

# **Delivering a Stronger, Fairer, Greener Cardiff**

**Cardiff Council Corporate Plan 2024-27**

**EXTRACT**

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

## **Wellbeing Objective 1:**

### Cardiff is a great place to grow up

Our priorities for delivering a stronger, fairer, greener Cardiff in 2024/25:

- **Supporting the health and wellbeing of learners in Cardiff**
- **Meeting the needs of learners and closing the attainment gap**
- **Realising the Curriculum for Wales**
- **Delivering high-quality infrastructure and a world-class education workforce**
- **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**

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

### Supporting the health and wellbeing of learners in Cardiff

Ref	We will:	Lead Member	Lead Directorate
S1.02	<b>Implement the three-year Sustainability Plan</b> to further progress Cardiff as a Child Friendly City.	<b>Cllr Sarah Merry</b>	<b>Education &amp; Lifelong Learning</b>
S1.03	<b>Develop a Team Around the Cluster model</b> , building on the pilot work undertaken to date.	<b>Cllr Sarah Merry, Cllr Peter Bradbury &amp; Cllr Ash Lister</b>	<b>Education &amp; Lifelong Learning</b>
S1.05	<b>Continue to support schools to improve attendance in schools</b> with a focus on persistent absenteeism and schools which continue to be impacted by the pandemic.	<b>Cllr Sarah Merry &amp; Cllr Peter Bradbury</b>	<b>Education &amp; Lifelong Learning</b>
NEW	<b>Work with Welsh Government to improve resources for emotional health and wellbeing for schools and learners</b> , including: <ul style="list-style-type: none"> <li>Rolling-out the Whole School Approach to Emotional and Mental Wellbeing (WSAEMW);</li> <li>Further developing school-based counselling.</li> </ul>	<b>Cllr Sarah Merry</b>	<b>Education &amp; Lifelong Learning</b>
S1.17	<b>Continue to roll out the 'Passport to the City' / Cardiff's Children's University</b> 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.	<b>Cllr Sarah Merry</b>	<b>Education &amp; Lifelong Learning</b>

Ref	Key Performance Indicator	Target
K1.01	The percentage of Cardiff schools that are bronze, silver or gold Rights Respecting Schools	<b>85%</b>
K1.02	Of the Rights Respecting Schools, the percentage which are silver or gold	<b>70%</b>
K1.05	The percentage of Council staff completing Child Rights training	<b>85%</b>
K1.06	Percentage Attendance: Primary	<b>92.5%</b>
NEW	Percentage FSM Attendance: Primary	<b>TBC</b>
K1.07	The percentage of persistent absence (below 50% threshold) in primary schools	<b>&lt;2.5%</b>
K1.08	Percentage Attendance: Secondary	<b>92%</b>

NEW	Percentage FSM Attendance: Secondary	TBC
K1.09	The percentage of persistent absence (below 50% threshold) in secondary schools	<2.5%
NEW	The number of children and young people engaging with Passport to the City	1,500
NEW	The number of children looked after engaging with Passport to the City	50

## Meeting the needs of learners and closing the attainment gap

Ref	We will:	Lead Member	Lead Directorate
S1.09	<b>Support the achievement and progression of our most vulnerable learners</b> , with a particular focus on children in care, EOTAS (Educated Other Than At School) and children from disadvantaged communities.	Cllr Sarah Merry	Education & Lifelong Learning
S1.10	<b>Improve outcomes for children and young people with additional learning needs</b> through successful implementation of the Additional Learning Needs Code in line with the Welsh Government deadline.	Cllr Sarah Merry	Education & Lifelong Learning
S1.12	Deliver the <b>National Framework for Community Focused Schools in three school clusters</b> and develop a sustainable model which effectively co-ordinates multi-agency intervention around locality issues in Cardiff and supports schools to build strong partnerships with families.	Cllr Sarah Merry	Education & Lifelong Learning
S1.15	<b>Continue to enhance the Cardiff Commitment</b> through harnessing the economic, cultural and social capital of Cardiff for the benefit of children and young people to secure opportunities through: <ul style="list-style-type: none"> <li>Developing and strengthening the capacity of our network to realise the vision of the Cardiff Commitment;</li> <li>Empowering young people to make informed decisions regarding their next steps by providing a local, visible and transparent post-16 provision offer;</li> <li>Targeting programmes informed by labour market intelligence to support young people with barriers and challenges in moving into paid employment, training or education.</li> </ul>	Cllr Sarah Merry & Cllr Peter Bradbury	Education & Lifelong Learning

Ref	Key Performance Indicator	Target
K1.15	The percentage of all pupils in Year 11 leavers making a successful transition from statutory schooling to education, employment or training	98.5%
K1.16	The percentage of EOTAS learners leaving Year 11 making a successful transition from statutory schooling to education, employment or training	92%
K1.17	The percentage of Children Looked After leaving Year 11 making a successful transition from statutory schooling to education, employment or training	92%
	Agreed to include KPI on EOTAS pupils.	
NEW	The number of fixed-term exclusions per 1,000 pupils in primary schools	TBC
NEW	The number of fixed-term exclusions per 1,000 pupils in secondary schools	TBC

## Realising the Curriculum for Wales

Ref	We will:	Lead Member	Lead Directorate
S1.06	<b>Refresh the Cardiff 2030 Vision</b> for Education and Learning during the autumn term 2024.	Cllr Sarah Merry	Education & Lifelong Learning
S1.16	<b>Support schools to deliver the Curriculum for Wales by strengthening the Cardiff Commitment Curriculum Team offer, including:</b> <ul style="list-style-type: none"> <li>Providing authentic learning experiences aligned with the Areas of Learning;</li> <li>Using a wide range of networks- including the School Business Forums, One Planet Cardiff and the Cardiff Commitment network- to create new learning opportunities.</li> </ul>	Cllr Sarah Merry	Education & Lifelong Learning
S1.13	<b>Continue to deliver the School ICT Strategy, in line with the Welsh Government's Digital Best Practice,</b> through a sustainable service level agreement for the provision of digital equipment and learning technologies.	Cllr Sarah Merry	Education & Lifelong Learning

Ref	Key Performance Indicator	Target
K1.10	The percentage of schools in an Estyn follow-up category	<5%
NEW	The number of schools engaging with the Cardiff Curriculum Team	30

NEW	The number of pupils engaging with the Cardiff Curriculum Team	10,000
NEW	The number of pupils engaging with Cardiff Commitment partners during Open Your Eyes Week	15,000
NEW	The number of Children and young people 0-25 years engaging with Cardiff Commitment partners to develop ambitions, take part in employer opportunities and develop skills needed for the world of work	17,720
NEW	The number of young people undertaking work experience with Cardiff Commitment partners and completing the What's Next Award	300
NEW	The number of employers who have signed the Cardiff Commitment pledge	400

## Delivering high-quality infrastructure and a world-class education workforce

Ref	We will:	Lead Member	Lead Directorate
S1.07	<p><b>Develop and support senior leaders in Cardiff schools</b> by complementing and supplementing current national programmes with a series of local programmes to:</p> <ul style="list-style-type: none"> <li>• Develop the knowledge, skills and understanding of current senior leaders to help prepare them for potential headship and to become credible candidates for headship;</li> <li>• With key partners, promote headship as a highly valued vocation in Cardiff;</li> <li>• Provide support for headteachers new to the role and/or new to headship in Cardiff and to provide a career-long support network for Cardiff headteachers;</li> <li>• Delivering a programme to develop executive leadership in schools.</li> </ul>	Cllr Sarah Merry	Education & Lifelong Learning
S1.08	<p><b>Reflect and respond to the outcome of the Ministerial Middle Tier Review</b> of roles and responsibilities of Local Authorities and School Improvement Services.</p>	Cllr Sarah Merry	Education & Lifelong Learning
S1.11	<p><b>Deliver a continued programme of investment in new and existing school buildings informed by a revised School Organisation and Planning Strategy between April 2019 and 2026 to:</b></p> <ul style="list-style-type: none"> <li>• Ensure that there are sufficient schools to provide appropriate education for all learners in the local authority area;</li> <li>• Address the condition of school buildings including asset renewal to existing and new school buildings;</li> <li>• Improve the teaching and learning environment;</li> </ul>	Cllr Sarah Merry	Education & Lifelong Learning

	<ul style="list-style-type: none"> <li>Reshape and enhance specialist provision for pupils with additional learning needs;</li> <li>Begin to develop a strategic framework for prioritisation of future investment.</li> </ul>		
S1.04	<b>Ensure access to appropriate education for the increased number of pupils with emotional health and wellbeing and additional learning needs</b> by delivering additional school places to meet presenting demand.	<b>Cllr Sarah Merry</b>	<b>Education &amp; Lifelong Learning</b>
S1.18	<b>Complete the universal Free School Meals rollout in all Cardiff schools by September 2024.</b>	<b>Cllr Sarah Merry</b>	<b>Education &amp; Lifelong Learning</b>
S1.14	<b>Deliver the ten-year Welsh in Education Strategic Plan (WESP)</b> 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.	<b>Cllr Sarah Merry</b>	<b>Education &amp; Lifelong Learning</b>

<b>Ref</b>	<b>Key Performance Indicator</b>	<b>Target</b>
NEW	The number of school closure days as a result of building issues	<b>TBC</b>
K1.12	The percentage of children securing one of their top choices of school placement: Primary (of top three preferences)	<b>99%</b>
K1.13	The percentage of children securing one of their top choices of school placement: Secondary (of top five preferences)	<b>93%</b>
K1.14	The number of added formal Additional Learning Needs places delivered across the city	<b>132</b>

### Shifting the balance of care: place

<b>Ref</b>	<b>We will:</b>	<b>Lead Member</b>	<b>Lead Directorate</b>
S1.19	<b>Continue to implement the Right Place Model</b> to improve services, support and accommodation options for children in, and on the edge of, care.	<b>Cllr Ash Lister</b>	<b>Children's Services</b>
S1.20	<b>Develop the in-house Fostering Service</b> to meet demand for placements and ensure that foster carers have the necessary skills to care for children and young people with complex needs.	<b>Cllr Ash Lister</b>	<b>Children's Services</b>
S1.21	Embed the reunification process across case management teams to <b>ensure that children are able to stay with their families where it is in their best interest to do so.</b>	<b>Cllr Ash Lister</b>	<b>Children's Services</b>
S1.22	<b>Continue to implement the Accommodation Strategy for 2023-26</b> to address placement sufficiency issues and support the implementation of the Right Place Model.	<b>Cllr Ash Lister</b>	<b>Children's Services</b>

Ref	Key Performance Indicator	Target
K1.18	The number of children looked after fostered by Local Authority foster carers	160
K1.19	The number of children looked after fostered by external foster carers	272
K1.20	The number of children looked after placed in in-house residential placements	25
K1.21	The number of children looked after in external residential placements	80
K1.22	The number of children returned home from care during the year	70
K1.23	The percentage of Children Looked After in regulated placements who are placed in Cardiff	60%
K1.24	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	<b>Build on the progress made implementing a locality approach to service provision</b> to maximise opportunities for children to have access to services close to home.	Cllr Ash Lister	Children's Services
S1.24	<b>Continue to implement the Children's Services Workforce Action Plan</b> to secure a primarily permanent workforce.	Cllr Ash Lister	Children's Services

Ref	Key Performance Indicator	Target
K1.25	The percentage of permanent social worker vacancies in Children's Services	15%
NEW	The number of schools with a named link worker	100%

### Shifting the balance of care: practice

Ref	We will:	Lead Member	Lead Directorate
S1.25	Continue working with partners to <b>develop and implement pathways and a joint model of service provision for children with serious mental health and emotional wellbeing issues.</b>	Cllr Ash Lister	Children's Services
S1.26	<b>Continue the implementation of the new Youth Justice Strategy 'Building Safer Futures Together'</b> and Improvement Plan to reduce offending and improve outcomes for young people.	Cllr Ash Lister	Children's Services
S1.27	<b>Refresh the Corporate Parenting Strategy and operational plan for 2024-27,</b> setting out how we will	Cllr Ash Lister	Children's Services

	improve outcomes and wellbeing for children looked after.		
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Ref	Key Performance Indicator	Target
K1.26	The number of first-time entrants into the Youth Justice System	60
K1.27	The percentage of children re-offending within six months of their previous offence	40%
K1.28	The number of young people in receipt of a prevention service from the Youth Justice Service	130
K1.32	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	65%
K1.33	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	65%

## Protecting the wellbeing of vulnerable children, young people and families

Ref	We will:	Lead Member	Lead Directorate
S1.28	<p><b>Continue with Phase 2 of the Flying Start Childcare expansion roll-out</b> through a phased approach following Welsh Government guidance including:</p> <ul style="list-style-type: none"> <li>Ensuring that all steps possible are carried out to increase the take-up of the childcare spaces to the maximum allowed by Welsh Government;</li> <li>Investigating the use of a Dynamic Purchasing System (DOS) to encourage more childcare providers to deliver Flying Start childcare places;</li> <li>Continuing to expand the number of individual Welsh language places available.</li> <li></li> </ul>	Cllr Ash Lister	Adult Services, Housing & Communities
NEW	Complete a review of the pathways into Early Help and Children's Services <b>to ensure families receive the right help at the right time from the right people.</b>	Cllr Ash Lister	Children's Services

<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](#))

New	<p><b>Take forward actions identified in the Education Safeguarding self-assessment</b> including:</p> <ul style="list-style-type: none"> <li>Review Pastoral Support Plan processes to improve the capacity of specialist teams;</li> <li>Ensure consistent bullying returns via MyConcern and complete work on feedback from schools to improve the system;</li> <li>Establish an improved school safeguarding audit tool in partnership with schools;</li> <li>Continue to strengthen communication to schools on thresholds and access to services, such as Early Help and the Multi-Agency Safeguarding Hub (MASH) to enable greater understanding.</li> </ul>	Cllr Sarah Merry & Cllr Ash Lister	Education & Lifelong Learning
S1.30	<b>New wording of step TBC</b>	Cllr Ash Lister, Cllr Sarah Merry & Cllr Peter Bradbury	Education & Lifelong Learning, and Adult Services, Housing & Communities
S1.31	Pilot the Single View of the Child project to <b>support decision-making and service delivery for young people.</b>	Cllr Ash Lister, Cllr Peter Bradbury & Cllr Sarah Merry	Performance & Partnerships, Education & Lifelong Learning and Children's Services

Ref	Key Performance Indicator	Target
K1.34	The number of people supported through the Family Gateway	9,000
NEW	The number of referrals stepped down from the Multi-Agency Safeguarding Hub to Family Help	Not appropriate to set target
NEW	The number of referrals stepped down from Children's Services via consultations	Not appropriate to set target
NEW	The number of referrals stepped up to Children's Services via the Multi-Agency Safeguarding Hub or the Child Health & Disability Team	Not appropriate to set target
K1.36	The percentage of families referred to Family Help, showing evidence of positive distance travelled	95%

NEW	The percentage of referrals to the front door which are received by the Multi Agency Safeguarding Hub	<b>Reduce</b>
NEW	The percentage of Section 47 enquiries completed on time	<b>60%</b>
NEW	The percentage of initial core groups held on time	<b>60%</b>
NEW	The percentage of children re-registered on the Child Protection Register within 12 months of previous registration	<b>&lt;6%</b>

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## **Wellbeing Objective 3:**

### Supporting people out of poverty

Our priorities for delivering a stronger, fairer, greener Cardiff in 2024/25:

- **Supporting those most impacted by the cost-of-living crisis**
- **Supporting people into work**
- **Continuing our Living Wage City ambition**
- **Embedding our new approach to preventing homelessness and ending rough sleeping**

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

### Supporting people into work

Ref	We will:	Lead Member	Lead Directorate
S3.02	<b>Support people into work</b> by continuing to fill current, and deliver new, apprenticeships and trainee opportunities within the Council.	<b>Cllr Chris Weaver</b>	<b>Resources</b>

Ref	Key Performance Indicator	Target
K3.01	The number of new apprenticeship and trainee placements provided within the Council in year	<b>100</b>
K3.02	The total number of apprenticeship and trainee placements within the Council in year	<b>150</b>

### Preventing homelessness whenever possible and ending rough sleeping

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

## **Wellbeing Objective 4:**

### Safe, confident and empowered communities

Our priorities for delivering a stronger, fairer, greener Cardiff in 2024/25:

- **Leading the response to the Housing Emergency**
- **Investing in communities**
- **Ensuring children and adults are protected from risk of harm and abuse**
- **Creating safe and inclusive communities**
- **Promoting the Welsh language**
- **Supporting grass-roots and community sport across the city**
- **Delivering high-quality parks and public spaces**

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

### Investing in communities

Ref	We will:	Lead Member	Lead Directorate
S4.06	<p>Investigate and <b>deliver future Community, Youth and Wellbeing Hubs</b> with partners, including:</p> <ul style="list-style-type: none"> <li>• Bringing forward plans for a Youth Hub in the city centre and agreeing a preferred option by May 2024;</li> <li>• Agreeing heads of terms and working in partnership with Cardiff &amp; Vale University Health Board (UHB) on the Full Business Case for the new Health and Wellbeing Hub at Ely &amp; Caerau by late 2024;</li> <li>• Commencing feasibility work with UHB to scope the potential for a partnership Riverside Hub;</li> <li>• Developing designs for new Hubs on strategic planning sites and larger housing and regeneration projects.</li> </ul>	<b>Cllr Lynda Thorne</b>	<b>Adult Services, Housing &amp; Communities</b>

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

Ref	We will:	Lead Member	Lead Directorate
S4.14	<p><b>Ensure children and adults are protected from risk of harm and abuse</b> by:</p> <ul style="list-style-type: none"> <li>• Implementing the Regional Safeguarding Board's Annual Plan;</li> <li>• Continuing to develop and implement the Safeguarding Adolescents From Exploitation (SAFE) Model during the year;</li> <li>• Monitoring the adult safeguarding referrals received and develop a pro-active multi-agency response to re-occurring issues.</li> </ul>	<b>Cllr Ash Lister &amp; Cllr Norma Mackie</b>	<b>Adult Services, Housing &amp; Communities, Children's Services, and Performance &amp; Partnerships</b>

## Supporting grass-roots and community sport across the city

Ref	We will:	Lead Member	Lead Directorate
NEW	<b>Support access to local community sports clubs and organisations</b> , increasing participation in sports and enhancing extra-curricular opportunities through the Community-Focused Schools approach.	<b>Cllr Jennifer Burke &amp; Cllr Sarah Merry</b>	<b>Economic Development, and Education &amp; Lifelong Learning</b>

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## **Wellbeing Objective 6:**

### **One Planet Cardiff**

Our priorities for delivering a stronger, fairer, greener Cardiff in 2024/25:

- **Responding to the Climate Emergency**
- **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><b>Nurture a strong active travel culture in every Cardiff school by 2027</b> by:</p> <ul style="list-style-type: none"> <li>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;</li> <li>Delivering infrastructure schemes to facilitate active journeys to schools;</li> <li>Introducing measures to deter car travel to school including School Streets and additional parking restrictions.</li> </ul>	Cllr Dan De'Ath & Cllr Sarah Merry	Planning, Transport & Environment

Ref	Key Performance Indicator	Target
K6.12	The number of schools supported to implement their Active Travel Plan	<b>128 cumulative</b>