

# Newport City Council Improvement Plan 15/16

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## Summary

a caring city

a fairer city

a learning  
& working city

a greener  
& healthier city

a safer city



**NEWPORT**  
CITY COUNCIL  
CYNGOR DINAS  
**CASNEWYDD**

Newport City Council is a unitary authority responsible for the administration of all areas of local government within a single tier for a given area. The Council was formed as a county borough in 1996 and obtained city status in 2002. It is the 8th largest in Wales, providing all major services such as education, leisure, housing, social services, planning and highways.

There are 50 Councillors and following the May 2012 election Newport has a Labour administration with 37 Labour, 10 Conservative, 2 Independent and 1 Liberal Democrat Members elected. The Council employs approximately 6,100 people and has a budget of £263m.

As stated in the Council's Corporate Plan 2012-2017, there are currently unprecedented levels of cuts to public sector funding. The Council will be focusing primarily on how best to deploy its efforts to make sure that the city thrives and prospers - with projects underpinned with our determination to improve the well-being of all Newport's citizens.

The purpose of the Improvement Plan is to evidence that the Council is delivering on the duty under the Local Government Measure (Wales) 2009 to secure continuous improvement. The Improvement Plan focuses on ten Improvement Objectives - areas of work where we aim to make a significant difference to services and outcomes and to 'improve people's lives'.

The Improvement Plan builds on the Council's Corporate Plan and the Local Service Board's Single Integrated Plan (the overall plan for Newport.) The Improvement Plan is not designed to describe all of the Council's day to day work, for those details turn to the Service Improvement Plans 2014-2015.

## Summary Improvement Plan Objectives

### The eight 2015/16 Improvement Objectives for Newport

The eight Improvement Objectives selected for 15/16 are grouped under the Corporate Plan's themes:

## 1 Supporting Older People leaving hospital

We want to ensure that people who require social care support do not stay in hospital beds any longer than necessary. When we are responsible for organising to discharge someone from hospital and we are unable to do so within reasonable time, they will be recorded as delayed for social care reasons.

## 2 Improving care and support services for adults

It is part of adult services statutory duty to review packages of care and support for individual service users. Achieving this objective will improve our planning with individuals proactively, ensuring a planned and efficient approach to our reviewing framework.

We are also required to develop an integrated assessment process for older people. By developing more integrated approaches to the management of care and support packages, we aim for more multi-professional involvement in reviewing care plans. This should also contribute to improving care plan reviewing.

a learning & working city

## 3 Developing and Regenerating the City

The objective is to make Newport an attractive place for:

- The creation of opportunities for businesses to set up in Newport
- Businesses to continue to deliver their services and develop their business
- The city is seen as a destination for tourism, culture, sport and retail
- Where the residents of the city benefit through increased employment and community benefits

We will provide support to local businesses in order

to promote economic growth and will enhance the city's skill base, generating additional employment for Newport residents through a variety of physical and social regeneration projects.

## 4 Supporting young people into education, employment or training

Engagement in learning and training are critical if young people are to make successes of their lives and meet their own needs and the needs of the city of Newport as an economic community. The Council and its partners have an important role to play in helping young people to make the most of opportunities for training and employment. The Improvement Objective measures the percentage of young people who are not in education, employment or training at key stages of their lives. Ensuring that the needs of looked after children are fully met is an important part of the work. Children's Social Services undertakes monitoring of all new placements to ensure that care plans are in place, that all children and young people are well matched and that permanency plans for all looked after children are tracked. This work is aimed at providing stability and permanency for looked after children as soon as possible.

## 5 Ensuring the best educational outcomes for children

To ensure pupils attainment is secured at all stages and including all groups. To ensure all our pupils are effectively engaged in education so that they can attain the best possible educational outcomes.

a greener  
& healthier city

## 6 Helping Children have a flying start in life

"Flying Start aims to make a decisive difference to the lives of children in the most disadvantaged communities". The Flying Start programme offers eligible parents free quality childcare for 2-3 year olds, parenting support, an enhanced health visitor service and support for early language development.

## 7 Increasing recycling

To ensure Newport delivers the Welsh Government objectives for the increasing of recycling and the European targets for diversion of waste from landfill, every recycling and diversion opportunity available to the city must be explored and where applicable, implemented.

The diversion of residual municipal waste from landfill will largely be covered by the operation of Prosiect Gwyrdd and Cwm-y-Fory. Therefore, this objective will largely focus on encouraging businesses and residents within the city to recycle more which will maximise the potential currently being classified and treated as residual waste.

a safer city

## 8 Improving outcomes for youth justice

The principle aim of the youth justice system, established by section 37 of the Crime and Disorder Act 1998, is to prevent offending by children and young people. This relates to prevention of anti-social behaviour and offending; appropriate use of Out of Court Disposals to divert young people from the criminal justice system; reducing the rate of proven re-offending and reducing the proportion of young people sentenced to custody. In line with Welsh Government and Youth Justice Board policy, we believe that prevention is better than cure and that children are young people first and offenders second.



## ***Update on Wales Audit Office Recommendations and Proposals for Improvement***

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During 13/14 the Council was subject to a Corporate Assessment which was carried out by the Wales Audit Office. At the time of writing, the Council are waiting for the conclusion of a follow up review of the Corporate Assessment. The Council received recommendations and proposals for improvement as part of the outcome of the original Assessment; monitoring of open recommendations and proposals for improvement is undertaken quarterly.

## ***Corporate Assessment***

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The Corporate Assessment can be found on the link below:

[www.newport.gov.uk/stellent/groups/public/documents/report/cont716631.pdf](http://www.newport.gov.uk/stellent/groups/public/documents/report/cont716631.pdf)

The Statement in response to the recommendations made in the Corporate Assessment under section 20 of the Local Government Measure 2009 can be found on the link below:

[www.newport.gov.uk/stellent/groups/public/documents/article/cont717942.pdf](http://www.newport.gov.uk/stellent/groups/public/documents/article/cont717942.pdf)

## ***Monitoring Proposals for Improvement***

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Cabinet receive quarterly monitoring of proposals for Improvement and the links to the reports considered over the last 12 months can be found below:

[www.newport.gov.uk/stellent/groups/public/documents/report/cont716631.pdf](http://www.newport.gov.uk/stellent/groups/public/documents/report/cont716631.pdf)

Cabinet 9th June 2014 (page 62 onwards)

[www.newport.gov.uk/stellent/groups/public/documents/report/cont724223.pdf](http://www.newport.gov.uk/stellent/groups/public/documents/report/cont724223.pdf)

Cabinet 8th September 2014 (page 42 onwards)

[www.newport.gov.uk/stellent/groups/public/documents/report/cont727364.pdf](http://www.newport.gov.uk/stellent/groups/public/documents/report/cont727364.pdf)

Cabinet 8th December 2014 (page 44 onwards)

[www.newport.gov.uk/stellent/groups/public/documents/report/cont730383.pdf](http://www.newport.gov.uk/stellent/groups/public/documents/report/cont730383.pdf)

Cabinet March 2015 (page x onwards)

## ***Have your say***

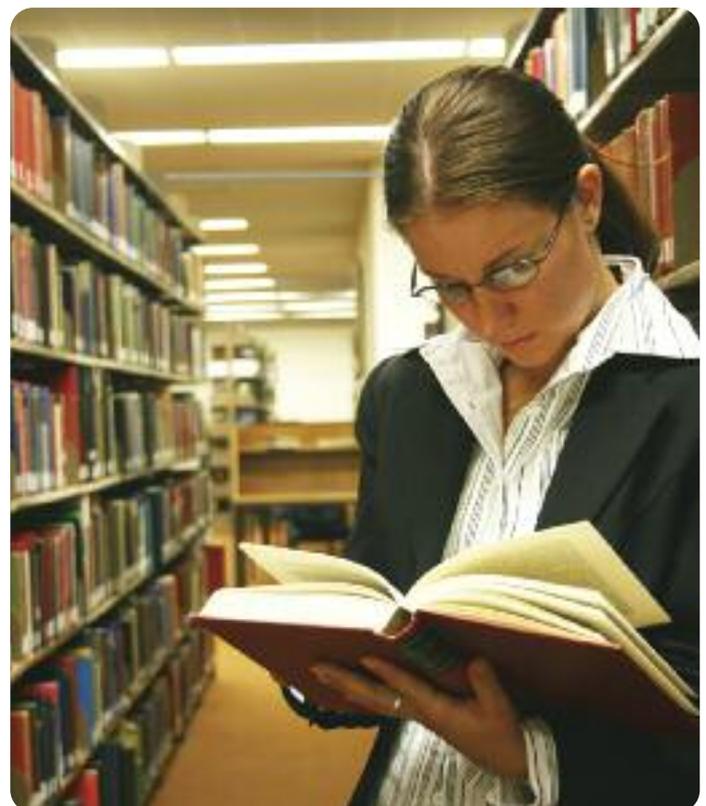
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Newport City Council is committed to improving our services and it is important that we listen to what the community have to say. We welcome your comments or suggestions at any time of the year.

If you have any comments, would like any further information, or to request a copy of this plan please contact:

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# 1 Supporting Older People Leaving Hospital

Link to Corporate Plan: **A Caring City**  
 Lead Cabinet Member: Cabinet Member for Social Care and Well-being  
 Lead Officer: Head of Adult and Community Services

## What is the Improvement Objective?

We want to ensure that people who require social care support do not stay in hospital beds any longer than necessary. When we are responsible for organising to discharge someone from hospital and we are unable to do so within reasonable time, they will be recorded as delayed for social care reasons.

## What are we going to do?

- 1.1 Reduce DTOC levels for social care reasons to 4/1000 of the population
- 1.2 Fully implement a single referral for discharge at RGH site which links therapist, social work and frailty team.
- 1.3 Working in partnership to adopt a 'discharge to assess' approach, where patients are discharged from hospital once they are medically fit and have their support needs assessed within an agreed timescale on arrival at home.

## How will we know?

MEASURE	Target for 15/16
<b>How much did we do?</b>	
IA Delayed Transfers of Care	4/1000
IB No of Social Services hospital discharge assessments completed per annum	800 (volumes expected to fall as we continue to streamline referral process and reduce duplication)
IC DToc –No. 18 + Service Users Delayed	46 per year = 3.8 per month
<b>How well did we do it?</b>	
ID % of people whose needs were met to their satisfaction following a planned discharge from hospital and needing social care support	95%
<b>Is anyone better off?</b>	
IE No of people fully reabled to independent living after using step down style intervention	270

## Partnership: Who do we need to work with?

- Health Aneurin Bevan Health Board – Secondary services (Royal Gwent Hospital)
- Community division – linked to GP networks, District Nursing, Frailty
- Commissioned providers of social care services – Residential and nursing providers
  - Domiciliary care providers
  - Carers support services
- Other Council Partners – Housing to facilitate adaptations where applicable



## 2 Improving Care and Support Services for Adults

Link to Corporate Plan: **A Caring City**  
Lead Cabinet Member: Cabinet Member for Social Care and Well-being  
Lead Officer: Head of Adult and Community Services

### What is the Improvement Objective?

It is part of adult services statutory duty to review packages of care and support for individual service users. Achieving this objective will improve our planning with individuals proactively, ensuring a planned and efficient approach to our reviewing framework.

We are also required to develop an integrated assessment process for older people. By developing more integrated approaches to the management of care and support packages, we aim for more multi-professional involvement in reviewing care plans. This should also contribute to improving care plan reviewing.

During 2014/15 we made improvement to the volumes of reviews completed in the year and this improvement objective has been set to ensure we continue to improve on this and exceed other Local Authority performance in Wales.

### What are we going to do?

- 2.1 To continue to improve the volumes of reviews of care plans completed up to 85% by the 2015/16 year end
- 2.2 Agree review team structure in line with client pathway so we ensure consistent review practice
- 2.3 Develop and implement a revised process as part of integrated assessment to include the needs of carers and ensure that all cases are reviewed appropriately.

### How will we know?

MEASURE	Target for 15/16
How much did we do?	
2A Care plan reviews	85% NCC
How well did we do it?	
2B OT Assessments & Reviews	85%
Is anyone better off?	
2C Carers offered assessment or review	90%

### Partnership: Who do we need to work with?

Health colleagues in integrated teams (other care coordinators)



# 3 Developing and Regenerating the City

Link to Corporate Plan: *A Learning and Working City*

Lead Cabinet Member: Cabinet Member for Regeneration and Development and Cabinet Member for Skills and Work  
 Lead Officer: Head of Regeneration, Investment and Housing

## What is the Improvement Objective?

The objective is to make Newport an attractive place for:

- The creation of opportunities for businesses to set up in Newport
- Businesses to continue to deliver their services and develop their business
- The city is seen as a destination for tourism, culture, sport and retail
- Where the residents of the city benefit through increased employment and community benefits

We will provide support to local businesses in order to promote economic growth and will enhance the city's skill base, generating additional employment for Newport residents through a variety of physical and social regeneration projects.

## What will we do?

3.1 To finalise and continue schemes started in year 1 of the programme and to commence new schemes identified as part of Vibrant & Viable Places Year 2.

3.2 Regeneration Strategy focussing on the physical environment and infrastructure, improvement in skills, training and job creation along with continued provision of robust business support for new and existing businesses. The strategy also provides support for the newly developed Business Improvement District and the opportunity to link themes within the strategy to similar themes within the BID

3.3 To continue to secure external funding for Regeneration programmes such as the continued redevelopment of the fourteen locks system and identification of a project to work with the Heritage Lottery Fund.

3.4 Continue to develop new and innovative large scale energy improvement work with energy companies and Welsh Government

## How will we know?

MEASURE	Target for 15/16
How much did we do?	
3A. VVP- Increase in city centre housing	19 (2014/15)
3B. Provision of coherent Business Support	500 businesses assisted
How well did we do it?	
3C. Number of people engaged in employment programmes	1000
3D. Number of people engaged in employment programmes	600
Is anyone better off?	
3E. Number of homes benefitting from improved domestic energy performance measures and removed from fuel poverty	300

## Partnership: Who do we need to work with?

Members of the Local Service Board;  
 The business community and city centre traders;  
 Welsh Government;  
 Welsh Government Task Force



# 4 Supporting Young People into Education, Employment or Training

Link to Corporate Plan: **A Learning and Working City**

Lead Cabinet Member: Cabinet Member for Skills and Work

Lead Officer: Strategic director - people

## What is the Improvement Objective?

Engagement in learning and training are critical if young people are to make successes of their lives and meet their own needs and the needs of the city of Newport as an economic community. The council and its partners have an important role to play in helping young people to make the most of opportunities for training and employment. The Improvement Objective measures the percentage of young people who are not in education, employment or training at key stages of their lives.

## What are we going to do?

4.1 Develop and deliver specific employability programmes through WBLA to meet the needs of those young people who are only seeking employment

4.2 Implement the Youth Engagement and Progression Framework action plan

4.3 Map provision for those young people unable to progress against their specific needs

4.4 Meet regularly with Careers Wales, Schools, Work Based Learning Providers and Coleg Gwent to ensure provision appropriately meets the needs of young people

4.5 Development of Skills and Work service within Newport City Council

## How will we know?

MEASURE	Target for 15/16
How much did we do?	
4A. Number of families accessing Family Skills Project	270
4B. Number of young people accessing Children and Young People's Skills Project	885

4C. Number of enrolments on basic skills courses	400 (2014/15 academic year)
4D. Number of entrants into work based learning academy	480
How well did we do it?	
4E. Retention rate for enrolments on accredited Basic skills courses	80% (2014/15 academic year)
4F. Achievement rate for enrolments on accredited Basic skills courses	70% (2014/15 academic year)
4G. Retention rate for learners on community learning courses (excluding basic skills)	85% (2014/15 academic year)
4H. Achievement rate for enrolments on community learning courses (excluding basic skills)	80% (2014/15 academic year)
Is anyone better off	
4I. % of year 11 NEETS	4.8% (2014/15 academic year)
4J. % of year 13 NEET	7.0% (2014/15 academic year)
4K. % of 16-18 year olds not in education, employment or training (October)	10% (October 15)
4L. Number of graduates from Work Based Learning Academy progressing to further opportunity (six months paid employment placement)	80

## Partnership: Who do we need to work with?

Newport City Council – Education, Community Development, Youth Service, Children and Families Services, Community Learning and Libraries, Partnerships and Policy  
 Gyrfa Cymru Careers Wales  
 Coleg Gwent – Newport Campus  
 Secondary Schools  
 University of South Wales  
 Communities First  
 Voluntary Youth Sector  
 Work Based Learning Providers  
 Employers  
 Welsh Government

# 5 Ensuring the Best Educational Outcomes for Children

Link to Corporate Plan: ***A Learning and Working City***

Lead Cabinet Member: Cabinet Member for Education and Young People and Cabinet Member for Skills and Work

Lead Officer: Chief Education Officer

## ***What is the Improvement Objective?***

To ensure all our pupils are effectively engaged in education so that they can attain the best possible educational outcomes. This includes vulnerable learners that may be at risk of not reaching their expected level of attainment.

## ***What are we going to do?***

5.1 Improve the number of pupils achieving the expected level of attainment at Foundation Phase, Key Stage 2, Key Stage 3 and Key Stage 4 (Level 2 inclusive indicator).

- The local authority will continue to commission the services of the Education Achievement Service to support and improve the quality of teaching and learning in Newport schools.

- The local authority will continue to focus on the national priorities of ‘improving literacy, improving numeracy and reducing the impact of poverty and deprivation’.

5.2 Improve Primary & Secondary Attendance

- The local authority will co-construct an attendance work plan with schools.

Sub groups will be established to lead and develop specialist work streams e.g. minority-ethnic issues, Early years, good practice including adopting CALLIO processes and practices

5.3 Reduce pupil exclusions

- The Local Authority will agree exclusion targets with secondary schools and monitor their success.

- A Primary Learning Resource Base Review will take place to ensure that there is appropriate provision for pupils who require specialist support.

## ***How will we know?***

MEASURE	Target for 15/16 (AY 14/15)
<b>How much did we do?</b>	
5A. Percentage of schools achieving full spend SEG (School Effectiveness Grant)	90%
5B. Percentage of schools achieving full spend PDG (Pupil Deprivation Grant)	95%
<b>How well did we do it?</b>	
5C. Number of days lost to fixed term exclusions in secondary schools	2450
5D. Attendance levels primary school EDU/016a	93.6%
5E. Attendance levels secondary schools EDU/016b	92.1%
<b>Is anyone better off?</b>	
5F. Pupils achieving the expected CSI outcome at the end of Key Stage 3 EDU/004	77.0%
5G. Number of FSM pupils achieving the expected Core Subject Indicator at KS2.	74%
5H. Pupils achieving the expected outcome at the end of the Foundation Phase	84%
5I. Leavers without qualifications EDU/002i	0.4%
5J. Pupils achieving Level 2 Threshold inc. English and Maths EDU/017	52.9%
5K. Number of pupils gaining KS2 Level 4+ English in Teacher Assessment	89.8%
5L. Number of pupils gaining KS3 Level 5+ English in Teacher Assessment	83.5%

AY is Academic Year, FY is financial year. Data for the Academic Year 14/15 will be reported in the financial year 15/16

## ***Partnership: Who do we need to work with?***

Welsh Government

EAS

Schools and Head teachers

Citizens of Newport including parents & pupils

Social Services

Health

Police

Youth Offending Team

Youth Services

Communities First

Voluntary Groups

South East Wales consortia area working groups

SE Wales Safeguarding children board



# 6 Helping Children have a Flying Start in Life

Link to Corporate Plan: [A Green and Healthy City](#)

**Lead Cabinet Member:** Cabinet Member for Education and Young People and Cabinet Member for Skills and Work

**Lead Officer:** Head of Regeneration, Investment and Housing

## What is the Improvement Objective?

"Flying Start aims to make a decisive difference to the lives of children in the most disadvantaged communities". The Flying Start programme offers eligible parents free quality childcare for 2-3 year olds, parenting support, an enhanced health visitor service and support for early language development.

Our improvement objective for the programme includes:-

**Improve Parenting Skills** - Providing parents with accessible information on parenting and outlines the wide menu of parenting support options available. Our vision is to enable parents to participate in the design, delivery and review of services. To develop engagement with 'hard to reach' groups and enable parents to acquire the skills and strategies to parent effectively. Flying Start priority - To ensure that there is a team of appropriately trained staff supported by effective management support and supervision available to deliver parenting programmes. We aim to recruit and retain parents on a range of parenting programmes within the home and groups in identified communities.

**To support the role of parents as first educator and to improve language and communication development** - To deliver a pathway of Early Language Support to all children aged 0 - 4 years of age within the home and group settings including Language and Play and Number and Play.

**To improve the development of children** - The potential for all (100%) eligible parents to access Flying Start childcare for 2-3 year olds offered as a maximum of 12.5 hours (5 sessions x 2.5 hours) of childcare per week (over a 39 week term).

To improve access to Health services for disadvantaged groups - Delivering an intensive core programme for all Flying Start beneficiaries aged 0-4 years of age and to provide client led antenatal and postnatal support

## What are we going to do?

6.1 To provide targeted intervention to children aged 9 months to 4 years old identified as requiring additional language support.

6.2 To ensure children identified with Additional Needs are supported within the programme promoting seamless transition into and out of Flying Start childcare

6.3 To support parents to acquire the skills/strategies to parent effectively.

## How will we know?

MEASURE	Target for 15/16
<b>How much did we do?</b>	
6A. Delivery of Tiny Talker language and Chatty Children groups across Flying Start areas for children aged 9 months to 4 years	10 groups ( 50 Children
<b>How well did we do it?</b>	
6B. Percentage of parents that report an improvement in their child's language and communication skills post intervention within the Tiny Talker group	70%
6C. Percentage of parents reporting positive transition of children with ALN	70%
<b>Is anyone better off?</b>	
6D. Percentage of children that show an improvement in their Wellcomm assessment score within the Chatty Children group	50%
6E. Percentage of families that have shown an improvement in their TOPSE Scores following completion of PAFT during the term	80%

## Partnership: Who do we need to work with?

Welsh Government  
 Wastesavers  
 Waste Awareness Wales  
 The residents and businesses in Newport.  
 WLGA



# 7 Increasing Recycling

Link to Corporate Plan: *A Greener and Healthy City*

Lead Cabinet Member: Cabinet Member for Infrastructure

Lead Officer: Head of Streetscene and City Services

## What is the Improvement Objective?

To increase recycling and divert waste from landfill. To ensure Newport delivers the Welsh Government objectives for the increasing of recycling and the European targets for diversion of waste from landfill, every recycling and diversion opportunity available to the city must be explored and where applicable, implemented.

The diversion of residual municipal waste from landfill will largely be covered by the operation of Prosiect Gwyrdd and Cwm-y-Fory. Therefore, this objective will largely focus on encouraging businesses and residents within the city to recycle more which will maximise the potential currently being classified and treated as residual waste.

## What are we going to do?

7.1 To understand the reasons why 30% of Newport residents do not recycle

7.2 In partnership with WG and WLGA under the Collaborative Change programme, Newport City Council is planning to undertake a comprehensive trial of approximately 660 properties using the best practice options on a small number of properties to evaluate how we might meet the 70% target.

7.3 The Council will further increase recycling at the household waste recycling centre by increasing staff presence and assisting residents to segregate the waste they bring to the centre.

7.4 Commence full Prosiect Gwyrdd waste to energy contract in Q3.

7.5 Commence Cwm-y-Fory food waste recycling contract end of Q1.

## How will we know?

MEASURE	Target for 15/16
7A. Percentage of municipal waste recycled or composted.	55%
7B. Amount of waste sent to landfill	25%
7C. Percentage of municipal waste recycled at the HWRC site	65%
7D. NCC/WG proposed trial to encourage 600 households to recycle 70%.	600 households

## Partnership: Who do we need to work with?

Welsh Government  
 Wastesavers  
 Waste Awareness Wales  
 The residents and businesses in Newport.  
 WLGA



# 8 Improving Outcomes for Youth Justice

Link to Corporate Plan: [A Safer City](#)  
 Lead Cabinet Member: Cabinet Member for Leisure and Culture  
 Lead Officer: Head of Continuing Learning and Leisure

## Description of Improvement Objective

The principle aim of the youth justice system, established by section 37 of the Crime and Disorder Act 1998, is to prevent offending by children and young people.

This relates to prevention of

- anti-social behaviour and offending;
- appropriate use of Out of Court Disposals to divert young people from the criminal justice system
- reducing the rate of proven re-offending and
- reducing the proportion of young people sentenced to custody.

In line with Welsh Government and Youth Justice Board policy, we believe that prevention is better than cure and that children are young people first and offenders second.

## What will we do?

- 8.1 Reduction in first time entrants
- 8.2 Reduction in youth re-offending
- 8.3 Reduction in the use of youth custody
- 8.4 Effective public protection / managing risks
- 8.5 Effective safeguarding (identifying vulnerable young people)
- 8.6 Access to Education, Training and Employment

## How will we know?

MEASURE	2015-16 Targets (period reported)
<b>How much did we do?</b>	
8A. Number of young people referred for Community Resolution	168 (April 15- Mar 16)
8B. Number of young people referred to Newport Bureau for Out of Court Disposals	118 (April 15- Mar 16)
<b>How well did we do it?</b>	
8C. Number of first time entrants into the Youth Justice System (data from Police National Computer)	128 (Oct 14 – Sept 15)
8D. The rate of proven re-offending for young people (follow up for 2 years after committing an offence)	37% (April 13 – Mar 14)
8E. The proportion of young people sentenced to custody	1.18 (Oct 14 - Sept 15)
<b>Is anyone better off?</b>	
8F. Access to suitable accommodation for young people in the Youth Justice System. At the end of their intervention provided they are not in custody (WG indicator WYJ15)	80% (Jan 15 – Dec 15)
8G. Average hours of education, training or employment received by young people at the end of YOS intervention. (WG indicator WYJ14)	19.5
8H. Number of children and young people in the Youth Justice System in Wales, with identified substance misuse needs, who have access to appropriate specialist assessment. (WG indicator WJY16)	80% (Jan 15 – Dec 15)
8I. Percentage of victims satisfied with the service they received from YOS/TAF team.	50% (Jan 15 – Dec 15)
8J. Percentage of young people who receive Out of Court disposals who re-offend within the next 12 months.	30% (Jan 15 – Dec 15)

## Partnership: Who do we need to work with?

Gwent Police  
 All Wales Probation Trust  
 Aneurin Bevan University Health Board  
 Barnardo's B@I  
 Careers Wales  
 Positive Futures





***improving***  
people's lives

***gwella***  
bywydau pobl

*providing the best  
affordable services*

*darparu'r gwasanaethau  
fforddiadwy gorau*

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