery plan.	<b>Cllr Sarah Merry</b>	<b>Education &amp; Lifelong Learning</b>
S1.12	<b>Improve outcomes for children and young people with additional learning needs</b> through successful implementation of the Additional Learning Needs Code by 2024.	<b>Cllr Sarah Merry</b>	<b>Education &amp; Lifelong Learning</b>
S1.13	<b>Support Cardiff schools to work towards the introduction of the Curriculum for Wales 2022</b> , for roll-out from September 2022 for all year groups in primary school and Year 7 in secondary school, Year 8 rollout from September 2023, and then year-on-year until it is introduced to Year 11 in 2026.	<b>Cllr Sarah Merry</b>	<b>Education &amp; Lifelong Learning</b>
S1.14 (New)	Work with the Central South Consortium to <b>deliver school improvement and measure school performance</b> as the new accountability and assessment framework emerges.	<b>Cllr Sarah Merry</b>	<b>Education &amp; Lifelong Learning</b>
S1.15	<b>Expand and enhance the Cardiff Commitment</b> with city partners to raise the ambitions, opportunities and skills of children and young people, in particular to: <ul style="list-style-type: none"> <li>Improve the offer available to the city's most vulnerable children and young people (including those with additional learning needs and those educated other than at school (EOTAS));</li> <li>Improve the accessibility of post-16 education, training and employment pathways;</li> <li>Open up enhanced social value opportunities through procurement and planning frameworks;</li> <li>Support schools to develop meaningful, authentic learning through a range of experiences and contexts, in line with the ambitions of the Curriculum for Wales 2022.</li> </ul>	<b>Cllr Sarah Merry</b>	<b>Education &amp; Lifelong Learning</b>

S1.16 (New)	<b>Deliver an integrated model of youth support services</b> , built on high-quality youth work, to remove barriers to engagement and participation by March 2023.	<b>Cllr Sarah Merry</b>	<b>Education &amp; Lifelong Learning</b>
S1.17	<b>Develop and embed an approach for Community-Focused Schools</b> to enhance the relationship between schools and communities, with a focus on supporting the continued learning and well-being of vulnerable children and families.	<b>Cllr Sarah Merry</b>	<b>Education &amp; Lifelong Learning</b>
S1.18	<b>Continue to deliver the 'Passport to the City'</b> model with the Children's University and Cardiff University to open up extra-curricular activities to all children and young people in Cardiff, including annual evaluation to assess impact and sustainability over the next two years.	<b>Cllr Sarah Merry</b>	<b>Education &amp; Lifelong Learning</b>

<b>Ref</b>	<b>Key Performance Indicator</b>	<b>Target</b>
K1.9	Asset renewal spend	<b>£20m</b>
K1.11	The percentage of children securing one of their top choices of school placement: Primary (of top three preferences)	<b>97.5%</b>
K1.12	The percentage of children securing one of their top choices of school placement: Secondary (of top five preferences)	<b>92.5%</b>
K1.35 (New)	The number of added formal Additional Learning Needs places delivered across the city <i>(Target to be achieved by September 2022)</i>	<b>290</b>
K1.7	The percentage of all pupils in Year 11 leavers making a successful transition from statutory schooling to education, employment or training	<b>98.5%</b>
K1.8	The percentage of EOTAS learners leaving Year 11 making a successful transition from statutory schooling to education, employment or training	<b>92%</b>

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

<b>Ref</b>	<b>We will:</b>	<b>Lead Member</b>	<b>Lead Directorate</b>
S1.19 (New)	<b>Support mental health and emotional well-being for children and young people</b> by: <ul style="list-style-type: none"> <li>Engaging with the Starting Well Partnership priority to further embed NEST/ NYTH, a person-centred, multi-agency approach to supporting emotional well-being and mental health,</li> </ul>	<b>Cllr Sarah Merry</b>	<b>Education &amp; Lifelong Learning</b>



	<p>with the ‘whole school’ approach at its heart;</p> <ul style="list-style-type: none"> <li>• Rolling out THRIVE and Family THRIVE further;</li> <li>• Embedding the use of updated guidance on exclusions, managed moves, and Person-Centred Plans.</li> </ul>		
S1.20	<p><b>Deliver an integrated approach to emotional and mental health support for children and young people by:</b></p> <ul style="list-style-type: none"> <li>• Working with the Cardiff and Vale University Health Board (UHB) to: <ul style="list-style-type: none"> <li>– Establish, review and revise trusted two-way referral pathways from Early Help Teams to the new NHS Single Point of Access;</li> <li>– Implement any recommendations coming out of the Cardiff &amp; Vale Integrated Model for Emotional Health &amp; Wellbeing;</li> <li>– Secure the permanent role of the Primary Mental Health Specialists within Early Help and seek to build on this, to support children with neuro-developmental differences;</li> <li>– Develop pathways and provision of services for children with serious mental health and emotional well-being issues;</li> </ul> </li> <li>• Working with Cardiff &amp; Vale UHB and Platform to ensure parents/carers of children with emotional mental health needs can feel equipped to effectively support their children.</li> </ul>	<p><b>Cllr Sarah Merry &amp; Cllr Graham Hinchey</b></p>	<p><b>Children’s Services, and Adult Services, Housing &amp; Communities</b></p>
S1.21	<p><b>Ensure that the support requirements of vulnerable young people are identified early</b> and responded to by:</p> <ul style="list-style-type: none"> <li>• Strengthening the application of Vulnerability Assessment Profiling to include integration with Youth Justice Service caseloads;</li> <li>• Adopting the Voice of Young People on Safeguarding plan;</li> <li>• Ensuring equitable and inclusive access to education for all, through the delivery of the EOTAS Plan;</li> </ul>	<p><b>Cllr Sarah Merry &amp; Cllr Graham Hinchey</b></p>	<p><b>Education &amp; Lifelong Learning, Children’s Services and Adult Services, Housing &amp; Communities</b></p>

	<ul style="list-style-type: none"> <li>Revisiting the Early Help Pathway into the Violence Prevention Service with the Violence and Prevention Unit to ascertain if the Early Help Pathway is the best route for these referrals, and if so, seek to promote this;</li> <li>Continuing to work with South Wales Police to roll out of the Vulnerability Change Programme across the city.</li> </ul>		
S1.22	<p><b>Continue to reduce the impact of adverse childhood experiences on children’s well-being</b> by:</p> <ul style="list-style-type: none"> <li>Developing new referral pathways with the NSPCC for families to access the ‘Pregnancy In Mind’ and ‘In Control’ services by July 2022;</li> <li>Promoting access to Flying Start Outreach and Early Positive Approaches to Support (EPATS);</li> <li>Enhancing the ‘Thinking Together Conversations’ approach with partners to embed the model</li> <li>Working with partners to implement and refine the referral pathways into parenting support, as part of the Removal of Defence of Reasonable Chastisement legislation, by November 2022;</li> <li>Rolling out the use of Video Interaction Guidance across Cardiff Parenting Services, used with parents and care givers to support attunement between infants, children, young people and adults, by January 2023;</li> <li>Promoting case co-formulation and a joined-up offer from Cardiff Parenting Services and Barnardo’s Family Wellbeing Service to meet family need.</li> </ul>	<p><b>Cllr Graham Hinchey &amp; Cllr Sarah Merry</b></p>	<p><b>Adult Services, Housing &amp; Communities</b></p>
S1.23	<p><b>Complete the implementation of the ‘All Our Futures’ Youth Justice Strategy</b> and Improvement Plan and prepare a new two-year strategy to reduce offending and improve outcomes for young people.</p>	<p><b>Cllr Graham Hinchey</b></p>	<p><b>Children’s Services</b></p>
S1.24 (New)	<p><b>Improve outcomes for children and families</b> by embedding the Interventions Hub during the year, bringing Children’s Services support staff together into one</p>	<p><b>Cllr Graham Hinchey</b></p>	<p><b>Children’s Services</b></p>

	place to streamline and integrate support resources.		
S1.25	<b>Continue to develop and embed a locality approach</b> to service provision across case management teams.	<b>Cllr Graham Hinchey</b>	<b>Children's Services</b>
S1.26 (New)	<b>Monitor the progress of the Family Drug and Alcohol Court pilot</b> to determine its success in keeping families together.	<b>Cllr Graham Hinchey</b>	<b>Children's Services</b>
S1.27 (New)	Determine whether <b>an integrated service for young people</b> (using the North Yorkshire Model) should be implemented in Cardiff to improve the accessibility of services.	<b>Cllr Graham Hinchey</b>	<b>Children's Services</b>
S1.28	<b>Ensure that children receive the lowest safe level of intervention</b> by: <ul style="list-style-type: none"> <li>• Using the Reviewing Hub to ensure that cases are appropriately stepped up or down;</li> <li>• Re-shaping respite provision by March 2023 to offer greater flexibility in short-break opportunities, including emergency provision for children with disabilities;</li> <li>• Supporting children to return safely to their own homes using the Reunification Framework;</li> <li>• Reviewing Children Looked After who are placed with parents to appropriately revoke Care Orders.</li> </ul>	<b>Cllr Graham Hinchey</b>	<b>Children's Services</b>
S1.29	Continue to <b>increase the availability of accommodation with support options</b> in Cardiff during the year – across all age groups – for Children Looked After and young people leaving care.	<b>Cllr Graham Hinchey</b>	<b>Children's Services</b>
S1.30	<b>Implement the renewed Corporate Parenting Strategy 2021-24 action plan</b> to improve outcomes and well-being for Children Looked After.	<b>Cllr Graham Hinchey &amp; Cllr Sarah Merry</b>	<b>Children's Services, Education &amp; Lifelong Learning, and Adult Services, Housing &amp; Communities</b>
S1.31 (New)	<b>Embed the Quality Assurance framework in Children's Services case management teams</b> to improve quality of practice and outcomes across Children's Services by March 2023.	<b>Cllr Graham Hinchey</b>	<b>Children's Services</b>
S1.32	<b>Continue to develop and support the Children's Services workforce by reducing permanent vacancies and implementing</b>	<b>Cllr Graham Hinchey</b>	<b>Children's Services</b>

	<p><b>the recruitment and retention strategy during the year, including:</b></p> <ul style="list-style-type: none"> <li>Recruiting additional non-social work staff to allow social workers to focus on issues requiring social work qualifications;</li> <li>Focusing on mentoring and upskilling permanent and newly qualified staff to take on more complex cases and court cases.</li> </ul>		
S1.33 (New)	<p><b>Revise the Delivering Excellence in Children's Services Strategy</b> to set the direction for the service for 2022-25.</p>	<p><b>Cllr Graham Hinchey</b></p>	<p><b>Children's Services</b></p>
S1.34	<p><b>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</b> during the year by working closely with Adult Services in relation to:</p> <ul style="list-style-type: none"> <li>Children with disabilities;</li> <li>Care leavers known to the Personal Advisor Service.</li> </ul>	<p><b>Cllr Graham Hinchey</b></p>	<p><b>Children's Services</b></p>

Ref	Key Performance Indicator	Target
K1.14	The percentage of Children Looked After leaving Year 11 making a successful transition from statutory schooling to education, employment or training	<b>92%</b>
K1.15	The percentage of care leavers in categories 2, 3 and 4 <sup>1</sup> who have completed at least three consecutive months of employment, education or training in the 12 months since leaving care	<b>68%</b>
K1.16	The percentage of care leavers in categories 2, 3 and 4 <sup>1</sup> who have completed at least three consecutive months of employment, education or training in the 13-24 months since leaving care	<b>57%</b>

**Of the total number of Children Looked After:**

Ref	Key Performance Indicator	Target
K1.17	The number of Children Looked After placed with parents	<b>No target, but under constant review</b>
K1.18	The number of Children Looked After in kinship placements	<b>Increase where appropriate</b>
K1.19	The number of Children Looked After fostered by Local Authority foster carers	<b>150</b>

<sup>1</sup> Care Leavers in categories 2, 3 and 4 are those aged 16 or 17, those aged 18 or over and those young people who reconnect to care for education or training purposes. ([Section 104, Social Services and Well-being Act \(Wales\) 2014](#))

K1.20	The number of Children Looked After fostered by external foster carers	<b>No target, but under constant review</b>
K1.21	The number of Children Looked After placed in residential placements	<b>Reduce whilst increasing provision in Cardiff</b>
K1.22	The number of Children Looked After supported to live independently	<b>No target</b>
K1.23	The number of Children Looked After placed for adoption	<b>No target</b>
K1.24	The number of Children Looked After in other placements, such as prison, secure accommodation, supported lodgings and Home Office unregulated placements	<b>No target</b>

<b>Ref</b>	<b>Key Performance Indicator</b>	<b>Target</b>
K1.25 (New)	The percentage of children placed for adoption within 12 months of a Placement Order	<b>65%</b>
K1.26	The percentage of Children Looked After in regulated placements who are placed in Cardiff	<b>60%</b>
K1.27	The percentage of children in regulated placements who are placed within a 20-mile radius of Cardiff	<b>80%</b>
K1.28	The percentage of families referred to Family Help, showing evidence of positive distance travelled	<b>75%</b>
K1.29	The percentage of permanent Children's Services social work posts filled by agency staff	<b>18%</b>
K1.30	The number of people supported through the Family Gateway	<b>8,000</b>
K1.31	The number of people supported by the Family Help Team	<b>1,750</b>
K1.32	The number of people supported by the Support4Families Team	<b>2,250</b>
K1.33	The number of first-time entrants into the Youth Justice System	<b>70</b>
K1.34	The percentage of children re-offending within six months of their previous offence	<b>40%</b>
K1.36 (New)	The number of young people in receipt of a prevention service from the Youth Justice Service.	<b>Baseline</b>

## Well-being Objective 3: Supporting people out of poverty

The Covid-19 pandemic has had significant impacts beyond the public health crisis, with a number of existing inequalities deepening over the past two years. The cost-of-living crisis is also having an impact on many households with inflationary pressures making essential day-to-day items more expensive. The Council will therefore continue efforts to tackle poverty and reduce inequality in all its forms, ensuring that everyone who lives and works in Cardiff can contribute to and benefit from the city's success – a theme which runs throughout this Corporate Plan.

### Our priorities for delivering Capital Ambition and leading the recovery in 2022/23:

- **Supporting those most impacted by the economic crisis into work, education or training**

### Progress Made

- **Cardiff's Living Wage City Steering Group achieved all three of its targets ahead of the 2022 deadline** in October 2021, with a record 32 organisations in Cardiff – employing 1,986 people – receiving Living Wage accreditation in 2021. This means that over 160 organisations are now accredited in total, and 61,183 employees are working for a Living Wage employer. Furthermore, a total of 7,894 workers in Cardiff have received a pay rise to the real Living Wage. Cardiff University has calculated that **an additional £39m has gone into the Cardiff economy** as a result of uplifts to employees' salaries following their employer becoming an accredited Living Wage employer. In July 2021, the new Cardiff University Sbarc|Spark building **became the first Living Wage building in Wales.**

### Priorities for 2022/23

#### Supporting those most impacted by the economic crisis into work, education or training

The local labour market has been significantly impacted by the pandemic – with many people in the hardest-hit sectors losing their jobs – as well as by the acute shortages of HGV drivers, hospitality staff and social care staff. To address these challenges, our Into Work Service will continue bringing together employers and potential employees with suitable skills. By working with employers to identify in-demand skills, the Service can ensure that relevant training courses are being offered at the right time and in the right areas.

Following the UK's decision to leave the European Union, there is ongoing uncertainty over the future funding of some programmes undertaken by the Into Work Service. In advance of the full details of the new Shared Prosperity Fund, the ten Local Authorities of the Cardiff

Capital Region have sought to create a single, clear, consistent framework for future employability programmes in the region.

## What we will do to support people out of poverty

### Supporting those most impacted by the economic crisis into work, education or training

Ref	We will:	Lead Member	Lead Directorate
S3.2	<p><b>Better support people into work by further integrating employment support services</b> and working with partners when new schemes are developed. This will include:</p> <ul style="list-style-type: none"> <li>• Reviewing employment support services for our most vulnerable young people including those care-experienced or experiencing homelessness, and ensuring these services are fully meeting the clients' needs and addressing any gaps by October 2022;</li> <li>• Getting the best social value from Council contracts for employment and training opportunities including creating a new social value officer within the Into Work Service to ensure that opportunities offered are realised by July 2022;</li> <li>• Working with the Department of Work and Pensions and Careers Wales on new employment support schemes, creating effective referrals to and from the Into Work Service to best meet the needs of the client;</li> <li>• Supporting the Council's Economic Recovery Taskforce, ensuring that into work support is used to mitigate some of the impacts of the economic downturn, especially for the most vulnerable;</li> <li>• Monitoring and reviewing the success of the Cardiff Cares Academy and Cardiff Works Ready schemes by August 2022 and using these schemes as a blueprint to meet any new or emerging workforce demands in the city;</li> </ul>	<p><b>Cllr Chris Weaver &amp; Cllr Sarah Merry</b></p>	<p><b>Adult Services, Housing &amp; Communities</b></p>

	<ul style="list-style-type: none"> <li>• Bidding for alternative funding in preparation for the end of European Social Fund projects;</li> <li>• Rolling out the new Adult Learning service by September 2022 and monitoring the impact of this change, reviewing and amending any elements as required by January 2023.</li> </ul>		
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Ref	Key Performance Indicator	Target
K3.18 (New)	The number of new apprenticeship and trainee placements provided within the Council in year	<b>100</b>
K3.1	The total number of apprenticeship and trainee placements within the Council in year	<b>150</b>

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## Well-being Objective 4:

### Safe, confident and empowered communities

Communities are at the heart of well-being. They play a vital role in connecting people with the social networks and the day-to-day services we all depend on – as made evident during the Covid-19 pandemic. The Council will therefore prioritise activities to make sure that communities in Cardiff are safe, that people in Cardiff feel safe and that they have easy access to the services that they need. The Council will also continue to deliver services, at the local level, in a well-planned, connected, and integrated way.

#### Our priorities for delivering Capital Ambition and leading the recovery in 2022/23:

- **Working together to support a healthier and more active population**

#### Progress Made

- The roll-out of the Council's Hubs programme has seen the **opening of the Butetown Creative Hub**, supporting young people into the creative sector, as well as the **opening of refurbished Community Hubs in Whitchurch and Rhydypennau**, introducing additional and enhanced services to serve these communities.

#### Ensuring children and adults are protected from risk of harm and abuse

Over the coming year, the Council will continue to take forward the new joint Child and Adult Exploitation Strategy, which addresses all identified forms of exploitation, including modern slavery. This work will include developing a new approach to safeguarding young people from exploitation, working with partners to strengthen our response to exploitation and enhancing engagement with families and carers to support them in keeping our young people safe.

#### Working together to support a healthier and more active population

In light of the Covid-19 pandemic, supporting a healthier and more active population which is more resilient to future health crises will be a key priority. Working with partners, the Council will support the delivery of the 'Move More, Eat Well' plan to promote healthy weight, healthy food, active travel, and physical activity. As part of this approach, the Council will ensure alignment with other major strategies, such as Food Cardiff's 'Good Food Strategy 2021-2024' and the 'Physical Activity and Sport Strategy 2022-2027'. Furthermore, maintaining the quality of our award-winning parks and green spaces will continue to play a key part in the health and mental well-being of our residents. More broadly, the work of Shared Regulatory Services will continue to play a vital role in ensuring public health and public safety. Having played a crucial role in responding to the Covid-19 crisis, the service must now re-focus on core business provision in the context of rising demand pressures.

## What we will do to create safe, confident and empowered communities

### Ensuring children and adults are protected from risk of harm and abuse

Ref	We will:	Lead Member	Lead Directorate
S4.9 (New)	<p><b>Ensure that all people, however vulnerable, retain a voice in their care by:</b></p> <ul style="list-style-type: none"> <li>Ensuring our social workers take a strengths-based approach to mental capacity and ensure that as far as possible older people retain voice and control;</li> <li>Implementing the new Liberty Protection Safeguards legislation and mainstreaming these within our services;</li> <li>Recommissioning Advocacy Services in line with the commitments set out in the Cardiff and Vale Advocacy Strategy;</li> <li>Reviewing and enhancing our Direct Payments Services.</li> </ul>	Cllr Susan Elsmore & Cllr Graham Hinchey	Adult Services, Housing & Communities, and Children's Services
S4.14	<p><b>Undertake a review of commissioned services during the year to ensure that contract monitoring arrangements are in place and re-tendering process are timetabled based on contract end dates.</b></p>	Cllr Graham Hinchey	Children's Services
S4.15	<p><b>Ensure children and adults are protected from risk of harm and abuse by:</b></p> <ul style="list-style-type: none"> <li>Embedding the <b>Exploitation Strategy</b> to address new and emerging themes of child and adult exploitation by March 2023;</li> <li>Continuing to work with multi-agency partners to respond the rise in serious youth violence;</li> <li>Embedding the <b>corporate safeguarding self-evaluations</b> by March 2023;</li> <li>Continuing the work identified in the Adult Safeguarding Action Plan</li> </ul>	Cllr Graham Hinchey, Cllr Susan Elsmore & Cllr Chris Weaver	Adult Services, Housing & Communities, Children's Services, and Performance & Partnerships

	and monitoring the volume of referrals received.		
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Ref	Key Performance Indicator	Target
K4.25 (New)	The number of children reported during the year where child exploitation was a factor including child sexual exploitation, child criminal exploitation and child trafficking	<b>Not appropriate to set target</b>

## Working together to support a healthier and more active population

Ref	We will:	Lead Member	Lead Directorate
S4.28	<p><b>Support grass-roots and community sports</b> by:</p> <ul style="list-style-type: none"> <li>• Embedding the new Physical Activity &amp; Sport Strategy 2022-27, and working with partners to develop further plans through 2022/23 that increase participation, attract investment, improve health, tackle inequality, and ensure sustainability of provision;</li> <li>• Supporting access to local community sports clubs and organisations, increasing participation in sports and enhancing extra-curricular opportunities through the Community-Focused Schools approach;</li> <li>• Supporting community sports clubs with a particular emphasis on under-represented groups such as women and girls, ethnic minority communities, Welsh speakers, disabled people, and the LGBT+ community;</li> <li>• Ensuring that Sport Wales’s Regional Sports Partnerships reflect the priorities of Cardiff.</li> </ul>	<p><b>Cllr Peter Bradbury &amp; Cllr Sarah Merry</b></p>	<p><b>Economic Development, and Education &amp; Lifelong Learning</b></p>

Ref	Key Performance Indicator	Target
K4.17	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	<b>Monitor KPI, but no target set</b>
K4.18	The number of Green Flag parks and open spaces	<b>16</b>
K4.19	The number of volunteer hours committed to parks and green spaces	<b>Monitor KPI, but no target set</b>

## Appendix

This appendix sets out how the delivery of the Administration's priorities through the Corporate Plan has been informed by and is compliant with statutory requirements.

### Delivering Capital Ambition

*Delivering Capital Ambition*, 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.

In accordance with the requirements of the Well-being of Future Generations (Wales) Act 2015, *Delivering Capital Ambition* sets out Cardiff's Well-being Objectives, the steps we will take to achieve them and how we will measure progress.

### Glossary of Terms

- **Well-being Objective:** sets out what the Council wants to achieve
- **Outcome Indicator:** a measure of city-wide performance
- **Step:** what the Council will do, and by when, to help achieve each Well-being Objective
- **Key Performance Indicator:** an indicator of operational performance that shows if the steps the Council are taking are effective
- **Target:** sets out a numerical value on Key Performance Indicators to be achieved
- **Self-Assessment:** a process that directorates undertake to help shape Well-being Objectives and identify the steps for inclusion in *Delivering Capital Ambition*

### Setting Well-being Objectives

The Well-being Objectives were set following a self-assessment process undertaken by each directorate.

This process was designed to ensure that each directorate had due regard to the Sustainable Development Principle by encouraging a consideration of the five ways of working:

- **Long term:** The Well-being Objectives and steps in this plan were informed by the Well-being Assessment 2017, the Population Needs Assessment and work on Future Trends undertaken by the Cardiff Public Services Board (PSB).
- **Prevention:** Drawing on the evidence, the Well-being Objectives and steps are designed to tackle both the immediate demand pressures on public services and the root causes of these pressures, most importantly through tackling poverty and inequality.

- **Collaboration:** The Well-being Objectives in this plan were developed in close collaboration with our public service partners, and the Cardiff PSB has adopted the same seven Well-being Objectives in its Well-being Plan, reflecting our shared aspirations and the common understanding of challenges facing the city.
- **Integration:** The Well-being Objectives cut across departmental silos, focussing on what all Council services can do to improve the well-being of the people of Cardiff, and contribute to the seven national Well-being Goals. The Council has also integrated its Strategic Equality Objectives into the Corporate Plan to ensure that the strategic actions for creating a more equal city are embedded in the Council's Planning & Performance Framework.
- **Involvement:** In developing the Well-being Objectives, the Council has drawn on the results of the annual Ask Cardiff citizen survey – which received over 2,700 responses in 2021 – and on focus groups with 'seldom heard' groups. We continue to involve residents in decisions which affect them; consultation has taken place on specific strategies such as the replacement Local Development Plan, the International Sports Village Masterplan and the draft Recycling & Waste Strategy.

## The Council's Policy Framework

Capital Ambition sets out the Administration's policy agenda. The Corporate Plan and the Well-being Plan are key documents in delivering Capital Ambition, as they translate the Administration's priorities into deliverable organisational objectives.

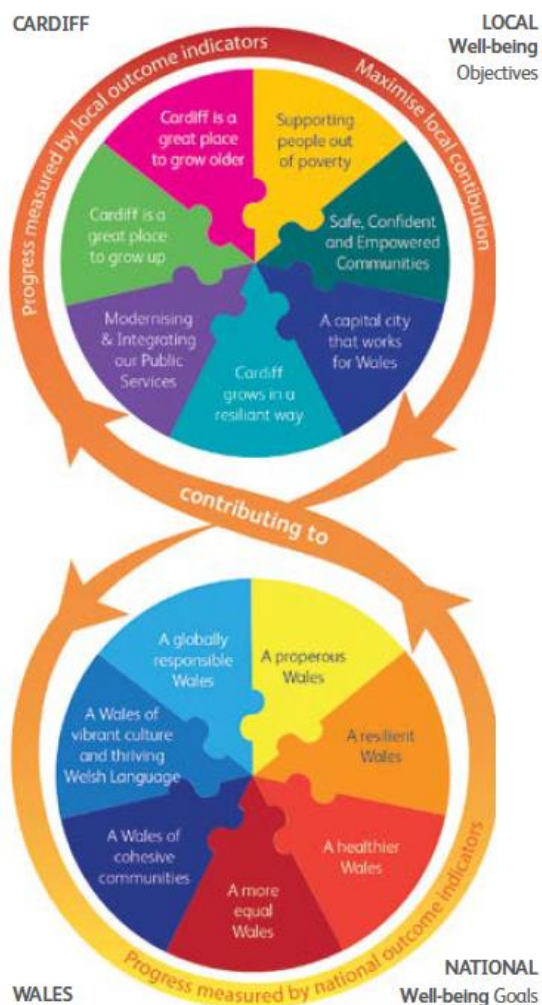
- **Corporate Plan:** focuses on the issues and services which the Council has prioritised.
- **Well-being Plan:** focuses on areas of collaborative advantage in the delivery of public services. Both the Council and the Public Services Board will measure progress towards achieving the Well-being Objectives using the same indicators of city performance. Not only will this enable partners in Cardiff to keep track of how the city is performing, it will also help demonstrate Cardiff's contribution towards achieving the Welsh Government's aim of improving well-being nationally.

## Contribution to National Well-being Goals

The Welsh Government has set out national Well-being Goals under which Cardiff Council and the Cardiff PSB have agreed complementary local Well-being Objectives. In order to measure Cardiff's progress towards achieving the seven Well-being Objectives, a series of high-level outcome indicators were selected which provide objective measures of the city's performance.

Outcome indicators are high-level indicators which measure long-term trends. They provide an overview of the city's performance, both over time and relative to other cities and Local Authorities. The trends they measure are difficult to influence directly and no single body or organisation can be held accountable for delivering them.

A full set of outcome indicators is published annually by the Cardiff Public Services Board, most recently in the [Cardiff in 2021](#) analysis, which provides an annual snapshot of how the city is performing.

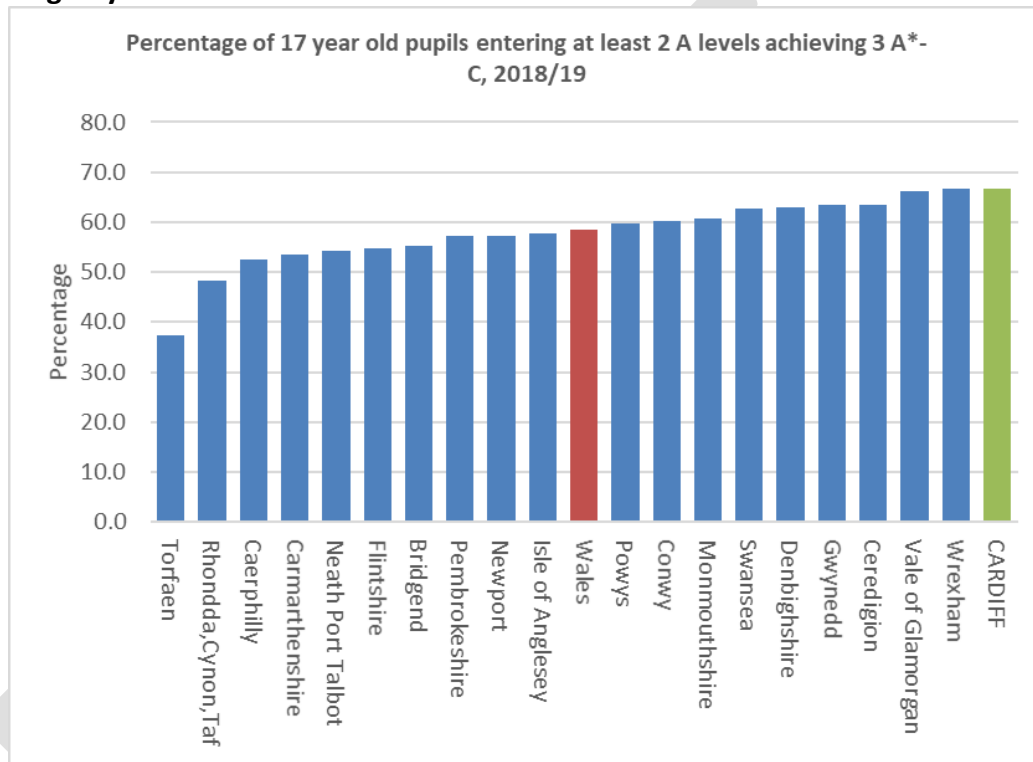


## Well-being Objective 1:

Cardiff is a great place to grow up

Measuring Progress against the Well-being Objective:  
Outcome Indicators

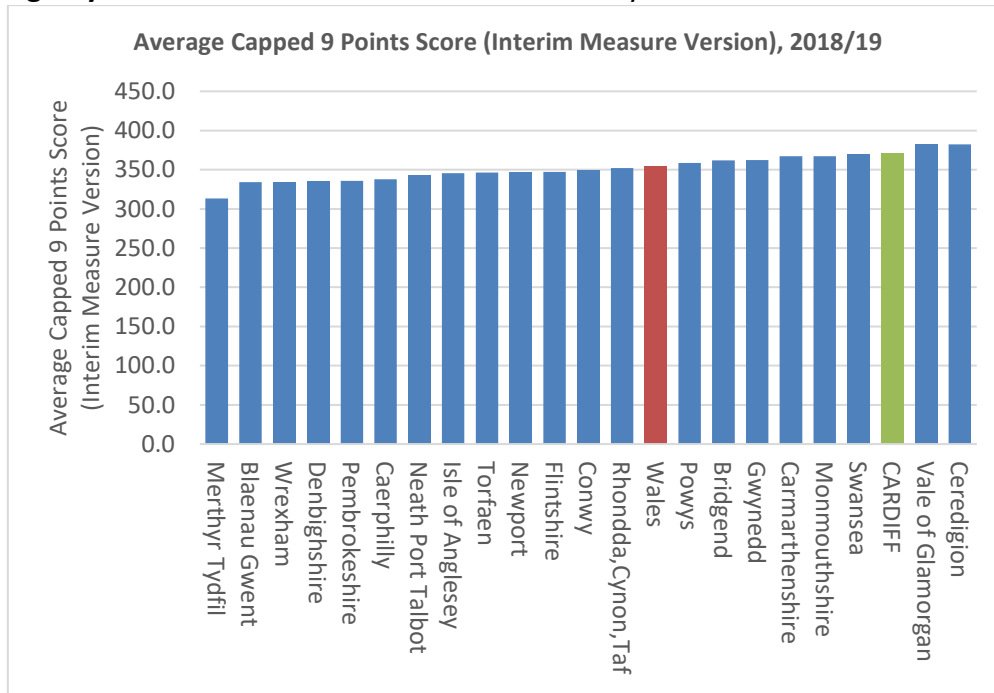
Improving City Performance: Achievement at A level<sup>2</sup>



Source: Welsh Government

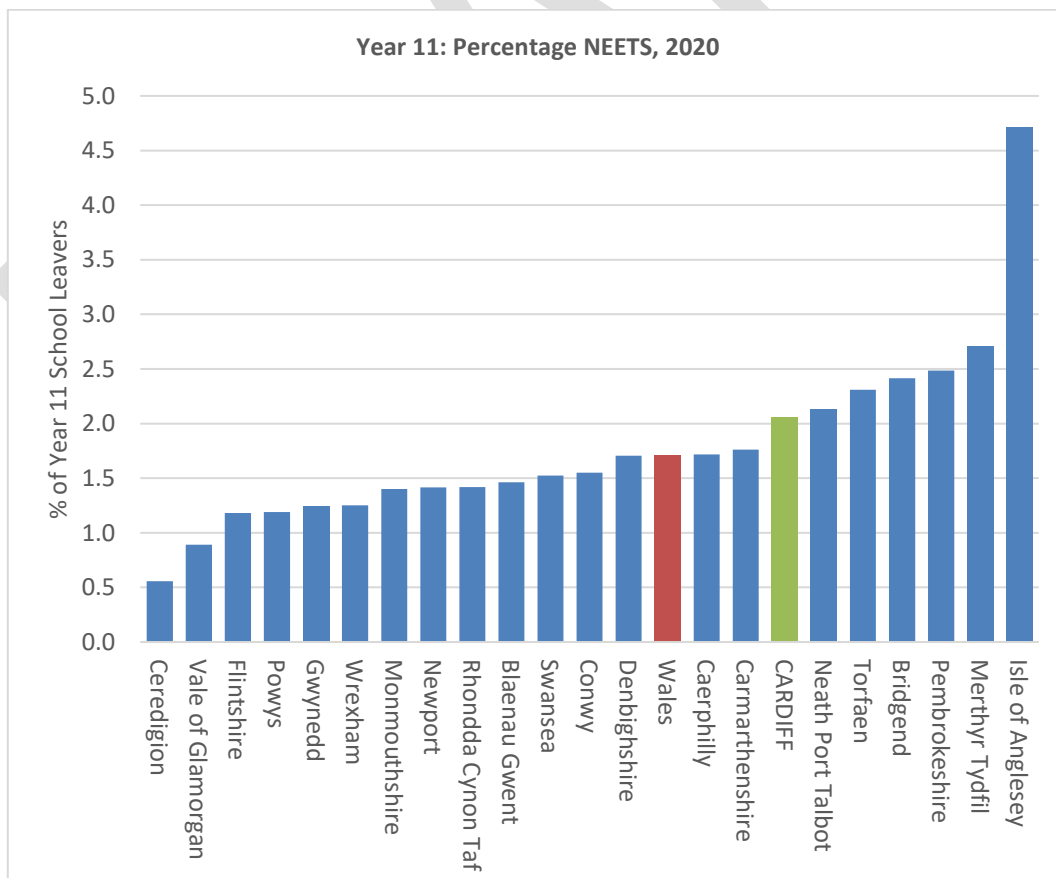
<sup>2</sup> This is the latest available data. Due to the coronavirus pandemic, Welsh Government cancelled examinations for 2019/20 and 2020/21 in place of a centre determined grade model. Moving forward, a new assessment is being determined.

## Improving City Performance: Achievement in Secondary Schools<sup>2</sup>



Source: Welsh Government

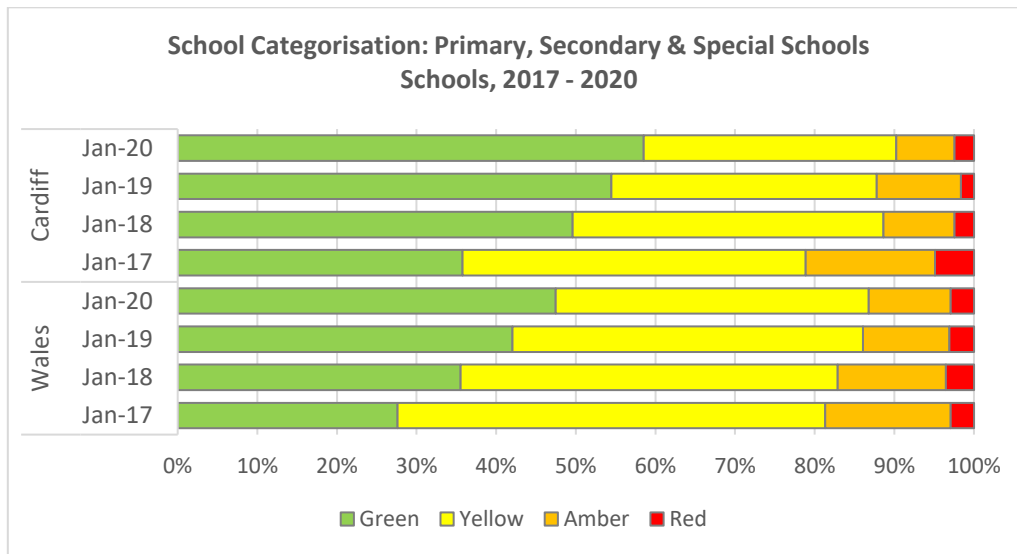
## Closing the Inequality Gap: 16-year-olds not in education, employment or training



Source: Careers Wales

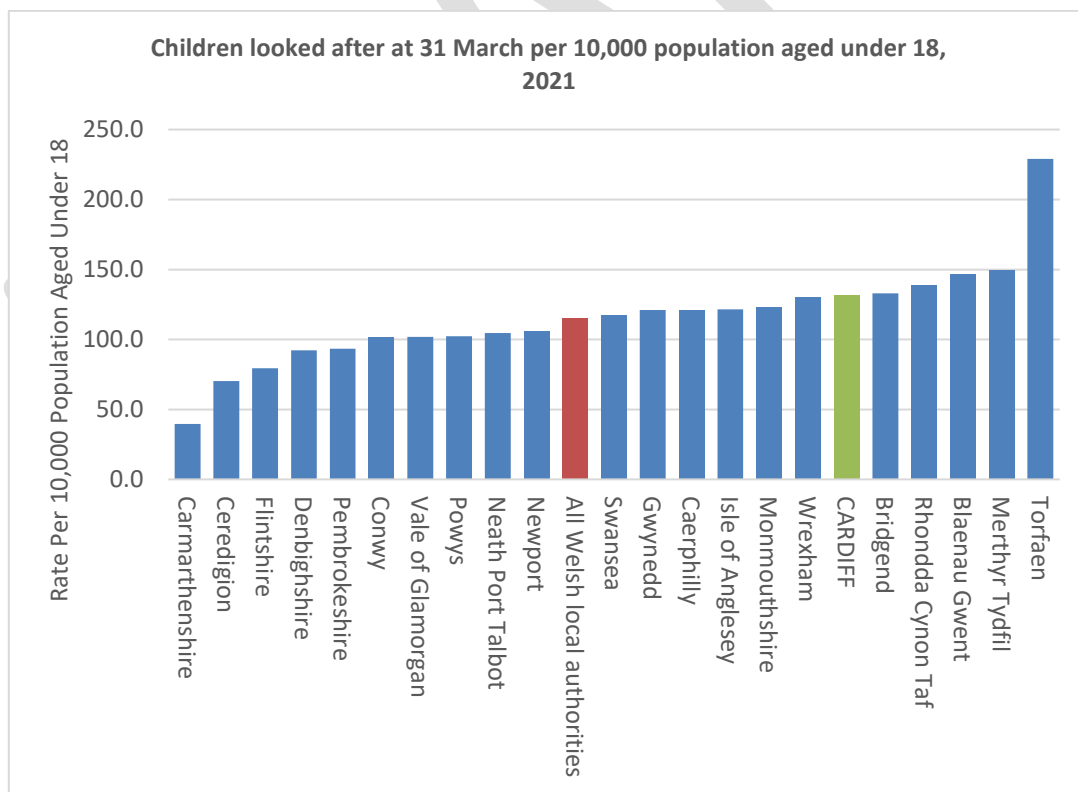


**National School Categorisation:** The National School Categorisation System aims to provide a clear structure to review how well a school is performing.<sup>3</sup>



Source: Welsh Government

**Improving City Performance: Number of Children Looked After**



Source: Welsh Government

<sup>3</sup> Estyn school inspections have been suspended due to the pandemic.