

Delivering a Stronger, Fairer, Greener Cardiff

Cardiff Council Corporate Plan 2023-26

*Extract for the Children & Young
People Scrutiny Committee meeting –
28 February 2023*

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

Leader's Foreword

Last May, the people of Cardiff elected a Labour administration to deliver on our manifesto commitments and placed their faith in us to make Cardiff a Stronger, Fairer, Greener city.

This Corporate Plan is an important document for my administration as it translates our Stronger, Fairer, Greener policy commitments into deliverable organisational objectives. In effect, it outlines the practical steps that we will take to turn our ambitions into reality.

A stronger city, a fairer city, and a greener city – these are the themes that have defined the work of the Council over the past decade, and they will be at the heart of everything we do over the next five years.

And we will be building on the excellent progress we have made over the last 10 years.

We have already delivered sustained improvement in the quality and effectiveness of Cardiff's education system and invested millions in delivering a high-quality learning environment.

We have transformed the approach to tackling homelessness in the city, massively reducing the number of people sleeping rough on the streets and delivered one of the biggest council house building programmes in the country.

We have helped establish Cardiff as a real Living Wage city, putting more money into the pockets of hard-working people and established Cardiff's first central business district right in the heart of the city.

These achievements – and many more – were made possible by ambition, principle and the hard work and dedication of a great many people.

The world, however, has changed significantly over the last two years, with the legacy of the Covid-19 pandemic deepening existing inequalities and creating new challenges. Some services have experienced ongoing loss of income whilst others are facing greater challenges and more complex issues as they support recovery. The lasting impact of the pandemic also remains keenly felt in schools, with attendance rates falling for a number of learners and a clear increase in the number of young people reporting poor mental health. These are challenges we must respond to.

The cost-of-living crisis is also placing real pressure on households across the city, hitting vulnerable individuals and families the hardest. Those in most need will look to the Council for support, and we will not let them down.

And across the country, local authorities are facing significant delivery challenges. With high inflation and soaring energy prices, the costs of delivering public services and investing in our buildings and infrastructure are all going up.

We have, however, faced challenges in the past and met them with renewed ambition and an unrelenting commitment to delivery. We will do so again.

This Plan sets out the steps we will take to deliver our agenda for the city, respond to emerging challenges and ensure the ongoing delivery of high-quality public services.

On education, it sets out our ongoing commitments to making every school in Cardiff a good school, to invest significant amounts in our schools closing the attainment gap. The Plan makes clear the action we will take to deliver the best outcomes for some of the city's most vulnerable children whilst delivering the reforms needed to ensure that service provision is resilient, sustainable and focused on prevention.

As well as becoming a Child Friendly City, we will continue to make Cardiff an Age Friendly City, delivering the support and investing in the services that people need as they grow older. Make no mistake, this will involve tackling complex systems problems with our partners to get people out of hospital as swiftly and safely as possible whilst also working to keep them living independently at home for as long as possible.

Having handed over the keys to almost a thousand new Council homes, we set out plans for delivering 4,000 new homes whilst ensuring that everyone in the city has access to a high-quality home.

On the economy, we make clear the approach to leading the economic recovery in Wales by continuing a major programme of regeneration and re-asserting Cardiff's position as a leading destination for sport, music and culture. This will be supported by a transformative programme of investment in public transport which will help drive business productivity, connect people across the city with employment opportunities and help drive down carbon emissions.

All this will form part of a wider programme of decarbonisation as we embed the ambitions of our One Planet Cardiff programme across everything we do. Whether it be driving up our recycling rates, developing proposals for clean energy generation projects, retrofitting homes or critically examining the carbon impact of our spend, achieving net zero will be a binding mission.

As an organisation, we will continue to enact the shift to hybrid working and locking in the productivity, efficiency and wellbeing gains new ways of working can offer. This will involve a critical review of our core office accommodation, the technology we use and the policies we have in place to support managers and staff.

More broadly, we will build on the good work that we have done to make the Council an organisation that reflects the communities it serves. By enacting the recommendations of the Race Equality Taskforce, building on our position as the highest-ranking local authority in the Stonewall Employer's index and strengthening engagement with seldom heard communities, we will be best placed to deliver for all our communities.

This is a plan for a stronger, fairer and greener capital city.



Cllr Huw Thomas
Leader of Cardiff Council

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Delivering a Stronger, Fairer, Greener Cardiff

To outline its ambitions for the city, the Council's Administration have set out a five-year policy programme, entitled ['Stronger, Fairer, Greener'](#).

The Corporate Plan, *Delivering a Stronger, Fairer, Greener Cardiff*, translates the Administration's priorities into the Council's Planning and Performance Framework, 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, the Corporate Plan 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 the Council undertakes to help shape Well-being Objectives and identify the steps for inclusion in the Corporate Plan

Setting Well-being Objectives

All public bodies in Wales must act in accordance with the Sustainable Development Principle and must demonstrate that the five ways of working have shaped and inform decision making.

The Well-being Objectives were set following a process of self-assessment and policy development as part of the Council's planning and performance cycle. The table below sets out how the five ways of working have been applied in the setting of our Well-being Objectives:

Way of Working	How has it been applied?
Long-term <i>The importance of balancing short-term needs with the</i>	The Well-being Objectives and steps in this plan were informed by a wide-ranging evidence base which considers immediate issues and longer-term trends. This includes:

<p><i>need to safeguard the long-term needs.</i></p>	<ul style="list-style-type: none"> • Cardiff's Local Well-being Assessment: a comprehensive study of the quality of life in Cardiff undertaken in 2022 by the Cardiff Public Services Board (PSB). • Cardiff Future Trends Report: a report for the Cardiff PSB which sets out the long-term trends facing Cardiff and the impact these will have on the city's public services. • Cardiff & Vale Population Needs Assessment: an assessment of the care and support needs of the population, undertaken by the Cardiff & Vale Regional Partnership Board (RPB). • Medium Term Financial Plan (MTFP): this Corporate Plan was created in tandem with the Council's MTFP 2023/24 – 2027/28. The MTFP forecasts the Council's future financial position. • 2020 Future Generations Report: a report by the Future Generations Commissioner, which provides an assessment of the improvements public bodies should make in relation to their well-being objectives. • Cardiff's city-wide dashboard: a live resource enabling progress to be monitored. The Cardiff PSB also publishes a full set of outcome indicators annually, most recently in the Cardiff in 2022 analysis, which provides an annual snapshot of how the city is performing.
<p>Prevention</p> <p><i>How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.</i></p>	<p>In everything that the Council sets out to achieve, a focus is placed on intervening early, addressing the root causes and aiming to, wherever possible, prevent problems before they happen. Each Well-being Objective contains steps that are characterised by early intervention of this nature. Examples of this include:</p> <ul style="list-style-type: none"> • Supporting older people to live independently at home through strengths-based preventative services; • Working to ensure that appropriate young people are in receipt of a prevention service from the Youth Justice Service; • Promoting the rent arrears pathway and reviewing how rent arrears cases in all tenures are managed, so that they are dealt with rapidly, whilst using the most appropriate financial support to prevent homelessness.
<p>Collaboration</p>	<p>The complex challenges facing public services cannot be met by one organisation, sector or public service alone – a whole-system response from the city's public services is needed. Building on the</p>

<p><i>Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.</i></p>	<p>progress made in this area during the pandemic, strengthened partnership arrangements are in place to respond to increased demand and new, complex issues that are arising.</p> <p>The Council’s Well-being Objectives were developed in close collaboration with public service partners with the Cardiff PSB seeking to adopt the same seven Well-being Objectives in its Local Well-being Plan 2023-28. This reflects the shared aspirations and common understanding of challenges facing the city and a clear view on the areas of work that require partnership working between the city’s public services.</p>
<p>Integration</p> <p><i>Considering how the public body’s well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</i></p>	<p>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.</p> <p>The development of the Well-being Objectives involves close cross-departmental and cross-portfolio working and involves the wider political governance of the Council, including Scrutiny Committees and the Performance Panel. This process ensures that interdependencies, opportunities and risks between Well-being Objectives can be identified and acted upon.</p> <p>As noted above, the development of the Well-being Objectives has been undertaken in close collaboration with public service partners, with clear alignment on policy and delivery through the Cardiff PSB and the Cardiff & Vale Regional Partnership Board.</p>
<p>Involvement</p> <p><i>The importance of involving people with an interest in achieving the well-being goals and ensuring that those people reflect the diversity of the area which the body serves.</i></p>	<p>The Council is committed to ensuring that the voice of the citizen is at the heart of decision making through an ongoing programme of consultation and engagement work. This includes the annual Ask Cardiff Survey, the Child Friendly City Survey, the Budget Consultation and other public engagement undertaken over the course of the year. A Consultation Overview Report has been created to summarise the key findings of consultation exercises undertaken throughout the year, broken down by Well-being Objective.</p>

Well-being Objective 1:

Cardiff is a great place to grow up

Making sure that Cardiff is a great place to grow up for all children and young people is a long-standing priority for the Council.

Over the past decade the Council has worked with schools and partners to deliver sustained improvement in the quality and effectiveness of Cardiff's education system. Cardiff is also closer than ever before to making every school a good school, with strong inspection outcomes, education attainment above the national average and the roll-out of the 21st Century Schools Programme investing millions in delivering a high-quality learning environment. More broadly, the Council is working with partners across Cardiff to make sure that children and young people are benefiting from the advantages that only come from growing up in a capital city can bring, such as an extensive range of leisure, sporting, and cultural opportunities.

The Council also remains committed to becoming a Child Friendly City, where the rights and voices of children and young people are at the heart of everything the Council does. More and more schools are now Child Rights Respecting Schools, and more children understand their rights. Over the course of the year ahead the Council is aiming to become the first UNICEF accredited Child Friendly City in the UK.

However, the legacy of the pandemic and the impact of the cost-of-living crisis on our children and young people is becoming ever more apparent. Existing inequalities have been exacerbated, with attainment and attendance being particularly affected and a growing demand to meet additional needs, particularly those relating to mental health, placing real pressure on schools.

The Council remains committed to doing all it can to support the city's most vulnerable children and young people. Children's Services continue to face high and rising demand and increases in case complexity. At the same time, the service is facing challenges in the supply of residential placements for children and young people and in the recruitment of social workers. This Plan, and the new Children's Services Strategy 2023-26, sets out a programme of cross-Council and partnership interventions that will make sure the increasingly complex needs of children and families in Cardiff can be met.

Our priorities for delivering a stronger, fairer, greener Cardiff in 2023/24:

- **Becoming a Child Friendly City**
- **Supporting education recovery post-pandemic**
- **Continuing to deliver the Cardiff 2030 vision for education and learning**
- **Shifting the balance of care: place**

- **Shifting the balance of care: people**
- **Shifting the balance of care: practice**
- **Protecting the wellbeing of vulnerable children, young people and families**

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

Becoming a Child Friendly City

Ref	We will:	Lead Member	Lead Directorate
S1.01	Achieve UNICEF Child Friendly City Status by Summer 2023.	Cllr Sarah Merry	Education & Lifelong Learning
S1.02	Embed a Child Rights Based Approach in the Council's policy development framework and continue to improve the mandatory Child Rights training compliance rates across the Council.	Cllr Sarah Merry	Education & Lifelong Learning

Ref	Key Performance Indicator	Target
K1.01	The percentage of Cardiff schools that are bronze, silver or gold Rights Respecting Schools	75%
New	Of these, the percentage of schools that are silver or gold	55%
K1.02	The percentage of children and young people between the age of 8 and 18 who are aware of their rights	90%
K1.03	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	93%
New	The percentage of Council staff completing Child Rights training	85%

Supporting education recovery post-pandemic

Ref	We will:	Lead Member	Lead Directorate
S1.03	Commence a phased roll-out of the multi-agency 'Team Around the School' model by September 2023 , supporting schools to improve pupil attendance, emotional health and wellbeing, achievement and progression in partnership with their local communities.	Cllr Sarah Merry, Cllr Peter Bradbury & Cllr Ash Lister	Education & Lifelong Learning
S1.04	Ensure access to appropriate education for the increased number of pupils with emotional health and wellbeing and additional learning needs by delivering additional school places to meet presenting demand.	Cllr Sarah Merry	Education & Lifelong Learning
S1.05	Deliver an ongoing programme of school attendance campaigns and engagement activities with schools and youth support services, to encourage and support pupils to	Cllr Sarah Merry & Cllr Peter Bradbury	Education & Lifelong Learning

fully re-engage in their learning and to improve pupil wellbeing.		
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Ref	Key Performance Indicator	Target
K1.04	Percentage Attendance: Primary	92.5%
K1.05	The percentage of persistent absence (below 50% threshold) in primary schools	<2.5%
K1.06	Percentage Attendance: Secondary	92%
K1.07	The percentage of persistent absence (below 50% threshold) in secondary schools	<2.5%

Continuing to deliver the Cardiff 2030 vision for education and learning

Ref	We will:	Lead Member	Lead Directorate
S1.06	Refresh and relaunch the Cardiff 2030 Vision for Education and Learning and develop a supporting three-year strategic plan by September 2023.	Cllr Sarah Merry	Education & Lifelong Learning
S1.07	Develop and implement a series of workforce development programmes: <ul style="list-style-type: none"> • A new 'Cardiff Guarantee' to offer enhanced continuous professional development for new teachers in Cardiff schools which provides practical experience in a range of education and industry settings by September 2024; • A talent management strategy to identify and develop aspiring and emerging school leaders of the future to ensure sustainable school leadership in Cardiff by September 2023; • Recruitment and progression pathways for Teaching Assistants with the Into Work Service, the Education Workforce Council and Higher Education partners; • A recruitment and retention programme to increase the diversity of the school workforce, including within school governance. 	Cllr Sarah Merry	Education & Lifelong Learning
S1.08	Review the roles and responsibilities of the Local Authority, Governing Bodies, Schools and the Regional Consortium in delivering an effective School Improvement Framework in Cardiff , including the development of an Information and Evidence Policy which	Cllr Sarah Merry	Education & Lifelong Learning

	enables all parties to support the progression of learners.		
S1.09	Close the achievement gap for our most vulnerable learners, with a particular focus on children in care, those educated other than at school and children from the most disadvantaged communities.	Cllr Sarah Merry	Education & Lifelong Learning
S1.10	Improve outcomes for children and young people with additional learning needs through successful implementation of the Additional Learning Needs Code by 2024.	Cllr Sarah Merry	Education & Lifelong Learning
S1.11	Deliver a continued programme of investment in new and existing school buildings between April 2019 and 2026 to: <ul style="list-style-type: none"> • Ensure that there are sufficient schools to provide appropriate education for all learners in the local authority area; • Address the condition of school buildings including asset renewal to existing and new school buildings; • Improve the teaching and learning environment; • Reshape and enhance specialist provision for pupils with additional learning needs; • Begin to develop a strategic framework for prioritisation of future investment. 	Cllr Sarah Merry	Education & Lifelong Learning
S1.12	Develop and embed an approach for Community-Focused Schools to enhance the relationship between schools and communities, with a focus on supporting the continued learning and wellbeing of vulnerable children and families.	Cllr Sarah Merry	Education & Lifelong Learning
S1.13	Invest in digital infrastructure, equipment and new learning technologies for schools in line with the Schools ICT strategy and Welsh Government digital best practice to: <ul style="list-style-type: none"> • 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; • Complete a refresh of all audio-visual equipment in all school classrooms by March 2026; • Ensure that every pupil has access to appropriate Wi-Fi connectivity away from school by working with the telecommunications companies to 	Cllr Sarah Merry	Education & Lifelong Learning

	<p>continue to provide mobile Wi-Fi solutions to those pupils requiring support;</p> <ul style="list-style-type: none"> • Continue to explore how digital technology can improve the quality of education and the efficiency of the school system in Cardiff. 		
S1.14	<p>Deliver the ten-year Welsh in Education Strategic Plan (WESP) in line with the Bilingual Cardiff Strategy 2022-27 including the development and implementation of action plans for the next five years consistent with the approved strategy.</p>	Cllr Sarah Merry	Education & Lifelong Learning
S1.15	<p>Enhance the Cardiff Commitment through collaboration with city partners to raise the ambitions, opportunities and skills of children and young people, supporting their post-education journey, and in particular to:</p> <ul style="list-style-type: none"> • Improve the offer available to the city's most vulnerable children and young people, especially Children Looked After; • Improve the accessibility of post-16 education, training, and employment pathways; • Open up enhanced social value opportunities. 	Cllr Sarah Merry & Cllr Peter Bradbury	Education & Lifelong Learning
S1.16	<p>Strengthen the Cardiff Commitment Curriculum Team offer, to support schools to bring the curriculum to life through authentic learning experiences and city challenges, and in particular, through enhancing learning linked to:</p> <ul style="list-style-type: none"> • The expressive arts and creative industries; • One Planet Cardiff; • Science, Technology, Engineering & Mathematics (STEM). 	Cllr Sarah Merry	Education & Lifelong Learning
S1.17	<p>Roll out the 'Passport to the City' / Cardiff's Children's University with Cardiff University and partners to provide the children and young people who need it the most with access to the wide range of resources the city has to offer, ensuring the prioritisation of Children Looked After.</p>	Cllr Sarah Merry	Education & Lifelong Learning
S1.18	<p>Ensure that all primary schools are prepared and able to provide Free School Meals to all children, in accordance with the Welsh</p>	Cllr Sarah Merry	Education & Lifelong Learning

Government Universal Free School Meals Offer.		
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Ref	Key Performance Indicator	Target
New	The percentage of schools in an Estyn follow-up category	<5%
K1.09	Asset renewal spend	£22m
K1.10	The percentage of children securing one of their top choices of school placement: Primary (of top three preferences)	98%
K1.11	The percentage of children securing one of their top choices of school placement: Secondary (of top five preferences)	92.5%
K1.12	The number of added formal Additional Learning Needs places delivered across the city <i>(Target to be achieved by September 2023)</i>	151
K1.13	The percentage of all pupils in Year 11 leavers making a successful transition from statutory schooling to education, employment or training	98.5%
K1.14	The percentage of EOTAS learners leaving Year 11 making a successful transition from statutory schooling to education, employment or training	92%
K1.15	The percentage of Children Looked After leaving Year 11 making a successful transition from statutory schooling to education, employment or training	92%

Shifting the balance of care: place

Ref	We will:	Lead Member	Lead Directorate
S1.19	Continue to implement the Right Place Model to improve services, support and accommodation options for children in, and on the edge of, care.	Cllr Ash Lister	Children's Services
S1.20	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.	Cllr Ash Lister	Children's Services
S1.21	Support children to return safely to their own homes during the year using the Reunification Framework.	Cllr Ash Lister	Children's Services
S1.22	Implement the Accommodation Strategy for 2023-26 to address placement sufficiency issues and support the implementation of the Right Place Model.	Cllr Ash Lister	Children's Services

Of the total number of Children Looked After:

Ref	Key Performance Indicator	Target
K1.20	The number fostered by Local Authority foster carers	130

K1.21	The number fostered by external foster carers as a percentage of regulated placements (excluding kinship)	60%
New	The number placed in in-house residential placements	15
New	The number placed in external residential placements as a percentage of regulated placements (excluding kinship)	17%

Ref	Key Performance Indicator	Target
New	The number of children returned home from care during the year	60
K1.27	The percentage of Children Looked After in regulated placements who are placed in Cardiff	60%
K1.28	The percentage of children looked after in regulated placements who are placed in Cardiff or a neighbouring Authority	80%

Shifting the balance of care: people

Ref	We will:	Lead Member	Lead Directorate
S1.23	Build on the progress made implementing a locality approach to service provision to further develop links with Education and maximise use of community resources.	Cllr Ash Lister	Children's Services
S1.24	Implement the Children's Services Workforce Action Plan to secure a primarily permanent workforce.	Cllr Ash Lister	Children's Services

Ref	Key Performance Indicator	Target
K1.30	The percentage of permanent social worker vacancies in Children's Services	24%

Shifting the balance of care: practice

Ref	We will:	Lead Member	Lead Directorate
S1.25	Continue working with partners to develop and implement pathways and a joint model of service provision for children with serious mental health and emotional wellbeing issues.	Cllr Ash Lister & Cllr Sarah Merry	Children's Services & Education & Lifelong Learning
S1.26	Continue the implementation of the new Youth Justice Strategy 'Building Safer Futures Together' and Improvement Plan to reduce offending	Cllr Ash Lister	Children's Services

	and improve outcomes for young people.		
S1.27	Conclude the renewed Corporate Parenting Strategy 2021-24 action plan to improve outcomes and wellbeing for Children Looked After.	Cllr Ash Lister & Cllr Sarah Merry	Children's Services, Education & Lifelong Learning, and Adult Services, Housing & Communities

Youth Justice

Ref	Key Performance Indicator	Target
K1.34	The number of first-time entrants into the Youth Justice System	60
K1.35	The percentage of children re-offending within six months of their previous offence	40%
K1.36	The number of young people in receipt of a prevention service from the Youth Justice Service	130
New	The percentage of children with an order ending during the period who were living in suitable accommodation	Baseline being set
New	The percentage of children with an order ending during the period who were in suitable education, training or employment	Baseline being set
New	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)	Baseline being set

Ref	Key Performance Indicator	Target
K1.16	The percentage of care leavers in categories 2,3 and 4 ¹ who have completed at least three consecutive months of employment, education or training in the 12 months since leaving care	65%
K1.17	The percentage of care leavers in categories 2,3 and 4 ¹ who have completed at least three consecutive months of employment, education or training in the 13-24 months since leaving care	65%

Protecting the wellbeing of vulnerable children, young people and families

Ref	We will:	Lead Member	Lead Directorate
S1.28	Expand the offer of Flying Start funded childcare into new parts of the city through a phased approach following Welsh Government guidance to: <ul style="list-style-type: none"> Maximise child development outcomes to support the best start 	Cllr Ash Lister	Adult Services, Housing & Communities

¹ 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](#))

	<p>in life, particularly for our most disadvantaged children;</p> <ul style="list-style-type: none"> • Address inequality and alleviate some of the impacts of deprivation; • Support and strengthen Welsh medium provision; • Address gaps in the availability of provision. 		
S1.29	<p>Ensure that the support requirements of vulnerable young people are identified early and responded to by:</p> <ul style="list-style-type: none"> • Strengthening the application of Vulnerability Assessment Profiling to include integration with Youth Justice Service caseloads; • Adopting the Voice of Young People on Safeguarding Plan; • Ensuring equitable and inclusive access to education for all, through the delivery of the EOTAS (Educated Other Than At School) Plan. 	<p>Cllr Sarah Merry, Cllr Ash Lister & Cllr Peter Bradbury</p>	<p>Education & Lifelong Learning, and Children's Services</p>
S1.30	<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; • Expand the current universal offer, offering more services and activities from more locations; • Ensure the right balance of Youth Work is available to meet the needs of young people; • Optimise access to school sites and facilities outside of the school day for youth work provision and activities. 	<p>Cllr Ash Lister, Cllr Sarah Merry & Cllr Peter Bradbury</p>	<p>Adult Services, Housing & Communities, Education & Lifelong Learning, and Children's Services</p>
S1.31	<p>Enhance the use of Council data to support decision-making and service delivery for young people, including joining up education, youth services, social care and safeguarding data as part of the Single View of the Child Approach.</p>	<p>Cllr Ash Lister, Cllr Peter Bradbury & Cllr Sarah Merry</p>	<p>Performance & Partnerships, Education & Lifelong Learning and Children's Services</p>

Ref	Key Performance Indicator	Target
K1.31	The number of people supported through the Family Gateway	9,000
New	The number of people supported by the Family Help Team and Family Help Disability Team	2,500
K1.29	The percentage of families referred to Family Help, showing evidence of positive distance travelled	85%

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Well-being Objective 3:

Supporting people out of poverty

Making Cardiff a fairer city is at the heart of this Plan. A city where the opportunities of living in Cardiff can be enjoyed by everyone – whatever their background – and where those suffering the effects of poverty are protected and supported, and where a fair day’s work receives a fair day’s pay.

The cost-of-living crisis in particular is having an impact on many households with inflationary pressures making essential day-to-day items more expensive. Coming so soon after the Covid-19 pandemic, this has intensified the pressures that many people face and deepened existing inequalities.

The Council will continue to promote the real Living Wage to our partners and employers across the city. The cost-of-living crisis means that it is more important than ever that we make sure that good jobs continue to be available in Cardiff – good jobs, paying a fair wage, with security and the offer of career progression. Paying the real Living Wage benefits not only the employee who receives it, but local businesses too as the additional income is retained within the city.

The Plan sets out an enhanced programme of advice and support for citizens impacted by the cost-of-living crisis, helping people with advice on their finances and supporting them into work, making sure that the benefits of growth and investment in the city economy is felt in households and communities across Cardiff. We will therefore work with jobseekers and employers to identify barriers and provide support to find the best way to resolve them, with a focus on offering opportunities with the Council wherever possible.

Rough sleeping numbers remains at record low levels with the successful preventative approach adopted by the Council and partners, which was accelerated by the pandemic, continuing to prove successful. However, the number of people and families presenting as homeless continues to increase and the demand for temporary housing – as well as for the Single Persons’ and Family Gateways – has increased significantly over the last 12 months. A lack of available housing, particularly in the private rented sector, is contributing to this demand pressure. This Well-being Objective sets out a programme of action to prevent someone from becoming homeless in the first place and support for those who do become homeless as part of a wider programme of action, across multiple Well-being Objectives, to address the city’s growing housing crisis.

Our priorities for delivering a stronger, fairer, greener Cardiff in 2023/24:

- **Supporting those most impacted by the cost-of-living crisis**
- **Continuing our Living Wage City ambition**
- **Tackling homelessness and ending rough sleeping**

What we will do to support people out of poverty

Embedding our new approach to tackling homelessness and ending rough sleeping

Ref	We will:	Lead Member	Lead Directorate
S3.13	<p>Prevent youth homelessness and ensure that young people leaving care are supported by:</p> <ul style="list-style-type: none"> • Reviewing and enhancing advice and mediation services, with particular regard to young people; • Considering targeted interventions and support for school-aged children and their families; • Ensuring the young person’s gateway accommodation meets current needs, reviewing and increasing capacity within the gateway as needed; • Developing the Citadel supported housing scheme for young people with complex needs. 	Cllr Lynda Thorne	Adult Services, Housing & Communities

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Well-being Objective 4:

Safe, confident and empowered communities

Communities are at the heart of wellbeing. They play a vital role in connecting people with the social networks and the day-to-day services we all depend on.

The Council's house-building programme, already the largest in Wales, will expand to provide at least 4,000 new homes, focusing on zero-carbon homes. The Council will also invest in our parks and green spaces, with a focus on improving those in our most deprived communities, and with our partners, support a healthier and more active population through increased opportunities to take part in sport and physical activity.

We will continue to deliver services at the local level, in a well-planned, connected, and integrated way. We will ensure that communities in Cardiff have easy access to the services they need. We will invest in our communities through our expanding network of Community and Wellbeing Hubs and through an enhanced programme of community and district centre regeneration schemes.

The Council will prioritise work to make sure that not only are communities in Cardiff safe, but that our residents feel safe. We will work with our partners to expand the problem-solving approach to anti-social behaviour hotspots and, together, do all we can to prevent people, particularly young people, from falling into crime or being exploited by criminals.

We will continue to celebrate the diversity of our city's communities. Our city's many languages, cultures, and faiths are a source of great strength and what makes Cardiff such a welcoming place to live and, as a City of Sanctuary, we will continue to welcome people who wish to make their homes here and build new lives in our city.

Our priorities for delivering a stronger, fairer, greener Cardiff in 2023/24:

- **Building new Council homes and investing in community facilities**
- **Ensuring children and adults are protected from risk of harm and abuse**
- **Creating safe and inclusive communities**
- **Promoting the Welsh language**
- **Working together to support a healthier and more active population**

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

Building new Council homes and investing in community facilities

Ref	We will:	Lead Member	Lead Directorate
S4.06	<p>Investigate and deliver future Community, Youth and Wellbeing Hubs with partners, including:</p> <ul style="list-style-type: none"> Progressing a Youth Hub in the city centre by Summer 2023; Securing planning permission for a new Health and Wellbeing Hub at Ely & Caerau by December 2023; Exploring options for new Hubs on strategic planning sites and larger housing and regeneration projects. 	Cllr Lynda Thorne	Adult Services, Housing & Communities

Ref	Key Performance Indicator	Target
New	The amount of external funding secured to deliver regeneration initiatives in communities (including Section 106 monies for community facilities, Welsh Government grants, and health & social care grants)	£1m per year

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

Ref	We will:	Lead Member	Lead Directorate
S4.12	<p>Ensure children and adults are protected from risk of harm and abuse by:</p> <ul style="list-style-type: none"> Implementing the Regional Safeguarding Board's Annual Plan; Continuing to develop and implement the Safeguarding Adolescents From Exploitation (SAFE) Model during the year; Monitoring the adult safeguarding referrals received and develop a pro-active multi-agency response to re-occurring issues. 	Cllr Ash Lister & Cllr Norma Mackie	Adult Services, Housing & Communities, Children's Services, and Performance & Partnerships

Working together to support a healthier and more active population

Ref	We will:	Lead Member	Lead Directorate
S4.26	<p>Support grass-roots and community sports by:</p> <ul style="list-style-type: none"> • Embedding the Physical Activity & Sport Strategy 2022-27, and working with partners to develop further plans through 2023/24 that increase participation, attract investment, improve health, tackle inequality, and ensure sustainability of provision; • Supporting access to local community sports clubs and organisations, increasing participation in sports and enhancing extra-curricular opportunities through the Community-Focused Schools approach; • Supporting community sports clubs with a particular emphasis on under-represented groups; • Ensuring that Sport Wales’s Regional Sports Partnerships reflect the priorities of Cardiff; • Working with major sports clubs to deliver benefits for the residents of Cardiff, with a focus on identified priorities. 	<p>Cllr Jennifer Burke & Cllr Sarah Merry</p>	<p>Economic Development, and Education & Lifelong Learning</p>

Well-Being Objective 6:

One Planet Cardiff

This Plan sets out commitments to make Cardiff a greener city which, through the One Planet Cardiff programme, takes a lead on responding to the climate emergency; which celebrates and nurtures biodiversity, with high-quality open spaces within easy reach for rest and play; and which is connected by convenient, accessible, safe sustainable transport options.

In response to the Climate Emergency, the Council has set out the One Planet Cardiff Strategy which proposes a wide range of ambitious actions across energy, housing, transport, food and water that form the basis of a delivery plan to achieve carbon neutrality and mitigate against the impact of rising sea levels and more frequent extreme weather events. It aims to do this in a way that supports new green economies and greater social wellbeing in the city.

Transforming how people move about the city remains central to decarbonising the city, requiring a major programme of improvement to the public transport and active travel network. As road traffic is one of the city's biggest contributing factors to air pollution, influencing travel behaviour by accelerating a shift towards sustainable and active travel will also lead to improvements in air quality. More broadly, our city's communities – old and new - must be well-planned and well-connected, with infrastructure and public services that are fit for the future.

Furthermore, both globally and locally, natural resources are being used at an unsustainable level; a focus will therefore continue to be placed on improving the Council's recycling performance. A new Recycling Strategy has been approved, which outlines steps that the Council will take to meet statutory recycling targets and support the development of a circular economy. Allied to this, the Council will continue to prioritise keeping the city's streets clean and to tackle all forms of littering.

Our priorities for delivering a stronger, fairer, greener Cardiff in 2023/24:

- **Decarbonising the city and leading a green recovery**
- **Transforming Cardiff's public transport and active travel systems**
- **Putting sustainability and wellbeing at the heart of the city's growth**
- **Enhancing Cardiff's flood defences**
- **Building resilience into our highway network**
- **Making Cardiff a world-leading recycling city**

- Working as one team to keep our streets clean

What we will do to deliver One Planet Cardiff

Transforming Cardiff's public transport and active travel systems

Ref	We will:	Lead Member	Lead Directorate
S6.17	<p>Nurture a strong active travel culture in every Cardiff school by 2027 by:</p> <ul style="list-style-type: none"> • Engaging with all schools to support the implementation of their Active Travel Plans and enable the proportion of school journeys made by walking, scooting and cycling to be maximised; • Delivering infrastructure schemes to facilitate active journeys to schools; • Introducing measures to deter car travel to school including School Streets and additional parking restrictions. 	Cllr Dan De'Ath & Cllr Sarah Merry	Planning, Transport & Environment

Ref	Key Performance Indicator	Target
K6.09	The number of schools supported to implement their Active Travel Plan	84 cumulative