

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

MUNICIPAL YEAR 2014/15

COUNCIL
29th October 2014

REPORT OF THE CHIEF EXECUTIVE

Agenda Item No.
WALES PROGRAMME FOR IMPROVEMENT: THE COUNCIL'S ANNUAL DELIVERY REPORT - 2013/14

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WALES PROGRAMME FOR IMPROVEMENT: THE COUNCIL'S ANNUAL DELIVERY REPORT FOR 2013/14

1.0 PURPOSE OF THE REPORT

To present the Council's Annual Delivery Report for 2013/14.

2.0 RECOMMENDATIONS

It is recommended that Council:

- 2.1 Approve the Annual Delivery Report for 2013/14 (**Appendix 1**) for publication by the statutory publication date of the 31st October 2014.

3.0 BACKGROUND INFORMATION

- 3.1 Part 1, Section 15(2) of the Local Government (Wales) Measure 2009, 'the Measure', requires all local authorities in Wales to make arrangements to secure continuous improvement in the exercise of their functions. As part of discharging this legal duty local authorities are required to make public an assessment of their performance for each financial year.
- 3.2 Neither the Measure, nor related guidance issued by the Welsh Government stipulates how local authorities should publish information or its title or brand, providing the published information makes clear that it discharges the authority's legal duty. Rather, the guidance states that it should be for individual local authorities to publish information in a way that best suits the needs of the audience at whom the information is aimed, which would normally include both hard-copy and electronic publication.
- 3.3 To ensure consistency in reporting and accountability, the Measure does require that an authority's assessment of performance be approved by Full Council before publication and contain;

- Evidence of the processes that the authority has followed to discharge its general duty to improve;
- A summary assessment of the authority's view of its performance in achieving its stated improvement priorities for the previous year;
- Performance as measured by all statutory performance indicators, whether or not these relate directly to the stated improvement priorities;
- Details of other performance information and its use;
- Assessment of the authority's performance over time and against other comparable bodies (including other local authorities);
- Details of the ways in which the authority has exercised its powers of collaboration during the reporting year, including details of whether a collaborative activity has achieved its intended outcomes;
- Any statements of activity that the authority has issued as a result of any Section 19 reports issued by the Auditor General to that authority in that reporting year.

3.4 The statutory publication deadline is 31st October, following the end of the financial year to which the information relates. It should be noted that local authorities are free to publish at any point prior to that date if the information is available and has been approved.

4.0 THE COUNCIL'S ANNUAL DELIVERY REPORT FOR 2013/14

4.1 The Council has prepared its Annual Delivery Report for 2013/14 (attached at Appendix 1) to meet its responsibility under Part 1, Section 15(2) of the Measure and related guidance issued by the Welsh Government.

4.2 The Council's Annual Delivery Report aims to provide a fair and balanced assessment of each improvement priority for 2013/14, setting out areas of positive performance and also areas that require attention and improvement. The up date is also set within the context of supporting the key outcomes within "Delivering Change".

4.3 The Council's improvement priorities for 2013/14, as agreed by Council on 26th June 2013 were:

- **Medium term service planning** – delivering within our means;
- **Education** – a top quality education for all;
- **Children and family centred services** - keeping all children and young people safe and improving the life chances of vulnerable children;
- **Public health and protection** – protecting people from harm
- **Maintaining people's independence** - supporting adults and older people to live independently;

- **Physical Regeneration of our communities;**
- **Social Regeneration of our communities;**
- **Streetcare services and the natural environment** – a cleaner greener County Borough.

- 4.4 To enable the production of the Annual Delivery Report, Council officers drafted an evaluation of performance for each improvement priority area for 2013/14; each evaluation was then subject to scrutiny via Member led Scrutiny Working Groups to determine whether the positions reported were fair, balanced and evidenced based. Scrutiny working group meetings took place throughout September and October 2014 and an overall up date was reported to the Overview and Scrutiny Committee on 15th October 2014.
- 4.5 To provide Members with an audit trail of the information used to compile the Annual Delivery Report, copies of key documents have been appended to this report. For ease of reference, Table 1 indicates the appropriate appendix reference.

Table 1 – Appendix References

Minutes of Scrutiny Working Group meetings	Appendices 2a – e
Performance evaluations and 2013/14 improvement priority plans	Appendices 3a – h

- 4.6 In parallel with the above process, Council officers have up dated each performance evaluation in line with scrutiny working group feedback (a summary of which was set out in the Overview and Scrutiny report of the 15th October 2014), and compiled the Annual Delivery Report based on the revised performance evaluations.
- 4.7 Further to the final content of the Annual Delivery Report being approved by Council, it will be made available on the Council's internet and intranet sites by the statutory deadline of 31st October 2014. The Report will be produced bilingually and copies will also be made available at public facing Council buildings and on request.
- 4.8 Finally, the Wales Audit Office has a statutory duty to audit the Annual Delivery Report following its approval, the results of which will be formally reported to the Council in due course.

5.0 SUMMARY

- 5.1 The Council is required to prepare and publish an annual assessment of its performance in accordance with Part 1, Section 15(2) of the Measure.

- 5.2 The Council has prepared an Annual Delivery Report following review and challenge by scrutiny working groups to set out a fair, balanced and evidenced based picture of performance for the 2013/14 financial year.

Rhondda Cynon Taf County Borough Council

DRAFT Annual Delivery Report 2013/14



STRONG HERITAGE | STRONG FUTURE
RHONDDA CYNON TAF
TREFTADAETH GADARN | DYFODOL SICR

This document contains end of year performance information and data in relation to the Council's improvement priorities and should be considered as the Council's second stage report and summary prepared under Part 1, Section 15(2), of the Local Government Measure 2009 – Wales Programme for Improvement.

This report is available in other languages and formats on request

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1. Introduction by the Leader of the Council

I am pleased to introduce Rhondda Cynon Taf's Annual Delivery Report that tells the story of how the Council has performed against the eight improvement priorities we agreed for 2013/14.

This is my first Annual Delivery Report as Leader of the Council and I hope you will see that the picture it paints is both an honest and recognisable one, in setting out those things we did well and those things we need to do better.

Overall, I feel the progress made by the Council during the last year has been generally good. I do however accept that where the report tells us we need to improve, we must do so, if we are to meet our future goals. I will do my utmost, with our partners and you, to meet these challenges to help make Rhondda Cynon Taf a safer, healthier and wealthier place to live, work and learn.

I am under no illusions of how difficult this will be to achieve. The past few years have not been easy for anyone involved in the delivery of local government services. Central government austerity measures have resulted in huge funding cuts for public services and it is certain that we will have to deal with more of the same for many years to come.

I know from first hand experience that working through difficult times to plan and make savings is not new to Rhondda Cynon Taf: strong leadership and robust financial management has enabled us to deliver over £60 million in efficiency savings over the past ten years. What is new are the much bigger reductions to our funding compared to previous years at the same time as we are experiencing an increasing demand for council services; these changes are requiring us to

permanently reduce our spending quickly and significantly, and means we can no longer protect front line services to the extent we have in the past.

2013/14 very much followed this picture: savings of £9.6 million were required to meet our legal responsibility of setting a balanced budget and in July 2013, we estimated that a further £44 million of savings would be needed over the next three years, to financial year 2016/17.

It is against this very difficult financial picture that I set out some key messages from our Annual Delivery Report.

Firstly, our Medium Term Service Planning improvement priority was the 'engine' of the Council, making sure we delivered services within the overall resources available. The Council's independent auditor, the Wales Audit Office, expressed a similar view in its latest report to us: "*The Council's strategic financial management arrangements remain sound...*".

This priority area also identified a range of service change and cut proposals that aimed to reduce expenditure and at the same time ensure the services that remained were still as good as the rest of Wales. Following public consultation and consideration by the Council, a number were approved in January 2014 and are being implemented: changes to Day Centres, Libraries, Meals on Wheels and Youth Services. A further service change decision, Nursery Admission arrangements, was quashed following a legal challenge; we have carefully considered the findings of the legal ruling and have reluctantly decided to consult again on this proposal in Autumn 2014.

We have learned valuable lessons during the past year on our approach when engaging with you on proposals to change or cut services and have started to put these into practice. This has included holding public engagement events; inviting public suggestions for savings; increasing the time period that we consult; and soon to be introduced 'drop in events' for us to speak to you face to face about our proposals. The Wales Audit Office has also reported that *"...improved communication and engagement with citizens is needed around the scale of the Council's improvement ambitions and the impact of service changes"* and I hope you can see we are actively addressing the points made.

Secondly, educating children and young people and keeping them safe from harm continued to be of high importance to us through two of our priority areas: 'Education' and 'Children and Family Centred Services'.

Education examination results improved for school children of all ages, with the results achieved by pupils aged 16 improving at a faster rate than the Welsh average; however too few children achieve A*-C in GCSEs, especially in Maths, English/Welsh and Science. Year on year improvements in primary and secondary school attendance levels have also been achieved; when compared to similar schools across Wales, our primary schools were around the Welsh average and our secondary schools were below average.

Although there remains much for us to do in this area in partnership with our schools, Estyn, the education inspectorate, reported in August 2014 that the Council *"...is judged to have made sufficient progress in relation to the recommendations following the inspection of March 2012"* and is no longer in need of Estyn monitoring. This provides us with independent assurance that we are doing the right things

in our aim to provide first class education services for children and young people.

Our focus on keeping children safe from harm has and will continue to be at the heart of everything we do. Demand for Children's Services continued to rise and contributed to more children needing to be removed from their families and taken into the care of the Council as well as more children being placed on the child protection register: for both areas we have some of the highest rates across Wales.

The rise in demand also affected our performance particularly around how quickly we were able to complete assessments and the area of Children's Services represents one of the most significant financial risks to us. A similar view has also been expressed by the Care and Social Services Inspectorate Wales, the body with legal responsibility to review Children's Services within Welsh councils, in its latest report to us.

Thirdly, prioritising public health and protection saw positive results in helping more people to reduce their misuse of alcohol and drugs as well as helping to improve the quality of life of people who are subject to domestic violence. We still have some of the highest incident rates across Wales for these areas and will need to retain our focus to help people who are potentially vulnerable. We were also able to help bring back into use more privately owned empty properties: 94 or 3.05% of the total number of private empty properties; despite our positive work the percentage rate remains one of the lowest in Wales.

Fourthly, our priority to support adults and older people to live independently proved challenging. We supported more adults with disabilities to live independently and continued to support a high number of people aged 65 and over in the

community when compared to other Welsh councils. Based on individual assessments, we also determined it necessary to support a high number of people in care homes when compared to other Welsh councils; this meant that these people, based on their needs, were unable to live independently.

Fifthly, economic regeneration through supporting businesses, people and creating the conditions for job creation was a top priority. Through Welsh Government support, over 280 people got jobs via Communities First projects and enterprise clubs, and over 100 jobs were created in local businesses and social enterprises. Our partnership with the Welsh Government to invest in our town centres continued. Specifically in relation to Aberdare and Pontypridd Town Centres we are seeing some positive signs: fewer empty shops were vacant and more people visited Pontypridd this year, a trend we will seek to make happen across our other town centres.

Lastly, attention on the environment was central to our work. Despite improving how much of residents' and business waste we recycled, from 46% in 2012/13 to 49% in 2013/14, we failed to meet the national target set by the Welsh Government of 52%. This could mean in the near future that the Council is subject to significant financial penalties. We therefore need to increase our efforts in partnership with you to help us improve in this area. More positively our on-going investment in roads is helping to improve their condition: 11% were in a poor condition in 2011/12; this has moved to 9.9% in 2013/14 and is better than the Welsh average of 13.2%.

I hope that you can see some of positive impacts that our work had in 2013/14 alongside those areas where we need to improve. As I touched on earlier, the on-going reductions to

our funding will play a massive part in shaping the future of the Council; our most recent forecast in July 2014 predicts we are facing a budget shortfall of around £70 million over the next three years, to financial year 2017/18.

The size of the shortfall will unfortunately mean we will need to make more tough choices. You will no doubt already have seen the further difficult decisions we needed to take in May 2014: reducing the number of bus routes we subsidise; part night lighting elements of our street lighting; revising social care charges; and closing paddling pools, the Municipal Hall and Cynon Valley Museum. We are working hard to minimise the impact these changes have, through for example, encouraging and supporting local groups to continue to operate replacement services, and will be fully committed to this approach into the future.

I can assure you that when we consider further changes to services over the coming weeks, months and years, we will listen to your views and where possible take them into account where they enable us to meet our legal duties.

Finally, I would like to take this opportunity to thank our staff, elected Members and partners for the part they played in delivering many important services during 2013/14, and for their contributions in producing and scrutinising our Annual Delivery Report.

2. Our improvement priorities in 2013/14

Our Annual Delivery Report aims to tell the story to you, the public, of how the Council performed during 2013/14. We hope that the information provided will help you better understand our performance, the challenges we face and encourage you to give us your views to help us get better at what we do.

We also have a legal duty each year under the Local Government (Wales) Measure to publish an assessment of performance for the previous year and to do this by 31st October. Our Annual Delivery Report also aims to satisfy this legal duty.

Setting our priorities and monitoring progress

In June 2013 the Council approved eight improvement priorities for 2013/14 (www.rctcbc.gov.uk/Council-26-Jun-2013). These were:

1. **Medium term service planning** – delivering within our means;
2. **Education** – a top quality education for all;
3. **Children and family centred services** - keeping all children and young people safe and improving the life chances of vulnerable children;
4. **Public health and protection** – protecting people from harm;
5. **Maintaining people’s independence** - supporting adults and older people to live independently;
6. **Physical regeneration of our communities;**
7. **Social regeneration of our communities;**
8. **Streetcare services and the natural environment** – a cleaner greener County Borough.

We arrived at these priorities by taking into account feedback from local people and regulators; the challenging financial climate we were facing; and the progress we had made in the previous year. We also considered how these priorities would be of long-term benefit to you, the residents of Rhondda Cynon Taf.

We considered how our work helped to contribute to the wider aims of our partnership plan 'Delivering Change' (www.rctcbc.gov.uk/singleplan) because much of the work we needed to do involved working with our partners. All of our Council priorities contribute towards the bigger picture of working towards a safer, healthier and more prosperous Rhondda Cynon Taf.

We produced a detailed plan setting out what we wanted to do and by when in our Corporate Plan (www.rctcbc.gov.uk/CorporatePlan2013-14) for 2013/14. For each of our priorities, we described how we would make a real difference to the lives of people that live and work in Rhondda Cynon Taf and set ourselves targets. We recognised that some of the improvements we needed to make would take longer than one year to see a difference and where that has been the case, we have reviewed what is still relevant at the end of the year and included this in our priorities for 2014/15.

Our progress has been scrutinised by Councillors every three months in reports that are available for everyone to see at www.rctcbc.gov.uk/councilperformance. At the end of the year, the plans have been reviewed using more up-to-date information to help us make an in depth judgement of whether we achieved what we set out to do. The information we used included feedback from people that use our services and data that compares us with other Welsh Councils.

Councillors used this to challenge and scrutinise our progress and told us where they wanted more information or feedback from people about what we have done. We put all of this information together into what we call our "Performance Evaluations" and these are what we are summarising for you in this report. We have also included links to the detailed Performance Evaluations should you wish to see them.

What does our Independent Auditor say about our progress?

In the most recent report in July 2014, the Council's Independent Auditor, the Wales Audit Office, said that we had responded well to the recommendations in its previous report and that:

- We are *"driving improvement in education and social services but still face a significant challenge in meeting national targets for waste recycling."*
- We are *"improving the scrutiny and reporting of performance although there is scope to improve the way we evaluate the progress it is making towards achieving its improvement priorities."*
- *"The Council's strategic financial planning arrangements remained sound but improved communication and engagement with citizens is needed around the scale of the Council's improvement ambitions and the impact of service changes in its priority areas."*

We are encouraged by the positive comments from the Auditor but also recognise we need to do better in some areas of work. You will see how we are already addressing this in our Performance Evaluations. You can see the full report from the Wales Audit Office at www.rctcbc.gov.uk/WAO-AIR2014

3. Our performance during 2013/14

This section of the report takes each priority in turn and summarises information we have pulled together to create more detailed "Performance Evaluations". You can find the more detailed evaluations by visiting the Council's website at [www. insert link in final version](#)

Medium term service planning - delivering within our means

The harsh financial challenges faced by the Council over the coming years have been widely publicised and residents are being asked to contribute to the ongoing discussions with Council staff and Councillors. There are no easy answers and a disciplined and innovative approach to how we manage our money will be vital. As our workforce make up over 65% of our total budget we need to make sure we have a skilled and flexible workforce who are equipped to meet the changing needs of our residents.

We spend over £6m each year on gas and electricity and it is likely that fuel costs will rise so investing now in tried and tested technology to reduce energy consumption will help to reduce what the Council spends on energy in the future.

By improving how we work with our public and voluntary sector partners, we are not only developing more joined services but using the shrinking resources of all organisations in ways that will help make the most of all our budgets for residents.

As we are making progress, we need to collect, analyse and use information from residents and our inspectors to make sure we are making a difference to people's lives and explain this more clearly to you.

At the start of 2013/14 we said we would focus on five things under the theme of Medium term service planning and set out some of the work we were going to do in each. This section gives you more information on how we have performed over the last year and you can see our full 2013-14 plan at www.rctcbc.gov.uk/1314PriorityPlanMTSP.

We said we would continue to deliver financial stability through an effective financial management framework

Making sure we manage the Council's money well is very important to us. For this reason we have made sure we continue to review and report publicly on our spending every 3 months during the year and have retained money in reserve, at a level considered to be the minimum amount required, should we need to call on it in times of emergency.

The Council's independent auditor also examines how we manage this area and has reported to us that the arrangements are considered to be sound.

The money that we, and other councils across Wales, receive from the Welsh Government to deliver services has been reducing in recent years and it is expected to reduce further and more significantly in the years to come. This position, together with rising demand for our services and inflation at just over 2%, means that we will need to reduce our costs by about £70 million over the next three years. We call this our 'budget gap'.

This also means we need to continue to review all the things we do to assess whether we still need to do them and if we do, can they be done differently at less cost. This is not new to us: we have delivered over £60 million of cost savings measures over the past 10 years; what will be new is that due to the size of the budget gap, we will not be able to protect front line services to the extent we have been able to in the past.

We set a budget of £469 million for 2013/14 after a Council Tax increase of 3.95% and the delivery of £9.6M of cost savings and one-off funding measures. The largest part of our budget, around 80%, comes from the Welsh Government. For 2013/14, this amounted to around £378 million, with the remainder coming from Council Tax £86 million, a specific Welsh Government grant £3 million and use of our own one-off reserves £2 million.

Since this time we have taken some very difficult decisions, following public consultation, to change or cut services. We have needed to do this to meet our legal requirement of setting a budget we can live within. This has included changes to Meals on wheels; Libraries; Youth services and Day Centres and would deliver total savings in a full year of £3.9 million. More detail on these service changes can be found at www.rctcbc.gov.uk/en/councildemocracy/democracyelections/councillorscommittees/meetings/cabinet/2014/01/08/cabinet08-jan-2014.aspx

At the same time, we also planned to make changes to school admission arrangements through introducing part time places for 3 year olds instead of full time, saving £4.5 million. However, our plan was subject to a successful legal challenge that meant we were not allowed to introduce this change.

The size of the budget gap has meant more difficult decisions around service changes and cuts were taken, following public consultation. In May 2014 we approved services changes in respect of Adult social care charges; Heritage service; Arts and culture; Supported bus routes; Paddling pools; and street lighting and would deliver total savings in a full year of £2.7 million. These are currently in the process of being implemented. More detail on these service changes can be found at –

www.rctcbc.gov.uk/en/councildemocracy/democracyelections/councillorscommittees/meetings/cabinet/2014/05/14/cabinet14-may-2014.aspx.

Following this, on the 10th October 2014 we considered and approved our latest round of service change proposals that covered:

- School admission arrangements (funding of nursery education) – having carefully considered the feedback from the legal challenge, we have decided to consult again on this proposal between October and December 2014;
- Music service – we have agreed to consult on this proposal between October and December 2014;
- Changes to services within Parks and Countryside; Public health and protection; CCTV; street cleansing; Civic catering (staff canteens); Customer care; and Regeneration and Planning.

More information on these areas can be found at www.rctcbc.gov.uk/en/councildemocracy/democracyelections/councillorscommittees/meetings/cabinet/2014/10/10/cabinet10-oct-2014.aspx

We have learnt many lessons on how we have consulted with you on service changes over the past year and will be making changes to our approach for the latest proposals that were agreed on 10th October. This will include lengthening the consultation period; holding ‘drop in events’ for you to speak to us face to face; and inviting suggestions from you through our website.

The Council’s independent auditor has also reported we need to make improvements in this area in the latest report to us “...improved communication and engagement with citizens is needed around the scale of the Council’s improvement ambitions and the impact of service changes”.

Continued focus on the Council’s finances will remain a top priority to ensure we operate legally by setting a balanced budget and also ensure we allocate the right amount of resources to support the delivery of services we provide.

We said we would ensure that effective workforce planning arrangements are in place

Our workforce is our most important resource and we aim to ensure that staff are healthy, well trained and have good attendance levels.

The Council lost on average just over 10.5 days per employee because of sickness in 2013/14. This was an improvement on last year for us but is higher than the average for Welsh Councils. Keeping people well and in work remains a key issue and we are continuing to strengthen our policies and train our managers in this area.

A supporting factor for this improving position is the occupational health support we provide. Events held in 2013/14 included "Know Your Numbers" where employees attended blood pressure checks in the workplace and anyone with a high reading is referred to their GP for advice. 600 of our staff at greatest risk due to their work were vaccinated against influenza. We are also introducing a range of 'fast track' support to help staff to manage their health problems including back pain and mental health issues.

We also need to make sure that managers and staff are able to find up to date information they need to do their jobs quickly and easily. We have launched 'RCT source' a website with information on all our HR policies, online learning and calendar of training events to help us achieve this.

We said we would improve the energy efficiency of our buildings

We installed 33 energy saving projects in 2012/13 and these were all fully operational during 2013/14, when we reviewed them to see how much energy had been saved. This showed that we saved over 2.5 million KWh of energy last year, about as much as it would take to run 124 homes for a year. In 2013/14, we installed 38 further energy saving projects in our buildings including schools, care homes and offices. These projects included more efficient boiler plants and lighting schemes, and installing solar panels to generate renewable energy and will deliver further savings in 2014/15.

We said we would strengthen local public sector leadership to tackle service delivery challenges from a citizen perspective

In March 2013 we launched 'Delivering Change', our plan for Rhondda Cynon Taf developed with our partners including South Wales Police and Cwm Taf University Health Board, to deliver our joint priorities of Health, Safety and Prosperity. How the Council's work has contributed to the 'Delivering Change' plan has been set out in the priority areas of this Annual Delivery Report.

Our work during 2013/14 has told us we need to review the way partnerships operate so that we can make sure we are working together as well as we can. In addition, to help us better target our resources to areas of greatest need, we have set up a Data Observatory across Rhondda Cynon Taf and Merthyr Tydfil which contains information on the population we serve. You can access this at <http://www.cwmtaf.infobasecymru.net>

We have also set up a Community Engagement Hub in partnership with Merthyr Tydfil Council to make it easier for people to give us their views. We feel there is room for further work on the Hub to realise its full potential and this work will continue during 2014/15. You can see for yourself at www.cwmtafhub.co.uk

We said we would improve the range and use of information that helps measure the impact that Council services have on service users

In the last year we have changed the way we published information about our priorities and how we will go about achieving them. For the first time in June 2014 we set out our priorities in a shorter and more user friendly bilingual document called a Corporate Plan. Feedback on our Corporate Plan has been positive and you will see we are

continuing with a more user friendly approach for this Annual Delivery Report. Our aim is to make the information we present clearer and easier to understand so that residents will be better able to understand our performance, challenge it and make suggestions for improvement.

Our Councillors have also worked more closely on challenging how the Council priorities are set, what progress is being made and what residents are telling us. The Council's independent auditor reported in the most recent report to us "*The Council's Scrutiny and reporting of Performance is improving although there is scope to better evaluate the progress it is making towards achieving its improvement priorities*". Whilst we have some reassurance we are on the right track, we know we still have a way to go in this area and we will need to continue our work in 2014.

We also looked at how the Council manages the things that stop us from providing the services local people need, in other words our '*risks*'. Managers have received new guidance on how to assess the risks to services and identified the major risks that could affect the delivery of our Priority Plans. These risks are regularly reviewed to make sure we are doing everything possible to stop them happening and we will be reporting up dates publicly during 2014/15 as part of the Council's Performance Reports at www.rctcbc.gov.uk/councilperformance

We have prepared a more in depth assessment of our progress during 2013/14, together with relevant data which you can find at www.rctcbc.gov.uk/PerformanceEvaluationMTSP

In 2014/15 our priority plan is called ***Making the best use of our budget***. The 2013/14 assessment has been used to inform

the content of our new plan where we will be aiming to address the following:

- Make sure that we manage the Council's money well – continuing our focus on strong financial management; identifying further cost saving proposals and engaging with residents on these; listening to people's ideas; and supporting community groups to consider operating replacement services;
- Support our staff to enable them to do a good job – helping staff to improve their attendance and supporting those whose jobs have changed as a result of service changes;
- Make the best use of our buildings – supporting community groups to operate replacement services from Council owned buildings and continuing to deliver a programme of energy investment to help reduce the energy bills in Council buildings;
- Encourage working in partnership with others where this will be of benefit – make better use of information to enable ourselves and partners to target our resources to areas of greatest need;
- Make better use of information to support the delivery of good Council services – publicise clearer information to the public on how we have performed and make better use of elected Councillors to review and challenge the performance of our services.

You can find the detailed plan for our work in 2014/15 at www.rctcbc.gov.uk/councilpriorities-bestuseofourbudget

Education: a top quality education for all

The focus on education is to continue to drive up standards in both early years' settings and schools and improve the outcomes for all children. If we are to break the cycle of deprivation, a top quality education that meets the needs of all children is essential. In 2013/14 a key priority was to improve standards of literacy and numeracy, to ensure all children attend school as a matter of course and can access a curriculum that meets their needs and prepares them for the world of work and other education pathways.

At the start of 2013/14 we said we would focus on 7 things under the theme of Education, that would also support Estyn Monitoring requirements, and set out some of the information we would use to measure our success. This is how we performed in these areas.

Outcome	Measure of Success	Target Set for 13/14	How did we perform?	
Improved education	Level 2 threshold (5 A*-C at GCSE or equivalent) including English/Welsh and Mathematics*	49%	46.3%	X

Outcome	Measure of Success	Target Set for 13/14	How did we perform?	
outcomes for children and young people	The Level 2 Core Subject Indicator (A*-C at GCSE or equivalent in English/Welsh, Mathematics and Science)*	46%	45.3%	X
Tackle the barriers to learning that many children face	Pupil attendance in: <ul style="list-style-type: none"> Primary schools Secondary schools 	93.5% 92.0%	93.4% 91.9%	√ √
	The percentage of pupils leaving education who are known to have left education, training or employment: <ul style="list-style-type: none"> Age 16-17 Age 17-18 Age 18-19 	4.45% 3.69% 9.01%	4.05% 3.16% 5.62%	√ √ √

You can see the full 2013-14 plan at www.rctcbc.gov.uk/1314PriorityPlanEducation

Regulators have told us

As a result of our positive progress since we were inspected in 2012, and the effective arrangements we now have in place, we were told in August 2014 that we are "no longer in need of

Estyn monitoring", and have been removed from further follow-up activity and will no longer have follow-up monitoring. The Inspectorate report containing outcomes of each of the three monitoring visits in relation to the six recommendations can be viewed at www.rctcbc.gov.uk/EstynReport2014.

This section gives you more information on how we have performed over the last year.

We said we would put in place better leadership and greater ambition

To make sure we give all our pupils the chance to reach their full potential we have to make sure that we all play our part. As well as meeting statutory requirements, the Council challenges schools to provide high standards of education. We then monitor, challenge, support and provide training to schools and teachers so that they can improve and meet these standards. We have also introduced school-to-school working, where good practice is shared across our schools. Where school improvements are too slow, we formally address these problems with Headteachers and School Governors. As a result of this increased attention, over 40 schools have been held to account, resulting in action plans being put in place to support and monitor improvement.

Of the 21 schools that were inspected by Estyn in 2013/14, 14 schools were graded at least good for leadership and management. Where the grades were less, the Council is helping them to improve. We didn't meet our ambitious target but we are assured by the latest findings from Estyn that we are doing the right thing and heading in the right direction.

We said we would increase the focus on high quality teaching and learning

Together with our Education Partners we are making sure that the best ways of teaching are being used to help pupils learn. Our Teachers are getting the support they need to further strengthen their teaching skills, for example, 78 of our teachers took part in the "Outstanding Teacher"¹ programme. What this means is that good teachers improve their teaching skills to become excellent teachers and they also develop skills to coach other teachers. This approach benefits their own school and their skills are also shared with other schools.

We said we would tackle the barriers to learning that many young people face

We have and are continuing to work with schools and parents to change attitudes to school and encourage school attendance. In 2013/14 one of our key actions was to provide our Headteachers and Governors with information advice and guidance about pupil attendance so that they are better equipped to deal with pupils that do not attend school regularly. Other activities included raising community awareness of the importance of attending school through our "Miss School, Miss Out" campaign and rewards and penalties schemes within schools. We are also supporting those pupils from families that are in need of extra help.

Our work so far has helped attendance to improve in both primary and secondary schools, although we need to do more

¹ The Outstanding Teacher Programme trains good teachers to develop a set of high level skills and strategies that enable them to become consistently and sustainably outstanding, and be well equipped to advice and support other teachers

to make further improvements, as pupil attendance in Rhondda Cynon Taf is low compared to the rest of Wales.

We have also improved the way we target those young people that can benefit from other ways of learning so that they are better able to gain the skills they need to get jobs. Job programmes such as "Bridges into Work" and "Your Future First" has helped almost 1,000 people to get work.

At the end of year 11 (aged 16), more pupils stayed in Education, Employment or Training and more pupils left school with a qualification. However, we still have more to do to compare favourably with the rest of Wales and tackling barriers to learning remains one of our priorities in 2014/15.

Over the next 3 years some of our classes for learners with special educational needs in mainstream schools are changing. These changes are to make sure there are enough classes offering the kind of specialist support needed to meet the needs of our children and young people.

We have also changed the Behaviour Support Service so that we can provide more effective support to those pupils that have challenging behaviour. More pupils left 'Educated Other Than At School' provisions without a qualification last year. It is anticipated the changes already put in place should help us to make improvements in 2014.

We said we would make better use of information to target areas of teaching and learning that need to improve

Together with the Central South Consortium Joint Education Service², we have strengthened how we use information to challenge school's performance. The challenge is based on what teaching and learning schools provide, how they plan, how they lead and also the achievements of their pupils.

We continue to improve how we collect, track, analyse and report data in schools, and the services that support them. All our schools now have increased bandwidth for broadband and WiFi which helps us to make information available more quickly.

Improved access to more accurate up to date information means that schools and governors are more able to use information with confidence to target support and/or challenge improvements in teaching and learning as well as target support for pupils eligible for free school meals, additional learning needs and vulnerable groups.

We said we would encourage schools and families to work more closely together to help children learn

Together with Communities First groups and Save the Children, we are bringing together parents and young people so that they can learn together and to improve their literacy and numeracy skills. 248 families took part in Family Learning, 84% of which achieved an accredited qualification. Our Essential Skills courses also helped people to improve their

² Central South Consortium Joint Education Service – a consortium that works together to transform education and student achievement across 5 Local Authority areas

literacy and numeracy so that they are better equipped for the job market. The 'Families and Schools Together Programme' (FAST) provides specialised training for families with primary school age children to help them to learn how to overcome behavioural and learning difficulties. 46% of families who attended the 'FAST' programme reported an improvement in their child's behaviour.

We said we would modernise and improve school buildings and facilities

We have too many surplus places in our schools which impacts on creating the best possible environment for children and young people to reach their full potential. We are working hard to reduce surplus places through school modernisation projects. These projects have already helped to remove 1,864 surplus places in primary schools. Although the number of surplus places in Secondary schools increased during the last year, this number will be reduced by over 900 when we close the three secondary schools which are being replaced by the new school at Aberdare. The Welsh Government funded 21st Century Schools Programme will also help us to remove another 1,500 surplus places by March 2019.

As well as our new and replacement schools, we have made significant progress in other school modernisation projects. We have completed the Abercynon Community Primary School, Cwmbach Primary School and Ynysboeth Community Primary School and the plan for education, leisure and community in Aberdare is on target to be completed by early summer 2015. Other schools that have had smaller improvement works include Trerobart Primary and Ty Coch Special School which has had a new post 16-autistic provision. We have secured £160m of 21st Century School funding to

invest in new or improved school facilities so that we can meet the ambitious targets we have set to improve educational standards and attainment in Rhondda Cynon Taf.

We have prepared a more in depth assessment of our progress during 2013/14, together with relevant data which you can find at

www.rctcbc.gov.uk/PerformanceEvaluationEducation

Success in education is achieved by taking steps to improve everything including schools, subject areas, individual teachers and teaching support. Rhondda Cynon Taf's educational results will not be transformed overnight, but with a small number of priorities and the continuing commitment of staff in our schools to deliver these priorities, educational performance will continue to improve at all key stages.

For this reason ***Providing a top quality Education - "Every School a great School"*** remains on the Council's priorities and our key themes to address in 2014/15 are:

- Building great school leadership;
- Providing high quality teaching and learning;
- Overcoming barriers to learning;
- Honestly assessing our current performance, where we are good and where we need to do better;
- Encouraging the wider community to engage in learning;
- Improving school accommodation and building new schools.

Our full plan for ***Providing a top quality Education - "Every School a great School"*** in 2014/15 can be found at www.rctcbc.gov.uk/councilpriorities-education.

Children and family centred services - keeping all children and young people safe and improving the life chances of vulnerable children

Overall, our performance in this area has been mixed. We have made some progress in services like youth offending, where the numbers of first time young offender entrants have been falling over the last few years. However, demand for services within this priority continue to increase and has put pressure on certain parts of the service.

Our duty to protect children and young people in Rhondda Cynon Taf, helping them to live in a safe place where they can fulfil their potential, is at the heart of the Council. This is still a priority for us because we need to stop more children and families from reaching crisis point, whilst providing the best possible services to those children and families already being supported. Our focus is on safeguarding all children and young people, supporting families in need, supporting young carers and disabled children.

At the start of 2013/14, we said we would focus on four things under the theme of Children and Family Centred Services and set out some of the information we would use to measure our success. This is how we performed in these areas.

Outcome	Measure of Success	Target Set for 13/14	How did we perform?	
Looked after children (LAC)	Number of LAC	633	650	X
Children on the Child Protection Register (CPR)	Number of children on the CPR	327	471	X
Improving assessments	% initial assessments: • carried out in 7 working days	59%	48.87%	X
	• where child seen by a social worker	68%	68.71%	V
Preventing young people from becoming involved in criminal activity	Number of offences committed by young offenders	405	320	V

You can see the full 2013-14 plan at www.rctcbc.gov.uk/1314PriorityPlanChildren

The next section gives you more information on how we have performed over the last year.

We said we would keep children with their families when it is in the child's best interest

This work is about supporting families early to stop them from reaching the crisis point, which could mean that a child or young person is taken into our care or registered on the Child Protection Register to safeguard their well being. Our work so far has not made the difference we had planned:

- More children are being referred to us: 3,441 children during 2013/14 compared to 3,017 in 2012/13;
- The number of children in our care increased from 621 to 650 and is one of the highest across Wales. Although this is more than we anticipated at the start of the year, the rate of increase is smaller than in previous years;
- The number of children on the Child Protection Register increased from 363 to 471 and is also one of the highest across Wales.

Factors contributing to the picture of heightened demand are thought to be increased awareness of potential signs of child abuse brought about by high profile cases across the UK and also the financial pressures families are facing made worse by the difficult on-going economic climate.

We are working hard to increase our preventative services to help more children stay with their families:

- 'Flying Start' is a Welsh Government funded programme for families with children under the age of 4 years old, living in the poorest areas of Wales. It aims to stop the cycles of poverty and support families by giving young children the best start in life. This year we extended

'Flying Start' to 768 more children, there are now 2,508 children entitled to 'Flying Start' provision. Unfortunately, we did not get as many families to take up this support as we had planned so we will need to continue our focus on this area in 2014;

- Our 'Rapid Intervention and Response Team'. This team provides direct support, quickly to families in crisis over a twelve week period. As the service has only been running for a year, we are working on the best way to measure its impact. We have developed a performance system that will tell us this information over the next year;
- Our 'Team Around the Family' approach that assigns a key worker to a family who then supports them to overcome problems. The Integrated Family Support Team also follows this way of working, but much more intensively by working with families every day or several times a week for a short period of time. Both of these services were recognised as having areas of 'good practice' by Inspectors in its report on the inspection of Children's Services in Rhondda Cynon Taf which took place in May 2013. You can see the full report of the Inspection at <http://cssiw.org.uk/our-reports/local-authority-report/2013/inspection-of-rct-childrens-services/?lang=en>.

Where it is in a child's best interest to be in our care, more children were placed with Foster Carers last year, there was a slight increase in the number of adoption placements and there were more applications for special guardianship orders than we had anticipated. All of these options are helping to provide care for children in a stable environment.

We said we would improve assessment, planning and decision making for those children who will require long term permanent care

Our Assessment and Care Planning services have felt the greatest impact from the significant increase in demand for services and we have found it difficult to recruit and keep staff. This has impacted negatively on our performance in this area of work. There has been a decrease in the percentage of initial assessments completed within 7 working days falling from 51.7% in 2012/13 to 48.9% in 2013/14, which places us in the bottom quartile in Wales. But, we have completed a lot more assessments: 2,646 in 2013/14 compared to 2,219 in 2012/13. Whilst not all initial assessments are completed within 7 days, the average length of time has fallen to 23 days.

The amount of time taken to complete core assessments has improved from 71 to 68 days during the year, but this performance is still below the average across Wales of 65 days. Work to improve the timeliness and quality of assessments will continue in 2014/15. The introduction of a Multi-Agency Safeguarding Hub and a new single assessment will go some way to improving our performance in this area.

In 2013-14, 68.7% of referrals were allocated to a social worker for initial assessment, increasing from 67.7% last year. Again, there are challenges with recruiting staff in this area but short term solutions have included bringing in staff from less pressured areas of service. Many of the vacant posts have now been filled and a review of staff issues is underway that will contribute to a Children's Services Workforce Strategy in order to improve recruitment and retention and achieve a sustainable workforce in the long term.

The proportion of young people cared for via foster carers (78.9% of the looked after children population) has continued to improve and the proportion of young people in care placed with Council foster carers has increased to 46.6% in 2013/14 from 44.8% in 2012/13.

Children Services have continued to work closely with Education services and the CSSIW have commented positively on our joint ambition for looked after children and care leavers in terms of education and training:

"We saw examples of young people being supported in education despite placement moves and other significant obstacles and of care leavers being supported to access training opportunities to develop their employment related skills, for example driving lessons."

Our Fostering Service was subject to an annual inspection in February 2014. The overall inspection report was very positive and highlighted that children receive good quality care with positive outcomes, children's educational needs are being met and children's physical and emotional well-being is being promoted. The inspection also highlighted areas for improvement, which we are looking to introduce in 2014.

We have worked with Merthyr Tydfil, the Vale of Glamorgan and Cardiff Councils to develop a regional Adoption Service that will meet the requirement in the new Social Services and Wellbeing (Wales) Act to implement an all Wales Adoption Service. The new service will be hosted by the Vale of Glamorgan and will be in place by November 2014.

We said we would protect vulnerable children and young people from harm

We know that demand grew for our services in this area due to the number of children on the CPR increasing from 363 to 471. Despite this, all four of the national performance measures we included in our plan improved compared to 2012/13 and all were better than the Wales average.

To help us to better identify both children and adults that are in need of help we are working with Merthyr Tydfil Council and Cwm Taf University Health Board to bring together Social Workers, Health Care professionals and Police officers to form a Multi Agency Safeguarding Hub. Because of the challenges in place to bring this altogether, it is taking longer than we had planned but it continues to be a priority and we are on track to meet a revised deadline of March 2015.

We said we would prevent children from becoming involved in criminal activity

We are working hard to make sure that young people do not get involved in criminal activity. Our work in this area has resulted in a reduction in youth offending and fewer young people entered the youth justice system for the first time. Our performance also compares well with the rest of Wales. We are continuing with this work and we are setting up a regional service, covering Merthyr Tydfil and Rhondda Cynon Taf.

We have prepared a more in depth assessment of our progress during 2013/14, together with relevant data which you can find at www.rctcbc.gov.uk/PerformanceEvaluationChildren

In 2014/15 our priority plan is called ***Keeping children and Young People Safe***. The 2013/14 assessment has been used to inform the content of our new plan where we will be aiming to address the following:

- Providing children and their families with the support they need as early as possible to help prevent problems getting worse – we have some of the highest number of children in our care and on the CPR; this means that children are unable to live with their families or are subject to close monitoring by us. To help address this we will have greater focus on our preventative work to provide targeted support to those families that need it most. We are anticipated that demand will increase further throughout 2014/15, in effect getting worse, but we are aiming for our on-going focus on prevention to pay dividends over the next few years;
- Improving our decision making for children that are in our care – not enough children are seen by social workers at the time of assessments and although our assessments are thorough, they are taking longer to complete than we anticipate. To address this we will be looking to add to our already skilled social worker workforce and develop these staff better so they stay with us, and make our processes less bureaucratic to free up social worker time to enable, for example, more time to be spent with children.

Our full plan for ***'keeping all children and young people safe and improving the life chances of vulnerable children*** in 2014/15 can be found at www.rctcbc.gov.uk/councilpriorities-safechildren.

Public health and protection - *protecting people from harm*

There continues to be a shortfall of affordable housing in Rhondda Cynon Taf, with demand being higher than supply. There is also a high number of empty properties in the County Borough, which can be unsightly and cause problems for communities.

Although the number of incidents of anti-social behaviour recorded have been falling over recent years, from over 14,000 in 2011 to just over 9,000 in 2012, many of our residents are victims of this crime and we must do all that we can to support them to feel safe in their communities. When we asked young people last year what made them feel unsafe, they said *"people using drugs," "groups of people older than me"* and *"people drinking alcohol."* We have focussed on using licensing and public protection powers to manage the late night economy but we know that substance misuse continues to be a problem for some residents. Rhondda Cynon Taf has the second highest rate of people being referred for alcohol misuse in Wales and the ninth highest rate of referrals for drug misuse in Wales.

The County Borough also continues to have a high rate of domestic abuse and sexual violence, with over 4,000 incidents per year recorded by police in recent times.

At the start of 2013/14, we said we would focus on five things under the theme of Public Health and Protection and set out some of the information we would use to measure our success. This is how we performed in these areas.

Outcome	Measure of Success	Target Set for 13/14	How did we perform?	
Supply of housing	No. of additional housing units provided	40	91	✓
Misuse of alcohol and drugs	% of service users reporting a reduction in their use	No target set*	58.6% (1,501 out of 2,559)	--
Antisocial behaviour (ASB)	ASB victims no longer experiencing it	75%	78.4%	✓
Domestic abuse (DA)	% of clients reporting a complete cessation following council intervention	No target set*	73.5%	--
Licensing	% of category A&B premises inspected when due	75%	92%	✓

You can see the full set of performance results for 2013-14 at www.rctcbc.gov.uk/1314PriorityPlanPublicHealthandProtection

The next section gives you more information on how we have performed over the last year.

We said we would help people to live in safe, appropriate housing in sustainable and vibrant communities

Overall our performance was better than we anticipated at the start of the year for all five measures in this area. However, where our measures were comparable across Wales i.e. for one measure - privately owned empty properties that we helped to bring back into use, our performance was one of the lowest in Wales.

During the year:

- 91 affordable housing units were provided compared to 40 in 2012/13 and against an estimated annual demand of 167. A number of factors influenced the current position including the limited funding we have to support housing developers; availability of land; and the number of affordable homes that developers are able to support;
- Working with our partners in Merthyr Tydfil Council we secured almost £2 million of Welsh Government funding via a scheme called 'Houses into Homes'. This scheme issues loans to applicants and has enabled over 50 units of accommodation to be brought back into use;
- 94 empty private properties were brought back into use through our enforcement action representing 3.05% of the total private properties that were empty. Although this exceeded the target we set ourselves, because we have one of the highest number of empty properties across Wales, our performance represented one of the lowest percentage rates in Wales;

- We installed almost 3,000 energy efficiency measures to 2,617 homes which have helped people to reduce their fuel costs and improve their health. We know this because of feedback we have received from people that had work carried out:

"My house was very cold and last winter was terrible. I am delighted with the work and can feel a difference already." (A resident from Penywaun)

A 91 year old resident was unable to warm her home despite the heating being on and the radiators set on high. The Housing Energy Officer visited, checked her boiler and found that it was set too low. The officer adjusted it, set the timer clock to come on as and when required, telephoned to claim the Warm Home Discount and changed the resident's tariff with the energy company for her. The next day, the officer received a telephone call from the lady's son, who lives away, saying that his mother had rung him crying because someone from the Council had come and sorted out her heating, saved her money and now she was nice and warm and felt so much better.

We said we would support people to reduce the misuse of alcohol and drugs

We did not set targets in 2013/14 for the four measures in place primarily due to the unpredictable nature of this work. We will be reviewing this in 2014/15 so that we can better gauge the progress we are making.

We have strived to treat people as quickly as possible, with 86% of clients being seen within 20 working days. 59% of

clients have shown a reduction in their substance misuse with the remaining 41% either continuing with their treatment or showing no change.

As part of a review of needle exchange services, we asked service users to help us identify gaps in the service. Recommendations for changes included an additional late night opening to make needles more accessible and fewer needles in pre packaged kits in order to reduce drug-related litter.

We said we would review and change the specialist substance misuse treatment services, but this has not progressed as planned because it is a bigger piece of work than originally thought. We are continuing to work on this and progress will be evaluated throughout 2014/15.

One of the Treatment schemes, 'Turnaround', provides intensive support to young people at risk of harm due to their substance misuse. In 2013/14, 30 young people completed a "Turnaround" survey and all the young people said that they had reduced their substance misuse and their behaviour had improved. Some of their parents told us:

"Z has done really well on the course. The staff are excellent, very supportive, and Z enjoys going. Z has returned to school and we feel that staff have had a great impact on this. We would highly recommend this course".

"Turnaround has really helped X's confidence levels and she has started to reduce her intake. Thank you."

We said we would reduce anti-social behaviour and public concern overall, protecting people from the actions of repeat offenders

For the two measures that we set targets for, our performance was broadly in line with what we anticipated. 80 out of 102 (78%) vulnerable and/or repeat victims of anti-social behaviour were no longer experiencing it/feeling safer as a result of our help. Also, our work with perpetrators helped 585 out of 800 (74%) individuals to stop offending. These results were achieved by a number of our teams and external partners working together, for example, the Police, and our Youth Offending Service, to share information and better understand people's needs. We also know that what we are doing is making a positive difference to people's lives:

- We undertook a Victim Satisfaction Survey of 26 people and 100% of respondents rated the level of support as either good, very good or exceptional and 92% said that the issues they had reported had been resolved, greatly improved or improved;
- Feedback from people who had been supported was:
 - *"Absolutely phenomenal service, the fact that I could speak to anyone at any time provided me with much reassurance and has boosted my confidence."*
 - *"The response time and feedback was excellent, very pleased with the whole process."*

We also target specific times and areas during the year that have previously seen increases in antisocial behaviour incidents. Projects such as 'Operation Streetwise' has engaged over 2,300 young people throughout the summer that

resulted in just under 400 bottles / cans of alcohol being confiscated and 134 antisocial behaviour referrals generated for follow up action.

We said we would reduce domestic abuse and sexual violence and support victims

We have achieved most of the things we set out in our plan. However, measures of our performance based on feedback we receive from people who have accessed the range of support services we provide are slightly below what we anticipated. The main reason for this is due to the performance measures being based solely on the perception of the individual, even though they may have accessed all support and safety measures available.

The Pontypridd Safety Unit received over 4,000 referrals from various channels, including victims and social workers, and following assessment over 1,800 were identified as being high risk. 386 people accepted our support and of those who provided us with feedback:

- 99 of 117 responses (84%) told us they felt safer as a result of our help;
- 86 of 117 (74%) told us that the abuse they were suffering had stopped following our help.

Some of the help we provide to victims includes helping to resolve housing issues; helping the victim during the prosecution of perpetrators; arranging measures to secure the victim's home; and also providing emotional support.

We are also working on preventative actions that challenge the attitudes and behaviour that foster domestic violence. We

had planned to pilot a voluntary programme for perpetrators of domestic violence but we were not able to start the programme as anticipated owing to unavailability of staff at the time. This is now been resolved and the programme is now in place and is being monitored as part of our 2014/15 plan.

We said we would control the availability of alcohol through effective licensing and promoting a fair trading environment

For the two measures we set targets for, our performance was better than we anticipated at the start of the year.

The first measure captured the extent that we inspected high risk licensed premises on time. We did this in 92% of the cases (23 out of 25) and targeted training was also provided to 45 licensees to address areas of under performance in preventing underage drinking and crime.

Our Trading Standards Team supervised children to test purchase a range of items that should only be purchased by adults. In the case of alcohol, 61 purchases were attempted that resulted in 5 sales being made. We subsequently took action against the persons selling these goods by issuing 3 fixed penalty notices. We will continue our work in this area to help ensure local shops act responsibly.

We have set up a joint Trading Standards service across Merthyr Tydfil and Rhondda Cynon Taf. This has meant that officers are able to carry out enforcement duties across the region and there is support in the event of an emergency. We surveyed 115 consumers and businesses about our service, 111 (97%) told us that they thought that the Trading Standards service we provide is excellent/very good.

When we asked people at the annual Big Bite event in Ynysangharad Park what most concerned them, 46% said doorstep callers. To address this we set up an immediate response system to deal with consumer complaints about doorstep traders and since its introduction we have immediately intervened on 13 occasions and taken formal action e.g. prosecutions and cautions, on 51 occasions.

The second measure we set a target for related doorstep crime: the % of elderly people responding after awareness events that they are prepared to resist doorstep crime. Based on people's feedback 91% said they were prepared to do this.

We have prepared a more indepth assessment of our progress during 2013/14, together with relevant data which you can find at

www.rctcbc.gov.uk/PerformanceEvaluationPublicHealthandProtection

In 2014/15 our priority plan is called ***Protecting People from harm and tackling antisocial behaviour***. The 2013/14 assessment has been used to inform the content of our new plan where we will be aiming to address the following:

- Fewer people are victims of antisocial behaviour – in 2013/14 there were still over 7,000 incidents of antisocial behaviour. We therefore need to focus more on those who are repeat victims, those who are repeat offenders and targeting locations that are known antisocial behaviour hotspots;
- Fewer people are victims of domestic abuse and sexual violence – although 84% of victims we supported told us their quality of life improved, we know that many incidents go unreported. We want to introduce a

voluntary perpetrator programme, originally planned for 2013/14, with the aim of helping to prevent incidents from occurring;

- Fewer people misuse alcohol and drugs - Rhondda Cynon Taf still has some of the highest referrals rates to treat alcohol and drugs misuse. We want to implement the recommendations from our review of needle exchange services and review the services that substance misusers access with the aim of providing them with more effective support;
- Make more good quality housing available – despite positive results in 2013/14, Rhondda Cynon Taf still has one of the highest number of empty properties in Wales. Further work is needed with private owners to provide a package of support that involves advice, financial incentives and enforcement;
- Promote standards of good practice in public houses and food businesses – public health and safety continues to be important to local people. We will continue with our risk based inspections to ensure businesses operate within required standards.

Our full plan for ***Protecting People from harm and tackling antisocial behaviour*** in 2014/15 can be found at

www.rctcbc.gov.uk/councilpriorities-publichealthandprotection

Maintaining people’s independence - supporting adults and older people to live independently

Latest predictions tell us that the number of people aged over 65 years old will increase by 40% by 2033. This increase in the number of older people will mean that a larger part of the population will suffer health problems related to old age, which in turn will affect people's ability to live independently.

We face an increasing demand for our services and we need to continue our work to help people to live independently. There is also growing demand for suitable accommodation for younger adults with a learning disability. We know that to meet these challenges we need to provide efficient, integrated health and social care services that are responsive, citizen centred and support people's independence.

At the start of 2013/14, we said we would focus on two things under the theme of Maintaining People’s Independence and set out some of the information we would use to measure our success. This is how we performed in these areas.

Outcome	Measure of Success	Target Set for 13/14	How did we perform?	
Working towards integrating Health and Social Care services	Number of contacts received through First Response Service -	No target set	32,806	--

Outcome	Measure of Success	Target Set for 13/14	How did we perform?	
Provide services that focus on independence, quality, dignity and well being of clients	% of older people (aged 65+) supported in the community per 1,000 population aged 65+	82%	83.79%	√
	% of reablement packages completed in the period where the client requires no on-going services	60%	71.52%	√
	% of reablement clients who felt we helped them remain living independently in their own home environment	94%	94.17%	√

You can see the full 2013-14 plan at www.rctcbc.gov.uk/1314PriorityPlanAdultsIndependence

To help us find out more about how we are doing to help people to maintain their independence we asked for feedback from the Rhondda Cynon Taf Older People’s Advisory Group (OPAG)³. We are grateful for the honest and helpful information they provided and we will also continue to seek their views in the future.

³ The Rhondda Cynon Taf Older People’s Advisory Group acts as the governing body of the Rhondda Cynon Taff Older People’s Forums. There are 5 forums throughout Rhondda Cynon Taf, namely: Upper Rhondda, Rhondda, Cynon, Taff Ely and Llantrisant. Each Forum sends 3 elected members to the Advisory Group which meets every other month.

The next section gives you more information on how we have performed over the last year.

We said we would improve the way health and social care services link together

Overall our progress on this area was mixed. We introduced a 'First response service' to improve how referrals to Social Services are dealt with. This means that people only need to come to one place for help and over 30,000 calls were received in the first year. Feedback from customers surveyed told us that 98.7% were satisfied with the service overall and 98% considered that their enquiry had been resolved.

We anticipate that the number of calls will fall as people become used to the new service but we need to better use information about where the calls are coming from so that we can target information and help more appropriately.

Other work with our partners in Cwm Taf University Health Board is more long-term but we have made progress in working to integrate health and social care assessments. This has included working jointly with the Cwm Taf University Health Board to help more people to get out of hospital quicker and to stay in their own homes for longer.

We said we would provide quality services that meet people's needs and protect their dignity and wellbeing, supporting them to live in their own homes

Information on the extent to which we support people to live in their own homes and communities is also mixed:

- The % of adult clients aged 65+ who are supported in the community during the year improved from 81.97% in 2012/13 to 83.79% in 2013/14;
- The % of adult clients, under 65, who are supported in the community during the year increased from 86.11% in 2012/13 to 87.39% in 2013/14 and is above the Welsh average;
- The rate of older people (aged 65 and over) supported in care homes per 1,000 population aged 65 and above improved from 27.24 to 26.83. However, our performance remains the worst in Wales.

The work of our short term reablement service, designed to provide people with personalised support for a period of 6 weeks to 'get them back on their feet', is making a positive contribution to maintaining people's independence:

- We sent questionnaires to over 1,300 people who had received the service and of the 327 people who provided us with feedback, 94% (307) felt we helped them to remain living independently;
- Feedback has been received: *"The girls on the rehabilitation team were excellent and what they taught him has made a difference to him..."*.

However, information tells us that there are areas to address:

- Other feedback told us: *"I felt the service was helpful in some areas, however there were many areas where the service could not help and overall I feel my independence has not improved significantly. I feel that there was little / no information provided about when the service ended"*. As a result of this feedback we are reviewing the

end of service information we provide to people and information for staff to pass on, in the form of a leaflet;

- The number of people using the Telecare service reduced from 438 in 2012/13 to 430 in 2013/14. This service provides equipment and services to support safety and independence, for example, emergency pendants that allows people to call for help via a 24 response service. We are therefore reviewing the area and need to do more to market the service.

We are also helping more adults with disabilities to live independently. In the last year we completed housing support schemes in Penygraig and Ynysybwl, which is helping 30 disabled people to live independently in the community. The tenants moved into the accommodation in July 2013. Feedback received has been:

“Before moving into Cwrt Buarth y Capel I was living in a place which gave me no chance to meet others and have a life outside. When this flat became available I moved in and started going shopping and meeting people straight away. The building and the facilities are wonderful – my flat is out of this world and the “Drive” staff work really hard to help us live by ourselves but still have fun. I can’t praise it enough!”

Many of our residents are able to remain in their own homes because they are helped by carers. We have feedback from the carers that are known to us that they feel well supported. Carers who attended a Manual Handling Information Course in March 2014 told us:

“Learnt more today than in the last 8 years! Will be doing more in the future for definite”

“Excellent what I’ve learnt today, will hopefully change our home life”

However, we also know that the number of carers known to us represent the 'tip of the iceberg' and we need to do more to identify carers and provide them with support.

We have prepared a more in depth assessment of our progress during 2013/14, together with relevant data which you can find at www.rctcbc.gov.uk/PerformanceEvaluationAdultsIndependence.

You can also view the most recent Evaluation Report on Social Services in Rhondda Cynon Taf by the Care and Social Services Inspectorate Wales at www.rctcbc.gov.uk/cssiannualreview2012-13.

In 2014/15 our priority plan is called **Supporting vulnerable adults and older people to live independently**. The 2013/14 assessment has been used to inform the content of our new plan where we will be aiming to address the following:

- Safeguard vulnerable adults to make sure they are treated with respect and protected from harm – nearly 1 in 3 adults in Rhondda Cynon Taf report that they have a life limiting condition. Together with those who are vulnerable for other reasons, more people will need our support. We will therefore work in partnership with Merthyr Tydfil Council and the Health Service to share resources and expertise and improve our ability to deal with safeguarding concerns. We will also look to identify carers earlier and provide them with support, and

introduce our award winning dementia service into another of our Homes for the Elderly, Cae Glas;

- Help people to remain living independently – we know that people are living longer and because of this ill health is likely to increase in areas such as dementia. We will look to expand our Reablement service to support more timely discharge from hospital and help more people live independent of our services. We will also continue our work with the voluntary sector to help support communities to find solutions for themselves.

Our full plan for '**supporting adults and older people to live independently**' in 2014/15 can be found at www.rctcbc.gov.uk/councilpriorities-adultsindependence

Physical regeneration of our communities

In its Programme for Government, the Welsh Government sets out that jobs and the economy is its overriding priority. Improving the business environment is one of the key principles guiding its approach, including support for small firms and maximising the benefits of European funding. Welsh Government also supports Councils to make sure that when we spend money on contracts for work, for example, Construction projects, some of the money is used to employ local workers and subcontractors.

The regeneration of Pontypridd and Aberdare town centres offers a real opportunity to make improvements that will in turn increase business investment and employment, attract more visitors and shoppers and be a focus for community events and activities. This will lead to the town centres

becoming vibrant, prosperous, safe and attractive places which are sustainable into the future.

At the start of 2013/14, we said we would focus on two things under the theme of Physical regeneration and set out some of the information we would use to measure our success. This is how we performed.

Outcome	Measure of Success	Target Set for 13/14	How did we perform?	
Encourage investment to create jobs	Rate of Small and Medium enterprises: <ul style="list-style-type: none"> • Start ups • Closures 	-- --	10% (505) 11% (555)	✓ ✗
	No. of jobs created ⁴ excluding Pontypridd and Aberdare regeneration schemes	73	86	✓
Sustainable town centres	Jobs created in Aberdare and Pontypridd town centres ²	26 ⁵	37	✓
	Amount of floor	1890m ²⁶	3320m ²	✓

⁴ through grant support direct to businesses funded by the Council and/or Welsh Government

⁵ Data relates to cumulative position over the whole length of the scheme which commenced in 2010/11. Target published in Corporate plan as 6, relating only to 2013/14.

⁶ Target published in Corporate plan as 935m²

Outcome	Measure of Success	Target Set for 13/14	How did we perform?	
	area (square metres) made available to bring back into use in Aberdare and Pontypridd town centres ²			

You can see the full 2013-14 plan at

www.rctcbc.gov.uk/1314PriorityPlanPhysicalRegeneration

The next section gives you more information on how we have performed over the last year.

We said we would encourage and help investment and funding in Rhondda Cynon Taf to strengthen the economy and create jobs

Support for businesses, particularly those that are small and medium in size, is very important to the local economy as they employ more people in the area than large businesses. During the year some of the things we helped to enable were:

- Local businesses creating 86 new jobs and helped social enterprises create 17 jobs through a programme of grant support⁷;

- Contractors employing 43 local people as a result of Community Benefit clauses we built into the contracts we let;
- 26 people being employed for a total of 716 weeks on the construction of new schools at Abercynon, Cwmbach and Ynysboeth.

We know from the information we gather that this support is having a positive effect:

Company X specialise in the calibration and repair of test equipment from all sectors of aerospace, engineering, automotive and manufacturing. Grant support enabled the purchase of new test equipment, enabling greater efficiencies to be realised in existing processes and enabling the company to compete for significant large scale contracts and develop international opportunities. This resulted in the creation of 2 new jobs.

We also know from the latest information available (2012) that 555 small and medium businesses closed in the County Borough. This represented a closure rate of 11% which is slightly higher than the rate across Wales (10.2%) and the UK (10.7%). We need to do more during the next year to understand the reasons for business failure so that we can target our support more effectively in the future.

We said we would improve Town Centres which contribute to the long term economy of the County Borough

Work focussed on our two largest town centres, Aberdare and Pontypridd, as we hope they will provide regional centres to attract future investment and development across the region.

⁷ Grant support provided by the Local Investment Fund and the Council's own Capital Grant scheme

Our work in this area also included the restoration of the Pontypridd Lido.

Interim results are showing positive signs: there has been a 7% increase in footfall in Pontypridd compared to a decline across Wales of -5.3% and a decline of -3.7% across the UK. Although footfall in Aberdare has declined by 3.1% this is at a slower rate than the Wales and UK rates.

In both town centres, support was also given to businesses to improve the appearance of their premises and to expand and create additional jobs. Since 2010/11, the projects we have supported has helped 33 businesses create 37 jobs and bring back into use 3320m² of business floor space. The feedback we have received is demonstrating that our support is making a positive difference:

"Thank you for the splendid work that has been done to date within the Townscape Heritage Initiative in restoring and enhancing the historic Victorian Character of Aberdare Town Centre. The impact of the initiative in enhancing the character of various business premises and prominent buildings has been very positive and most welcome. Likewise the work done in renewing pavements and street furniture in the conservation area as a whole" A Local History Society".

Feedback is also telling us what we need to do differently: local businesses have told us we could improve the ways we communicate with them during regeneration projects. As a result of this feedback, we introduced improvements including text and email services to update businesses of where and when work was being done.

We will be doing more in depth work in 2015 to see what difference the changes have made to Aberdare and Pontypridd town centres.

We have prepared a more indepth assessment of our progress during 2013/14, together with relevant data which you can find at

www.rctcbc.gov.uk/PerformanceEvaluationPhysicalRegeneration

In 2014/15 our priority plan is called **Improving our Communities** and joins the themes of Physical and Social Regeneration together. The 2013/14 assessment has been used to inform the content of our new plan where we will aiming to address the following:

- Continue to develop Aberdare and Pontypridd town centres – we want to ensure that both areas become regional centres attracting further investment:
 - In Pontypridd we will progress restoration of the Lido and deliver a range of schemes to encourage residential development and improvements to business properties, funded by our own and external sources.
 - In Aberdare we will continue with a programme of work that will help improve the condition of properties for residential and commercial uses.
- Support businesses to create jobs – we need to address the higher than average rate of business closures. We will therefore provide more targeted support to businesses to better understand their challenges, risks and opportunities, with the aim of

improving business survival rates. We will also focus our attention on specific sites such as Treforest Industrial Estate and the Lady Windsor Colliery site to help support further business and residential development;

- Maximise external funding – a new round of European funding has become available in 2014. We will need to position ourselves to take maximum advantage of the opportunities this could bring by having a coordinated approach to project proposals within the Council and beyond.

Our full plan for 'improving our communities ' in 2014/15 can be found at www.rctcbc.gov.uk/councilpriorities-improvingcommunities

Social regeneration of our communities

There are 149,070 people of working age living in Rhondda Cynon Taf. In March 2014, 68.2% of these were employed – 102,400 people. This figure is lower than the rate for Wales, 69.5%. The number of people employed has fallen since 2009 by a rate of 2.8%. This is faster than the rate for Wales (1.36%).

There also continues to be high numbers of people presenting themselves as homeless.

At the start of 2013/14, we said we would focus on three things under the theme of Social regeneration and set out

some of the information we would use to measure our success. This is how we performed for these areas.

Outcomes	Measure of Success	Target Set for 13/14	How did we perform?	
Improving people's financial capability	People's income maximised supported via Council funded welfare rights services	No target set	£1.326M	--
Increase people's chances of employment, training or education	% of working age people claiming Job Seekers Allowance ⁸	3.3% Wales average	3.7%	X
	Employment rate of those aged 16 – 64 years old	No target set	68.2%	--
Homelessness	% of all potentially homeless households for whom homelessness was prevented for at least 6 months	80%	93.7%	V

⁸ Original measure was ' % of 16 – 18 Not in Employment, Education or Training'. This was replaced with a more meaningful measure ' % of working age people claiming Job Seekers Allowance'

You can see the full 2013-14 plan at www.rctcbc.gov.uk/1314PriorityPlanSocialRegeneration
The next section gives you more information on how we have performed over the last year.

We said we would improve the financial capability of individuals and families and ensure that they have access to financial support services that help them make full use of their financial entitlements

In partnership with the Citizen's Advice Bureau we have been able to provide over 2,500 residents with access to good quality advice about their personal finances and entitlement to benefits. Overall this has enabled some of the poorest households gaining over £1.3 million in extra entitlements.

We have also provided training in 'Managing finances' and 'Developing weekly budgets' to 602 local people in Communities First areas to help them manage their money better. 49% of people trained, 295, reported that they felt more confident about managing their money.

The feedback we received from training local people also enabled us to better understand their support requirements, for example, lack of confidence and digital exclusion, which from research conducted in 2011 shows that over 72,000 people in Rhondda Cynon Taf are digitally excluded, 39% of the population. We will be looking to tackle these areas in the coming year.

We did not manage to complete our planned review of available welfare rights advice as intended but this work will be completed as part of a broader review of information and advice services in 2014/15. As an interim we have included

information on our website to show the welfare reforms taking place and where residents can download leaflets or factsheets that will help them: www.rctcbc.gov.uk/benefitchanges. We have also included information in Carers newsletters we produced to inform them of the changes.

We said we would increase opportunities for working age adults to enter employment, education and training

Our work over recent years has told us that some of key barriers to employment include lack of skills and job experience. We therefore provided targeted support into these areas in 2013/14. Some of the outcomes delivered were:

- Through our Communities First projects and Enterprise Clubs, 288 working age adults got jobs following training and learning that increased their skills and work experience;
- 1,465 accredited qualifications gained through community learning programmes that will hopefully help people to gain employment in the future;
- 3 young people secured employment following completion of the Vision Products Traineeship Programme. Feedback received from one young person's parents was:

"K has grown in confidence through being able to interact in a normal workplace setting with people that are not disabled, as opposed to teachers within the special school that she attends and her carers. She has developed a good work ethic which has given structure to her days. She has enjoyed her time at Vision Products

and we feel that she has become far more independent. This has been a major experience for her to be working in a normal environment, which is an opportunity that she would never have had”.

We believe that our work is making a positive contribution to the labour market in Rhondda Cynon Taf. We know this because 68.2% of people aged 16 – 64 were employed at the end of 2013/14 compared to 62.5% in 2012/13; this does however remain below the Wales average of 69.5%.

We also know that we need to continue to provide targeted support to working age adults, particularly those aged 18 – 24. This is because 3.7% of working age residents in Rhondda Cynon Taf are claiming out of work benefits such as job seekers allowance compared to the Wales average of 3.3%. This percentage is higher for 18 – 24 year olds at 7.9% compared to the Wales average of 6%.

We said we would reduce homelessness and provide services that meet the housing needs of individuals and families

We have restructured our Homelessness and Housing Advice service to meet new legal requirements in the Housing (Wales) Act 2014 and to provide people with access to a wider choice of housing.

The impact of our work during the year has been positive:

- We prevented 93.6% of potentially homeless households from becoming homeless for a least 6 months, one of the best performance levels in Wales;

- On average families spent only two days in Bed and Breakfast before they were allocated more suitable accommodation which is the shortest time for any Council in Wales.

Our work has however highlighted a lack of supported accommodation for single homeless adults and is an area that will require our attention in the coming year.

We have prepared a more in depth assessment of our progress during 2013/14, together with relevant data which you can find at www.rctcbc.gov.uk/PerformanceEvaluationSocialRegeneration

In 2014/15 our priority plan is called ***Improving our Communities*** and joins the themes of Physical and Social Regeneration together. The 2013/14 assessment has been used to inform the content of our new plan where we will aiming to deliver the following results:

- Support people to gain employment and take up training – we know that employment rates in Rhondda Cynon Taf remain lower than the Wales average. We therefore need to continue the work we undertook in 2013/14 to support skills development and improve employment opportunities, and also focus on developing work clubs, volunteering, reviewing provision for learning disability employment and for those children in care;
- Help people to better understand their finances – we need to change the type of support we provide to meet people’s changing needs. This will mean we will need to focus on confidence building and help those who are digitally excluded, and also ensure those older people

and carers affected by welfare benefit changes are supported;

- Reduce homelessness – we want to build on the positive performance during 2013/14 and also address the lack of supported accommodation for single homeless adults.

Our full plan for '*improving our communities*' in 2014/15 can be found at www.rctcbc.gov.uk/councilpriorities-improvingcommunities

Streetcare services and the natural environment – *a cleaner, greener County Borough*

Dealing with our waste sustainably is a high priority to us. In line with the targets set by Welsh Government and European Union, all local authorities in Wales need to increase recycling rates and reduce the level of waste produced by promoting reuse schemes and investigating alternatives to landfill for disposal of waste which cannot be recycled. If the targets that the Welsh Government set us are not met it could result in us paying financial penalties.

You have told us how important it is that we focus on enforcement of littering, graffiti, fly tipping and fly posting and to promote civic pride.

Making sure that our roads are in good condition is vital if we are to make sure that our residents can get around the area either by car or public transport. It is also critical to attract businesses, investment and visitors.

At the start of 2013/14, we said we would focus on three things under the theme of Streetcare services and the natural environment, and set out some of the information we would use to measure our success. This is how we performed in these areas.

Outcomes	Measure of Success	Target Set for 13/14	How did we perform?	
Increase the amount of waste recycled	% of local authority collected waste prepared for reuse and/or recycled,	52%	49%	X
Delivering clean streets	% of highways and relevant land inspected of a high or acceptable standard of cleanliness	90.0%	99.8%	✓
Providing a well maintained highway and street environment	% of principal (A) roads and non principal / classified (B and C) roads that are in overall poor condition	9.2%	9.9%	✓

You can see the full 2013-14 plan at www.rctcbc.gov.uk/1314PriorityPlanStreetcare

The next section gives you more information on how we have performed over the last year.

We said we would increase the amount of waste that is recycled, reused or composted and reduce the amount of waste that is sent to landfill

Although we have increased the amount of collected waste that we recycle year-on-year since 2010/11, we have failed to reach the recycling target set by the Welsh Government in 2013/14. Our performance was 49.3% against the target of 52% and represented one of the lowest rates in Wales. This puts us at risk of financial penalties from the Welsh Government in the future.

We also sent more waste to landfill than anticipated, 41.5% represented one of the worst performance levels in Wales. A key factor that contributed to this position was the unexpected withdrawal of an external company from the market in October 2013 that sorted some of our waste to enable elements of it to be recycled. As a result of this change, more of the waste we collected was sent to landfill.

To complete the picture, we were able to increase the amount of waste that was prepared for reuse; the amount of waste composted; and the amount of food waste collected.

We also introduced a number of initiatives that will help reduce the amount of waste sent to landfill. During the year we started fortnightly refuse collections and a nappy recycling scheme. More longer term, we commenced the construction of a Food Waste Treatment Plant in partnership with Merthyr Tydfil and Newport Councils; this is scheduled to be completed in 2015.

We said we would deliver cleaner streets all year round

We have performed well in this area and continued to focus, with our partners, on the enforcement of littering, graffiti, fly tipping and fly posting.

An independent survey carried out by 'Keep Wales Tidy' found that 99.75% of highways and relevant land inspected were of a high or acceptable standard of cleanliness. This is above the Welsh average of 96.8% and represents one of the best performance levels in Wales.

Despite independent surveys of the County Borough's cleanliness demonstrating strong performance, another survey contradicted these findings. Results from the National Survey for Wales, which is a face-to-face survey of 14,500 people across Wales showed that:

- 59% of respondents agreed that Rhondda Cynon Taf is well maintained, compared to a Welsh average of 70%;
- 49% agreed that Rhondda Cynon Taf is free from litter and rubbish compared to the Welsh average of 62%;
- 68% agreed that Rhondda Cynon Taf is free from graffiti and vandalism.

Public perception may be partly influenced by the condition of private land over which the Council has limited control as well as a limited number of problem 'hot spots'. This tells us that we have an ongoing challenge to balance the high importance placed by the public on street cleansing with the financial pressures we face into the future.

We said we would provide a well maintained highway and street environment that meets the needs of existing and future residents

We have continued a programme of investment into our roads and footpaths that has included resurfacing 128 streets and 48 footpaths. We know that the impact of this investment is contributing to improving the condition of our roads: the percentage of our roads in overall poor condition was 11.0% in 2011/12 and is 9.94% in 2013/14, above the Welsh average of 13.2%.

We have also delivered the newly constructed Llantrisant Community Route, between Ynysmaerdy and Coed Ely. This route provides safer conditions for walking and cycling, promoting healthier lifestyles, as well as greater social interaction and a more sustainable way of travelling for people living and working in the area. Wheelchair access also provides additional links to the Llantrisant Community Route (Pontyclun Railway Station – Royal Glamorgan Hospital).

We have prepared a more indepth assessment of our progress during 2013/14, together with relevant data which you can find at www.rctcbc.gov.uk/PerformanceEvaluationStreetcare

In 2014/15 our priority plan is called ***Keeping Rhondda Cynon Taf clean and green***. The 2013/14 assessment has been used to inform the content of our new plan where we will aiming to address the following:

- Deliver clean streets – residents have told us that a clean environment is important to them. We will therefore continue our work to maintain high standards of

cleanliness and engage with our partners and volunteers to help us achieve this;

- Improve recycling rates – the Welsh Government has set a 58% recycling target for local authorities to meet by 2015/16. We therefore need to make a significant improvement in performance that we will achieve through finding alternative solutions to divert more waste from landfill and target those areas of the County Borough where we know that people recycle less or do not recycle;
- Maintain the condition of our roads – although we have made positive improvements in recent years, we will continue our investment programme into roads to improve their condition further.

Our full plan for '*Keeping Rhondda Cynon Taf clean and green*' in 2014/15 can be found at www.rctcbc.gov.uk/councilpriorities-cleanandgreen

4. Important themes that underpin our work

Our values as a Council shape the behaviour of the people that deliver services to you and the way we determine our priorities. What this means is we will:

- Act with integrity;
- Put service users at the centre of what we do;
- Make sure we tell you how we are doing;
- Constantly try to make things better;

- Work with partners where it will improve what we do;
- Respect others.

Other themes that shape how we work are:

(a) **Equalities**

We want to make Rhondda Cynon Taf a place where people can live in communities where difference is accepted and they are able to live their lives with tolerance and respect, without harassment.

We published our first Strategic Equality Plan (SEP) in March 2012. This planned that we would make progress in:

- Tackling Disability Hate Crime;
- Community Engagement;
- Tackling Negative Behaviours;
- Looking at pay differences between men and women.

We published our 2012-13 Equality Report in March 2013 (www.rctcbc.gov.uk/StrategicEqualityAnnualReport2012-13) on our progress, and this helped us assess the work we had done and reflect on where we needed to do better. For example, we found that the work to tackle Disability Hate Crime and Negative Behaviours overlapped and that people in communities are more willing to talk to us about their specific concerns. Also, we realised we needed to target our work to benefit the most people and make best use of money, and we did not have enough information to properly direct our work. When we asked the community groups that we meet regularly for their views, they agreed with our findings and, for these reasons we changed our plan to focus on:

- Hate Crime and Addressing Negative Attitudes and Behaviours;

- Developing more robust monitoring arrangements;
- Gender Pay.

You can find our 2014-17 Equality Report at www.rctcbc.gov.uk/StrategicEqualityPlan2014-17

(b) **Sustainability**

We want to make sure that we are acting now in the best interests of future generations in Rhondda Cynon Taf.

The Council is currently seen as the Community Leader in the plans that are already in place to help public and third sector organisations work together better for the benefit of the people that live, work and visit Rhondda Cynon Taf - now and in the future. For the services we provide, we take into account the long term economic, social and environmental wellbeing of our communities. These principles are set in everything we do as part of our day to day business. For example, during 2013/14:

The **economic wellbeing** of people in Rhondda Cynon Taf has been helped by our work delivered through:

- Regeneration – in helping to create jobs, increase visitors to town centres and reduce the number of vacant properties;
- Education – in supporting young people to achieve their full potential at school.

The **social wellbeing** of people in Rhondda Cynon Taf has been helped by our work delivered through:

- Regeneration – in helping people to maximise their income;

- Maintaining people’s independence – in supporting people to live in their own homes for longer.

The **environmental wellbeing** of people in Rhondda Cynon Taf has been helped by our work delivered through:

- Streetcare services and the natural environment – in encouraging more people to recycle and maintaining high levels of street cleanliness;
- Public health and protection – in helping to increase energy efficiency in people’s homes.

At the moment we are preparing for a new law, the Wellbeing of Future Generations (Wales), which will change how Public Services work together to identify and meet long term goals in communities. The consultation was completed in September and we are expecting the new law to be in place in 2015 (www.rctcbc.gov.uk/FutureGenerationsBill).

(c) Welsh Language

Helping people to access services in the language of their choice.

The Welsh Language (Wales) Measure 2011 gave official status to the Welsh language in Wales and also established a Welsh Language Commissioner who reports directly to the First Minister. You can see more about the work of the Welsh Language Commissioner in the latest Annual Report, published in July 2014 at www.rctcbc.gov.uk/WLCAnnualReport2013-14.

Two principles underpin the Commissioner's work:

- the Welsh language should be treated no less favourably than the English language in Wales; and

- people in Wales should be able to live their lives through the medium of the Welsh language if they choose to do so.

Detail on how these principles will be implemented for Councils and other public services are set out in 134 statutory Service Standards (www.rctcbc.gov.uk/WLCStandards). These standards will apply for service delivery; policy making; operational work; promotion and record keeping. It will mean that we will no longer need to have a Welsh Language Scheme.

The work to implement these standards has already started and it will influence everything we do across the Council. We know that we have more work to do to implement all of the standards, some of which will be set out in a detailed notice from the Commissioner. In the last year we have:

- worked closely with the Welsh Language Commissioner’s Office and across Council services to prepare to meet the service standards;
- identified the differences between what we currently do and what that new standards expect of us;
- started working with Council managers to see how their services will be affected and what steps they may need to take to meet the standards;
- invested in new technology so that we can meet the increasing demand for translation of service information across the Council.

The Welsh Language Commissioner's Office is currently consulting on how it intends to make sure organisations meet the standards, principles and processes the Commissioner will follow. It will also consider how any failures to comply with

the standards will be dealt with and what action is likely be taken if organisations do not meet the standards. (www.rctcbc.gov.uk/WLCConsultation).

We have considered these three themes in setting priorities, planning what we will do and reviewing what we have achieved. You can see much of the work we are doing in our Priority Plans at www.rctcbc.gov.uk/councilperformance

5. How we engage with residents of Rhondda Cynon Taf

We want you to give us your views about our plans and our work so that we can prioritise areas to change and/or improve. Sometimes the Welsh Government tells us to consult with our residents, but mostly we want to involve you because it's a fair and right thing to do. What you tell us helps us to check our progress about what we are doing and how it is making a difference to the people that live and work in Rhondda Cynon Taf. Listening and responding to you is important and we have found that by involving you directly we get a better understanding of your needs and expectations.

We also want to be open and accountable to make it easier for you to understand the challenges and choices we face.

We work to National Principles for Public Engagement in Wales and we have conducted surveys about Tourism and Events run by the Council, how we should set our budget and also a quality of life survey. More recently our consultation and engagement with you has been more about how we need

to change the way we deliver services such as leisure, libraries and meals on wheels.

We continue to find that one of the best ways of consulting with residents is through our Citizens' Panel which is a key element in meeting our consultation needs and provides a credible representative public voice. This means that more local people have an opportunity to influence how the Council works in a more focused and direct way. We have recently refreshed our Citizens' Panel which is now made up of 1,200 Rhondda Cynon Taf residents who are representative of the population, interested in the work of the Council and are willing to be involved. Our Panel also joins with the Panel for Merthyr Tydfil Council to create a joint panel of 1,800 residents of both Rhondda Cynon Taf and Merthyr Tydfil. Partners such as the Health Board consult with this Joint Panel too.

As part of our commitment to this area, the feedback received from people in various ways is being used to help us check if what we do is making a difference to the lives of people that live and work in Rhondda Cynon Taf and has been used to inform this Delivery Report.

This evaluation aspect of our work is now linked to our online consultation Hub, which was launched in October 2013. The Hub allows us to evaluate consultation and engagement activity and automatically report to officers when consultations end, see the Hub for yourself at www.cwmhafhub.co.uk

The Council secured European Social Fund funding for a joint consultation and engagement project with Merthyr Tydfil, through Cwm Taf Regional Collaboration Board. The project aims to provide an effective and efficient approach to

consultation and engagement across the partners of the Rhondda Cynon Taf and Merthyr Tydfil. We are currently working with young people and our older residents across Rhondda Cynon Taf and Merthyr to see how we can make it more accessible to users of all ages.





We are continuing to look at ways we can improve how we involve residents in what we do.

6. Ways to give us your views and opinions

Your opinions matter to us. We want to make it easier for you to share your views and opinions with us.

Giving us your views helps to shape and influence decisions that affect you and the services you use.

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APPENDIX 2a

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

OVERVIEW AND SCRUTINY COMMITTEE

“MEDIUM TERM SERVICE PLANNING (MTSP) SCRUTINY WORKING GROUP”

Notes of the meeting of the Scrutiny Working Group held at the Council Offices, The Pavilions, Clydach Vale on Wednesday, 17th September, 2014 at 3 p.m.

PRESENT:

County Borough Councillors

R.K.Turner (Chairman), P.Griffiths, G.Stacey and R.Smith

Officers

Mr.C.Lee – Group Director, Corporate Services
Mr.P.J.Lucas – Director, Legal and Democratic Services
Mr.P.Griffiths - Service Director, Performance and Improvement
Ms.K.May - Democratic Services Manager

1. APOLOGIES

An apology for absence was received from County Borough Councillor M. Norris.

2. DECLARATIONS OF INTEREST

RESOLVED – to note that in accordance with the Members’ Code of Conduct, there were no declarations of interest pertaining to the agenda.

3. INTRODUCTION

The Service Director, Performance and Improvement explained to Members the purpose of the meeting, namely to review, challenge and propose improvements to the evaluation of performance on the Council’s priorities during 2013/14.

The Group Director, Corporate Services provided Members with an overview of the delivery of the 2013/14 action plan.

He reported that the evaluation report aimed to set out a picture of performance under five themes: financial management and planning; workforce; asset management; partnership working; and performance management.

He also reported that within the financial management and planning theme, the delivery of a balanced budget for 2013/14 was a positive outcome

together with being able to set a deliverable budget for 2014/15. The Group Director added that an underpinning theme for the whole plan was the continuation of financial stability within the Council.

The Group Director indicated that financial management and planning was closely linked to workforce planning as a significant proportion of the Council's expenditure was staffing related. The Group Director also highlighted the vital role workforce planning arrangements will play moving forward to help ensure Council employees are well trained and have good attendance, throughout a period where there will be significant reductions in funding levels.

The Group Director highlighted that 2013/14 saw the launch of the Single Integrated Plan (SIP) – "Delivering Change" which was a real milestone in partnership working. He also highlighted that the SIP provided a solid platform to build on and further improve the collaborative arrangements in place.

The Group Director concluded by indicating that effective MTSP arrangements are integral to supporting the delivery of the Council's other priorities, for example, through informing the allocation of resources.

Further to this Members questioned Officers having reference to the following criteria:

- How well does the evaluation explain "how service users/communities" have benefitted as a result of the work?
- Does the evaluation give the reader a sense of how well/not so well the Council has performed?
- To what extent have the findings from the 2013/14 evaluation been used to inform the 2014/15 plan?

4. FEEDBACK

Continued focus on stability and sustainability in terms of finances through an effective financial management framework

- A Member queried whether the information before them was complete as it did not fully set out the extent of progress made by the Council to implement the service changes agreed by Cabinet on 8th January 2014.

The Group Director, Corporate Services provided an overview of the progress made to implement the agreed service changes and confirmed that further information would be incorporated into the evaluation of performance.

- Members questioned the Council Tax increase of 3.95% and enquired whether further information could be included in the evaluation to set out the impact on Council funding should the increase not have been

applied. The Group Director, Corporate Services confirmed that the evaluation would be up dated to incorporate this.

Ensure that effective workforce planning arrangements were put in place and that services would receive the necessary support and guidance to secure best value from their staff resources

- A Member commented that in 2013/14, the percentage of days/shifts lost to sickness absence was 4.34%, compared to 4.54% in the previous year. The Member continued by challenging whether the rate of improvement was sufficient and questioned what action is being taken by the Council to improve this position further.
- The Group Director, Corporate Services outlined a range of initiatives that were being delivered by Occupational Health to improve employee attendance, including the influenza vaccine being offered to front line staff, the take up of which resulted in over 600 staff being vaccinated. The Group Director added that absence management reports are provided to all managers who then work with Human Resources officers to target areas for improvement. It was also noted however that on-going attention is needed in this area to support further improvement.
- A Member queried whether the reference to the production of a Disability Hate Crime Strategy should also refer to the SIP as this is an initiative which was also being taken on board by the Police Commissioner. The Group Director, Corporate Services confirmed that this was the case and the evaluation would be up dated accordingly.

Refocus the Council's performance management arrangements to improve the range and use of information that helps measure the impact that Council services have on service users and its scrutiny by Councillors/stakeholders

- A Member commented that the purpose of this exercise was to form a view on the extent of progress made by the Council during 2013/14 and whether its work had made any difference. The Member continued by expressing concern that there was little reference in the document to public engagement or real life examples that could be related to.

The Group Director, Corporate Services indicated that a number of themes in the plan were inward facing and related more to support service functions. The Group Director added that the Council undertakes a range of public engagement activities, for example, a three phase annual budget consultation process that aims to set out 'what difference has been made' as part of phase 3, and also indicated that consideration would be given to building case studies into the evaluation where deemed appropriate. .

Improve the efficiency of our buildings through reduction of carbon emissions and improved property management processes

A Member raised concern that references within the evaluation around the amount of energy saved was not easily understandable i.e. 2,587,371 kWh energy savings. The Group Director, Corporate Services indicated that the relevant detail within the evaluation would be up dated to aide understanding.

R.K.TURNER

CHAIR

The meeting closed at 3.50 p.m.

APPENDIX 2b

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

JOINT 'EDUCATION & LIFELONG LEARNING' AND 'COMMUNITY & CHILDREN'S SERVICES' SCRUTINY COMMITTEE

EDUCATION & CHILDREN'S SERVICES SCRUTINY WORKING GROUP

Notes of the meeting of the Scrutiny Working Group held at the Council Offices, The Pavilions, Clydach Vale on Tuesday, 23rd September 2014.

Present:

County Borough Councillors:

(Mrs) A Calvert, (Mrs) M Davies, (Mrs) C Leyshon, (Mrs) S Rees, C Williams, D Weeks

Co-opted members:-

Mr J Fish, Mr J Horton.

Cabinet Members – County Borough Councillor (Mrs) E Hanagan & G Hopkins.

Officers:

Mr C Bradshaw – Director, Education & Lifelong Learning

Mr G Isingrini – Group Director, Community & Children's Services

Ms E Thomas – Service Director, Schools & Community

Mr A Gwynn – Service Director, Children's Services

Mr P Griffiths, Service Director Performance and Improvement

Ms L Lawson, Service Improvement Officer – Strategic Planning

Mrs A Edwards, Scrutiny Support Officer

Ms E Coates, Scrutiny Support Officer

1. APOLOGIES

Apologies for absence were received from County Borough Councillors C Davies, D Weeks and co-opted member MS C Jones.

2. DECLARATIONS OF INTEREST

RESOLVED to note that in accordance with the Members' Code of Conduct, there were no declarations of personal interest relating to the agenda.

3. INTRODUCTION

The Service Director, Performance and Improvement explained to Members the purpose of the meeting, namely to review, challenge and propose improvements to the evaluation of performance on the Council's priorities during 2013-14.

The officers in attendance provided Members with an overview of the delivery of the 2013/14 action plan. Following which Members questioned officers based on the following criteria:

- How well does the evaluation explain how service users/communities have benefitted as a result of the work?
- Does the evaluation give the reader a sense of how well/not so well the council has performed?
- To what extent have the findings from the 2013/14 evaluation been used to inform the 2014/15 plan?

4. **FEEDBACK - A TOP EDUCATION FOR ALL.**

- **How well does the evaluation explain how service users/communities have benefitted as a result of the work?** The Director Education & Lifelong Learning indicated that the performance evaluation did explain the impact the service had had during 2013/14 and commented that in terms of data outcomes for children the evaluation illustrated a generally positive picture. The Director commented that the positive outcomes identified within the evaluation were measurable results that had also been assessed by Estyn, many of which could be compared with the results of other local authorities across Wales.

The standardised scoring measurement within English and Maths within primary schools was queried by Members, in that was it a realistic measurement? The Director, Education & Lifelong Learning confirmed that this was an appropriate method and indicated that this data was consistently collected by Welsh Government and was therefore comparable across local authorities in Wales.

- **Does the evaluation give the reader a sense of how well/not so well the council has performed?** The Director, Education & Lifelong Learning considered that the evaluation did achieve this by for example:
 - Comparing the Council's performance with the performance of other local authorities in Wales;
 - Contextualising performance results where children were in receipt of Free School Meals;
 - Including Estyn inspection feed back that provides an independent view of performance / outcomes.

Members of the working group also commented in support of the evaluation and its content, indicating that it did provide the reader with a good idea of the performance of the service, with positive feed back regarding the layout of the evaluation being put forward, including the direction of performance through 'arrows'. It was added that the narrative did give a balanced view highlighting both the positive and negative performance. The Service Director, School and Community commented that the evaluation was an honest evaluation, with the service recognising that there was always more that could be done to improve.

One member queried whether the targets set had been achieved and the Director, Education & Lifelong Learning advised that not all the targets had been met. The Director, Education & Lifelong Learning also provided further context by indicating that some targets were ambitious and the group discussed the importance of setting the right

balance i.e. the need to be ambitious and at the same time realistic. The Director, Education & Lifelong Learning reinforced the need to set ambitious targets and explained how Council wide targets were 'built up' from information at an individual school level.

The Director, Education & Lifelong Learning referred members to the 2 Key Indicators highlighted within outcome 5, which were measures used within the Estyn Inspection Framework i.e. % of schools inspected by Estyn that were judged at the time as being at least 'good' on a 2 year rolling basis between April 2012 and March 2014 (51.52%) and % of schools inspected by Estyn that were judged as presenting prospects for improvement as being at least 'good' on a rolling 2 year basis between April 2012 and March 2014 (75.76%). The Director commented on the positive Estyn judgements and in particular the judgement on future prospects. The Director, spoke of the hard work and efforts of the Local Authority, the Joint Education Service (JES) and schools, and he commented that he was hopeful that this positive position could be further improved moving forward.

It was queried why the plan excluded any reference to post-18 education and the Director, Education & Lifelong Learning advised that in respect of adult education there were very few indicators available to measure performance, as the option to participate in adult education is voluntary and for enjoyment and is not structured in the same way as statutory education. The Director, Education & Lifelong Learning did refer Members to an Estyn Inspection conducted 18 months previously for the Adult Education service and the resulting complimentary report, and also spoke of the recent impact to the service in respect of diminishing budgets for this area due to the reduced funding from the Welsh Government and other providers.

The Director was further queried on how the assessment was evidence based and the Director commented on the attainment target drive within schools and the use of the 'Fisher Family Test Data' across the UK, to set targets for pupils that compared with the top 25% of similar pupils across the UK. The Director advised that this data is the starting point to set targets for individual pupils and based on teacher knowledge of the child could be increased or decreased for a variety of factors. The Director confirmed that through JES and the Local Authority, meetings were held with schools to challenge targets. The Service Director, Schools & Community also spoke of the ambitious target set in respect of attendance figures and the improvements evidenced within this area.

One member queried whether data was captured in respect of Looked After Children (LAC) within schools within the County Borough and the officers confirmed that this information was reported to the Councils Corporate Parenting Board. The Officers also confirmed that in respect of attendance, LAC children had one of the best attendance levels within the County Borough. It was added that LAC educational outcomes were however not as good, them being broadly similarly to children entitled to FSMs, and the Director spoke of both the education and social issues prevalent to LAC.

- **To what extent have the findings from the 2013/14 evaluation been used to inform the 2014/15 plan?** The Director, Education & Lifelong Learning commented on the Education Services' self evaluation that assesses the performance of the Service based on Estyn's three key questions which was considered by both Cabinet and Scrutiny

earlier in the year. The Director confirmed that self evaluation was an ongoing process for the service which involved every officer in the service.

A Member commented on the base line data within the evaluation report and referred to the presentation previously provided to the Education and Lifelong Learning Scrutiny Committee in respect of how data can be used to intervene; it was queried how data was co-ordinated in every school and what methods were used to capture interventions? The Service Director, Schools & Community advised that every school had in place a 'tracking' system which gathered data on each pupil. The group were advised of the different systems that were used and commented that each school fed this data into the Local Education Authority (LEA). The Service Director commented that the LEA were then able to analysis and interrogate the data. Members queried further whether it was the intention to standardise the IT systems and coding used in respect of attendance and the Director commented that ideally he would like all schools to utilise SIMS. The Members questioned why the implementation of the SIMS system could not be enforced and the officers advised that this was at the discretion of the Head Teachers and Governing Bodies. The Service Director, commented on the robustness of the data gathered through the tracking systems and the robust plans in place for each child. One member further queried whether we were using the data to its maximum impact and the Director, Education & Lifelong Learning advised that the well performing schools rigorously used their data to improve; there were however opportunities to make further improvement through continuing to work in partnership with schools. Members also questioned how 'good practice' could be applied within each school regarding the importance of data and again the officers commented on the need for 'buy in' from the Head Teachers and Governing Bodies to drive this forward.

Members discussed the importance of the Governing Bodies within schools and commented upon the difficult job of a Governor, and the governor vacancy rate was queried. The Director commented that there was a 14% vacancy rate for governors and spoke of the difficulties in recruiting due to the position being a voluntary one and the commitment that was needed from the role. Members further discussed the training opportunities available to Governors. The Service Director, Schools & Community commented on the move to federating neighbouring schools which can help to address the issue of governor vacancies.

One member commented on the future aspirations of the service and queried whether there was confidence in the financial stability of the Authority to take the aspirations forward. The Director, Education & Lifelong Learning referred Members to the WAO report presented to Council on 23rd July 2014 around the Council's strategic financial planning arrangements.

Members of the group commented on the cost to the service in respect of school surplus places and the Authority were congratulated by members of the group for making difficult decisions in respect of school closures to address the problem and help improve opportunities for children and young people to achieve their full potential.

5 **FEEDBACK – KEEPING ALL CHILDREN AND YOUNG PEOPLE SAFE AND IMPROVING THE LIFE CHANCES OF VULNERABLE CHILDREN.**

- **How well does the evaluation explain how service users/communities have benefitted as a result of the work?**

The Group Director, Community & Children's Services commented that in his opinion he felt the evaluation was a balanced illustration of the performance of the service and commented upon the additional independent evidence from the CSSIW that also provided assurance in this regard. The Group Director added that the evaluation formed the basis for the statutory requirement of the 'Report of the Director for Social Services'. The Group Director acknowledged that there were still areas that required attention and spoke of the future potential impact of the Social Services and Well-Being (Wales) Act 2014, and also spoke of the potential for further collaborative working within the area.

One member commented on the criticism by the CSSIW within the evaluation around the Council's ability to manage the increasing demand for frontline services, and the Member queried what progress had been made in this area? The Service Director, Children's Services advised of the number of short term measures put in place in respect of recruitment to social worker posts, including the employment of agency staff and secondment of staff from less pressurised service areas. Many of the vacant posts have now been filled. It was also confirmed that a comprehensive work force review is being undertaken. The officers commented that a report following the review would make recommendations on achieving a sustainable workforce into the medium to longer term.

It was further queried why critical actions 1 & 2 of outcome 2 had revised targets for completion, and officers were asked for a progress update on the actions. The Service Director, Children's Services advised that the actions referred to the development of a new Case Management System in partnership with SEWIC. The model that was identified was judged to be not sufficiently robust, particularly with the requirements of the Social Care & Wellbeing Act in mind. The Service Director commented that new combined single and core assessment and child care plan modules are being introduced during 2014/15 which will reduce bureaucracy for hard pressed front line staff

Members recognised that the number of initial assessments being completed within time had decreased due to increased demand and staffing issues. The Service Director, Children's Services spoke of the recent appointment of social workers that will improve this situation once the backlog had been cleared and the assistance the MASH would bring in this area by the co-location of multi-agency frontline staff to further quicken the processes.

The officers were questioned as to whether there were any implications for the service due to the recognised budget deficit. The Group Director, Community & Children's Services advised that the service would be challenging the statutory provision, looking at the most efficient and effective way to deliver services and also commented that the service would need to review what 'needs to be delivered' compared to 'what would be nice' to provide. The Group Director referred to the range of services currently provided and spoke positively of the alignment between corporate and service priorities. The Group Director, Community & Children's Services added that there was always room to improve and reaffirmed that safeguarding service users was of paramount importance,

One member referred to a recent school training day event he had attended and the focus in relation to safeguarding and the general comments at the event in respect of lack of multi agency dialogue. The Member questioned whether MASH would resolve these issues and questioned why this priority was revised to an implementation date of March 2015, questioning whether the service had adequate staff and budget to take this priority forward. The Group Director, Community & Children's Services advised that part of the delay was to enable dialogue to take place with all parties involved and the Service Director commented on the complexities of the actual practice, and added the importance of undertaking thorough research to ensure the system would be **safe and** fit for purpose.

The Service Director, Children's services was queried on the prevention strategy and the group were advised that the purpose of the strategy is to retarget and refocus the services to help those in greatest need and impact on those who would otherwise progress to requiring more intensive interventions.

Members raised concern in respect of 'Flying Start' and the perception that services were provided on a post code lottery. The group were advised that this was a Welsh Government initiative with strict criteria and that the programme is area specific. The officers commented on the general consensus of 'inflexibility' of the system by other Local Authorities in Wales and officers confirmed that if a young person within the County Borough was in need or at risk and wasn't entitled a provision under the Flying Start scheme then systems are in place to identify and address this within the Council.

- **Does the evaluation give the reader a sense of how well/not so well the council has performed?** The Group Director, Community & Children's Services commented that this was much more difficult to do in this area, as the service was continually a moving target. The Group Director commented that the rise in LAC numbers could potentially be seen as both a positive and negative outlook of the service's performance, and the Director commented on the need to also review and take account of the support and services being provided by other organisations within the County Borough.

It was commented by the group that the evaluation could be further improved if additional narrative was included to explain some of the issues the officers had outlined in the meeting, to contextualise the information. Officers advised that a lot of the information did go to the Corporate parenting Board but recognised that it would also be appropriate to share some of the information with scrutiny.

It was commented that there was clear correlations between the Education service and Children's services and officers were asked to provide examples of occasions when the services needed to work collaboratively. Members were advised of a number of examples including work in respect of safeguarding, attainment of LAC, the flying start initiative and also collaboration in respect of transport provisions. The officers also spoke of the importance of integration and the need to integrate the service around the needs of the community. Members again commented that the evaluations would benefit from a further emphasis on the collaborative work between the two services for the benefit of the service user.

(Mrs) M Davies
Chair

The meeting closed at 3.55 pm.

APPENDIX 2c

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

ENVIRONMENTAL SERVICES SCRUTINY COMMITTEE

'STREETCARE SERVICES AND THE NATURAL ENVIRONMENT' AND 'PUBLIC HEALTH AND PROTECTION' SCRUTINY WORKING GROUP

Notes of the meeting of the Scrutiny Working Group held at the Council Offices, The Pavilions, Clydach Vale on Monday, 29th September 2014.

Present:

County Borough Councillors:

S Bradwick, (Mrs) J Bonetto, G Davies, G Smith, (Mrs) S Pickering, (Mrs) A Roberts.

Cabinet Members – County Borough Councillor (Mrs) A Crimmings

Officers:

Mr N Wheeler – Service Director, Streetcare

Mr P Mee – Service Director, Public Health & Protection

Mr N Brinn – Service Director, Highways, Transportation & Strategic Projects

Mr P Griffiths, Service Director Performance and Improvement

Mr N Jones – Service Director, Operational Finance

Mrs L Davies – Environmental Protection Manager

Mr A Mallin – Community safety & Partnership Co-ordinator

Mrs D Pearce – Strategic Commissioning Manager Substance Misuse

Mr D Jones – Head of Community Protection

Ms H Morgan – Public Services Partnership Manager

Mrs A Edwards, Scrutiny Support Officer

Ms E Coates, Scrutiny Support Officer

1. APOLOGIES

Apologies for absence were received from County Borough Councillors S Powderhill and J Watts.

2. DECLARATIONS OF INTEREST

In accordance with the Members' Code of Conduct County Borough Councillor G Davies declared the following interest pertaining to agenda item 2 – "I am involved with the needle exchange scheme for misuse of drugs and I am also a landlord."

3. INTRODUCTION

The Service Director, Performance and Improvement explained to Members the purpose of the meeting, namely to review, challenge and propose

improvements to the evaluation of performance on the Council's priorities during 2013-14.

The officers in attendance provided Members with an overview of the delivery of the 2013/14 action plan. Following which Members questioned officers based on the following criteria:

- How well does the evaluation explain how service users/communities have benefitted as a result of the work?
- Does the evaluation give the reader a sense of how well/not so well the council has performed?
- To what extent have the findings from the 2013/14 evaluation been used to inform the 2014/15 plan?

4. **FEEDBACK - PUBLIC HEALTH & PROTECTION**

The Service Director, Public Health & Protection commented upon the evaluation report before Members and spoke of the reasons why the key priorities identified in the 2013/14 plan had been taken forward and the benefits that these had on service users and the local communities. The Service Director commented that all of the priorities within the plan were extremely important issues and the service continued to make positive progress in each of the areas.

The Service Director commented that he felt the plan was a fair reflection of the service's performance as it highlighted the improvements that had been made by the service as well as a number of exceptions and commented that the case studies within the document aimed to aide the reader to better understand the impact that the service's work was having. The Service Director also commented on the good evidence base to support the evaluation, indicating that the performance measures included were robust and outcome focussed. The Service Director concluded by adding that he was confident the evaluation was a balanced reflection of the position of the service.

Outcome 1 – People in RCT live in safe, appropriate housing in sustainable and vibrant communities.

Members referred to the statutory performance measure in respect of empty properties and queried the Authority's performance in respect of other Authorities. The Environmental Protection Manager commented that the Authority had improved in this area although performance in comparison to other Authorities would still be in the bottom quartile. The Environmental Protection Manager commented on the extensive resources needed to restore empty properties and the recent decision of the Environmental Services Scrutiny Committee to create a scrutiny working group to look into the area in further detail. The Service Director, Public Health & Protection added that the economic circumstances over the past few years had also impacted the area significantly. In respect of the evaluation report it was added that the comparison data across Wales which had recently been published could be included to help further clarify the picture of performance, as this was not available when the

evaluation was drafted. Members also asked that the challenges in this area be further emphasised within the report.

Outcome 2 – Fewer people in RCT misuse alcohol & drugs

Officers were questioned on the impact of the needle exchange scheme as it was felt that this was not illustrated within the report. The Strategic Partnership Commissioning Manager commented on the positive work in this area and spoke of the range of products and methods available within the scheme for service users. Following a query on the impact the scheme had on the local community the Service Director, Public Health & Protection commented that overall the scheme worked well, although there were individual areas of concern which the service were dealing with.

One Member of the group commented on the positive work illustrated within the evaluation in respect of alcohol and drugs misuse, although the Member further indicated that this picture was not reflected in the recent quarter one report for 2014/15 presented to Cabinet; it was queried whether the fluctuation of performance within this area should be noted within the report. The Strategic Partnership Commissioning Manager advised that the performance measures for the service were based on an average of performance and indicated that the Outcome Agreement measures illustrated a more meaningful picture of performance. The officer continued to advise of the performance results of key performance indicators within the service area and it was added that RCT's results exceeded the targets and in places were amongst the best in Wales. Members of the group commented that comparative data, where available, should be included within the report, to better set performance into context.

Outcome 3 – Fewer people in RCT are the victim of anti social behaviour and public concern is reduced overall. People in RCT are protected from the actions of repeat offenders.

Members spoke of the good work of the Authority in this area but also spoke of concerns in respect of antisocial behaviour (ASB) and the impact on the Authority, and it was queried how the public were able to report ASB. The Community Safety & Partnership co-ordinator spoke of the high volume of case referrals to the Authority and commented on referral mechanisms in place. The officer also commented on the good working relationship the Authority has with its partners such as the police, Health, Housing Associations and Elected Members. The Community Safety & partnership co-ordinator referred to a number of key performance indicators within the evaluation which reflected how successful the service was in this area. It was highlighted that although the number of referrals of ASB had increased the number of repeat offences had decreased.

Outcome 4 – Fewer people in RCT are the victims of domestic abuse and sexual violence.

Officers were questioned on the impact the joint sexual violence and domestic abuse forum had in reducing the figures for Domestic Abuse as this was not illustrated within the report. The Service Director, Public Health & Protection spoke about the difficulty in setting meaningful performance measures for this area and instead referred members to the outcome delivery measures used. Officers commented on the significant unmet need and it was added that the Forum in addition to the Oasis

Centre and other support measures try to address this. Members were advised that performance in the area was very good, although there was always the capacity to do more. Officers spoke of the importance of early intervention within the area, to prevent domestic abuse patterns from forming within relationships.

Members commented on the previous work of a scrutiny working group set up to consider Domestic Abuse, and it was queried whether the recommendations from the working group had a positive outcome for the service. The Service Director, Public Health & Protection commented on the scrutiny work and the input the work had in respect of service delivery and measuring performance within the area.

Outcome 5 – To control the availability of alcohol through effective licensing. To promote a fair trading environment in RCT.

Members highlighted the reference to the pilot of 3 cold calling zones within the County Borough and it was queried whether this pilot would be rolled out further. The Head of Community Protection commented that cold calling zones was an issue being debated at a national level and advised that feedback was positive from individuals. The officer advised of the guidelines used in this area from the Office of Fair Trading. The Head of Community Protection commented on the limited powers of the authority in the area, and added that the introduction of further cold calling zones would be assessed on its merits. The group heard that following an evaluation of the service, 90% of residents felt better able to deal with cold callers.

Members also queried the processes in place in respect of test purchases and it was commented by Members that further test purchases in respect of solvents and tobacco needed to be undertaken. The Head of Community Protection agreed that more needed to be done in this area and spoke of the resource issues in undertaking this role.

5 FEEDBACK – STREET CARE SERVICES AND THE NATURAL ENVIRONMENT

Outcome 1 – To deal with waste more sustainably by reducing the amount of waste that is recycled, reused or composted.

Members of the group spoke of their concern in respect of recycling targets, highlighting the positives of recycling not just because of its environmental benefits but also in respect of the financial penalties that the Council could incur for missing recycling targets. Members commented on the awareness needed to educate further the general public on the financial impact missed recycling targets have on the Authority and the local tax payer.

The Service Director, Streetcare commented on the lack of tools available to the Authority to mandate people to recycle and the Service Director explained to the group that in respect of dry recycling the Authority were in the top quartile in Wales, however the food and green waste recycling was poor in comparison, therefore reducing the Authority's overall performance. The Service Director also commented that the nature of some houses within the County Borough, having little to no gardens, limited the amount of garden waste to be collected. The

Service Director continued to advise of the recent initiatives introduced with the new Side Waste policy and the work being undertaken at the Community Recycling Centres. Members were informed that sustained awareness campaigns were undertaken to push forward the message of the importance of recycling and the officer commented that there remained a core of around 30% of residents still not recycling. Members were also informed of the proactive steps taken by the service to encourage residents to recycle, and although positive results were noted, this was often labour intensive.

Members commented on the need to further pursue a publicity drive to encourage recycling within the County Borough, highlighting the future financial implications that could be felt and it was added that this should be stressed within the evaluation document. Members were also in agreement that Welsh Government should be lobbied into making recycling mandatory to assist Authorities in hitting recycling targets.

Members of the group commented on food recycling for businesses and food outlets and the collection of trade waste. The Service Director, Street care advised of the review being taken forward in respect of this area and the proposals to undertake evening collections to reduce the impact to the businesses and local communities. It was also added that evening collections would negate the need to invest in further collection vehicles. Members commented that this needed to be further highlighted within the evaluation report.

Outcome 2 – To deliver cleaner streets all year round ensuring a continued focus on enforcement of littering, graffiti, fly tipping and fly posting, and promote civic pride.

Members referred to fly tipping incidents across the County Borough which had seen a slight increase since the introduction of charges for collections were introduced. The Service Director, Street Care confirmed that there had been an increase and advised that this was more to do with 'contaminated waste', which was often a combination of black bag waste and recycled waste. The Service Director added that he predicted that this would increase following the recent introduction of the non collection of side waste.

Members discussed the target set for the collection of fly tipping and indicated some experiences where incorrect information in respect of timescales for 'removal' had been provided by the Customer Care service. The officers confirmed that this would be checked with the Customer Care service.

Outcome 3 – A well maintained highway and street environment that meets the needs of existing and future residents.

One Member commented on the road resurfacing undertaken across the County Borough and the problems experienced in some areas with loose chippings and Members queried if any street cleansing measures were undertaken to address the issue. It was advised that road resurfacing was undertaken by 3rd party

contractors, who were responsible for ensuring the roads were left in an appropriate condition.

One Member commented on the timescales in place in respect of repairing street light outages and the Service Director, Highways, Transportation & Strategic Projects commented that current performance levels were in line with the contract in place for repairing street lights.

The Chairman summed up the meeting by commenting that in respect of future service provision, the report needed to highlight that the services would be provided on the basis of the resources available, due to the current austerity measures facing each Authority and the financial climate, with the potential need to also amend future targets. The Service Director, Performance & Improvement commented that the position with regard to austerity measures were reflected within the Medium Term Service Planning report.

G Davies
Chair

The meeting closed at 4.10 pm.

APPENDIX 2d

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

COMMUNITY AND CHILDREN'S SERVICES SCRUTINY COMMITTEE

ADULT SERVICES SCRUTINY WORKING GROUP

Notes of the meeting of the Scrutiny Working Group held at the Council Offices, The Pavilions, Clydach Vale on Wednesday, 10th September 2014.

Present:

County Borough Councillor (Mrs) M Davies - in the Chair

County Borough Councillors:

J David
(Mrs) S J Jones
(Mrs) S Rees
(Mrs) J Ward

Cabinet Member

County Borough Councillor M Forey

Officers in Attendance:

Mr G Isingrini – Group Director, Community & Children's Services
Mr N Elliott – Service Director, Direct Services, Business and Housing
Mr R Gatis – Service Director, Community Care
Mr P Griffiths – Service Director, Performance and Improvement
Ms Lesley Lawson – Service Improvement Officer, Strategic Planning
Ms K May – Democratic Services Manager
Ms A Edwards – Scrutiny Support Officer
Ms E Coates – Scrutiny Support Officer

Older Person's Advisory Group

Mr G Bell
(Mrs) L Corre
(Mrs) A Davies
(Mrs) A Tritschler

Welsh Government

Ms N Newton

1. APOLOGIES

An apology for absence was received from County Borough Councillor (Mrs) A Roberts.

2. DECLARATIONS OF INTEREST

The following declaration of interest was received in relation to the agenda:

- (i) County Borough Councillor (Mrs) S Jones – in relation to agenda item 2 – Challenge of the Council’s delivery of its priority plan – Maintaining People’s Independence – “ I am a director and trustee of Cwm Taf Crossroads”.

3. PRESENTATION

The Service Improvement Officer provided the Working Group with a short presentation outlining the feedback which the Council had obtained through its meeting with the Older People’s Advisory Group (OPAG). (The full note of this meeting was attached to the agenda pack for Members’ consideration.)

She explained that OPAG was asked for their views on:

- How well the Council was doing in relation to the two Outcomes in the Maintaining People’s Independence Priority: What we did well?
- What we did not do so well?
- Examples of personal experiences.

The Service Improvement Officer highlighted the key issues raised by OPAG, as set out below, and explained that representatives from OPAG had been invited to the meeting to further highlight to the Working Group their views of the service based on their experiences.

Key issues raised by OPAG Members

- **Contacts recorded by First Response** - do we have comparative information across authorities? Can the figures be broken down to indicate areas of high demand and used to target resources?
- **Support of Learning Disabilities** – more user friendly information e.g. bus/train timetables. The voice of the service user needs to be stronger together with consideration of the level of support at weekends for those in community.
- **Direct Payments** - Direct Payments can be good – provide flexibility – people don’t want to go to bed at 5.30 pm. However, becoming an employer is a big responsibility - financial monitoring in place but how can we be sure about the quality of care.
- **Intermediate Care and Reablement** - Mostly positive experience - excellent care. Majority had seen and used the Carers’ A - Z. However, Carers needs are not always considered - assumptions made that people can manage - assumption that some ‘medical’ tasks can be undertaken by carer. Other issues:-
 - Home assessment prior to discharge can be traumatic for carer
 - Issue around who supplies what e.g. hospital, primary health care or social services
 - Poor communication
 - Carers don’t always recognise that they are ‘carers’
 - Carers feel isolated
 - Respite care needs to be reviewed
 - Lack of advice and information on entitlements/services
 - GP practices need to recognise carers

- **Telecare** - Some awareness of telecare but more information needed on various packages.
- **Dementia Packages** – Concern that these can be open to abuse. Young sufferers should not be placed with elderly. Are aware of the Butterfly Project.
- **Adaptations** - Sometimes people are forced to pay because waiting times are too long but not everyone can afford to do this. Sometimes there is a lot of money wasted on adaptations – might benefit from a re-think in some cases. There is a need for more one bedroom flats which would enable older people to remain in their own home.

4. OPAG REPRESENTATION

The representatives from OPAG also provided the following feedback directly to the Working Group:

- **Adaptations** – In some cases undertaking major adaptation work is not always appropriate in terms of cost effectiveness and also upheaval to the families.
- **Carers** – the pressure on carers 24 hours a day needs to be appreciated and that there should be more regular assessments of their needs. In particular the demands on child carers are not always considered. There can be an expectation on carers to administer eye drops/medicines, perhaps change catheters, without always having any instruction. Whilst there are good services out there for Carers, there is still a lack of information in the primary care setting sometimes around what services or benefit entitlements may be available to carers. It was acknowledged that the Council did provide good services for carers when they were identified. OPAG pointed out that the role of carers in society needed to be recognised and given that resources were limited perhaps there was a need to become more innovative in the long term in how we address the issue of caring for the frail or elderly.
- **Direct Payments** – there is a need for more monitoring. Quality of care is an issue. Also the responsibilities of being an employer can be an issue.

Following OPAG's feedback there was a general discussion amongst those present with officers responding to areas of concern.

Outcome1 – Work towards the integration of health and social care services to provide, based on need, a more holistic and seamless service for people in RCT

- Members agreed that OPAG's remarks in relation to the First Response data would assist in benchmarking and provide a great deal of useful data which could be considered by the Scrutiny Committee. The Service Director reported on the processes following the initial referral and explained that whilst the majority of issues were dealt with by the Council, in many cases this was signposting people to services. The cases referred to the re-ablement and intermediate care team

would then be assessed by the multi agency team as to whether there was a need for social services involvement. If it was determined that there was a need for on-going support the case would be passed to the appropriate Locality Team. He added that he was proud of the work undertaken by the reablement and intermediate care team which played a key role in preventing cases of delayed transfers of care.

Outcome 2 – Review existing and develop new provisions, where appropriate, to provide need led services that focus on independence, quality, protect the dignity and well being of clients and make best use of resources (and in doing so help meet the requirements of the Social Services and Wellbeing (Wales) Bill)

- With regard to the information for Carers, the Service Director Adult Services referred to the A-Z document which had been introduced for a number of years. He also added that it was important to give staff the knowledge to pass on.
- With regard to the points made in relation to adaptations, the Service Director reported that End of Life Pathways was a difficult challenge for staff. Sometimes the progression of an illness can be difficult to predict. He pointed out that those making the assessments were professionals and tried to work as sensitively as possible with the families. He appreciated that whilst for the most part things were done well, the experience for an individual when things did go wrong was very powerful.
- Direct Payments – with regard to the concerns raised the Service Director reported that there had been a few cases of abuse of the process but now there were better processes in place. The move to direct payments was a huge cultural challenge for people to get to grips with but the current direction of travel was for people to have more control over their care. There was, however, a need to monitor the outcomes.
- Medication – the Service Director explained that the Health Board are aware of the issues and are attempting to challenge current practices.

The representatives from OPAG were thanked for their attendance and informative feedback. Mrs Core pointed to the need for early involvement in any future consultation process due to the size of the Group to ensure a good and effective response.

5. CHALLENGE OF THE COUNCIL'S DELIVERY OF ITS PRIORITY PLAN – MAINTAINING PEOPLE'S INDEPENDENCE

The Service Director, Performance and Improvement explained to Members the purpose of the meeting, namely to review, challenge and propose improvements to the evaluation of performance on the Council's priorities during 2013-14. Members were asked to consider the following points in reaching their conclusions

- How well does the evaluation explain how service users/communities have benefitted as a result of the work?
- Does the evaluation give the reader a sense of how well/not so well the council has performed?
- To what extent have the findings from the 2013/14 evaluation been used to inform the 2014/15 plan?

Outcome 1

- Members commented that the positive statistics in relation to the re-ablement team suggested that service users had benefited.
- The inclusion of case studies would be informative for the reader with further thought needed to how these messages could be relayed to the public. The Service Director, Adult Services reported that there were a number of ways e.g. press releases, internet, sharing information with the Health Board. The Group Director commented that the powerful messages from the OPAG representatives also needed to be discussed with the Health Board.
- With regard to the concerns which had been raised in relation to adaptations, the Service Director, Adult Services pointed out that he was not aware that there was a significant issue. He suggested that the Community Occupational Therapists were skilled and sensitive enough to manage each case appropriately.
- Members commented that the plan was clear in relation to what targets had or had not been reached with explanations provided. However, Members did question how these targets were set and how realistic they were. An overview was provided of the information taken account of when setting targets.
- Members questioned the missed target MO2 relating to the evaluation of the usefulness of the Directory of Services. Officers explained that the resource in this case was staff resource rather than monetary. However, the CSSIW had commented favourably on the website, the challenge now was to keep it up to date.

Outcome 2

- The Chair suggested that the numbers receiving Direct Payments was low. It was explained that the target was a local indicator and that the direction of travel was positive.
- It was suggested that the key priorities for 204/15 as set out in the delivery report were quite broad.

(Mrs) M Davies
Chairman

The meeting closed at 4 pm.

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RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

CORPORATE SERVICES SCRUTINY COMMITTEE

REGENERATION SCRUTINY WORKING GROUP

Notes of the meeting of the Scrutiny Working Group held at the Council Offices, The Pavilions, Clydach Vale on Tuesday, 9th September 2014.

Present:

County Borough Councillors:

(Mrs) J Cass, M Norris, G Stacey (Chairman), P Wasley, D W Weeks and R K Turner.

Cabinet Member – County Borough Councillor R Bevan

Officers:

Ms J Cook, Director of Regeneration and Planning
Mr N Elliott, Service Director, Direct Services, Business and Housing
Mr P Griffiths, Service Director Performance and Improvement
Ms H Morgan, Public Services Partnership Manager
Mrs A Edwards, Scrutiny Support Officer
Ms E Coates, Scrutiny Support Officer

1. APOLOGIES

Apologies for absence were received from County Borough Councillors (Mrs) M Tegg and R Yeo.

2. DECLARATIONS OF INTEREST

RESOLVED to note that in accordance with the Members' Code of Conduct, there were no declarations of personal interest relating to the agenda.

3. INTRODUCTION

The Service Director, Performance and Improvement explained to Members the purpose of the meeting, namely to review, challenge and propose improvements to the evaluation of performance on the Council's priorities during 2013-14.

The Director of Regeneration & Planning and the Service Director, Direct Services, Business & Housing each provided Members with an overview of the delivery of the 2013/14 action plan. Further to this Members questioned officers having reference to the following criteria:

- How well does the evaluation explain how service users/communities have benefitted as a result of the work?
- Does the evaluation give the reader a sense of how well/not so well the Council has performed?
- To what extent have the findings from the 2013/14 evaluation been used to inform the 2014/15 plan?

4. **FEEDBACK**

Social Regeneration

Outcome 1 – People better understand the financial choices that are available to them through the increased delivery of advice and information, and improved financial capability at earlier stages in their lives

- Members questioned the potential divisive nature of Communities First and asked whether representation could be made to the Welsh Government. The Service Director explained that the new Communities First Cluster scheme meant that this was much less of an issue. However, there are pockets of deprivation lying within more affluent areas which is an issue. It was considered that more of an issue was the inflexible criteria laid down by the Welsh Government in relation to Flying Start/Families First which are causing divisions within communities.

The Service Director reported that measures could be taken to relay these concerns to the Welsh Government perhaps through the Cabinet Member.

- In terms of improving financial capability Members questioned the level of support in place for those without access to the internet. Members also queried the level of communication between all those providing welfare/debt advice: was the Council getting value for money for the funding it was providing to the 3rd Sector?

The Service Director fed back that the main demand now had shifted from benefits advice to debt advice. He reported on the work of the project 'Get RCT online' which supports digital inclusion and added that an update could be brought to scrutiny. He also reported that communication between agencies was improving and the importance of having proper pathways in place was key. It was acknowledged that the review of welfare rights had not yet been completed and would be carried forward into 2014/15. He also provided feed back on the coverage of CAB services across the County Borough.

Outcome 2 – Increase opportunities for working age adults to enter employment, education and training

- Concern was raised that 'in-work' poverty was becoming a big issue with transportation costs and childcare costs acting as a possible disincentive to work. Members questioned whether enough is being done to support those travelling outside RCT for employment.

The Service Director agreed that in work poverty was an issue. He reported on the work being undertaken and needs analysis linked to the Prosperity theme of the Single Integrated Plan and also the work undertaken with Education and Lifelong Learning Services, businesses and also family support services. The Director of Regeneration and Planning reported on the need for affordable travel given that we now had a regional economy. The Service Director added that whilst the transition period from unemployment to employment could be difficult, in the long term employment was still the better outcome.

Outcome 3 – Reduce homelessness and provide services that meet the housing and support needs of individuals and families

- Members questioned the lack of benchmarking across the Regeneration Action Plan and the Service Director explained that with the exception of housing there were no comparable performance indicators. He reported that the performance of the homelessness service compared favourably in comparison with other authorities adding that the homeless situation was better than predicted given welfare reform. He also reported that the service had been audited by the Wales Audit Office and indicated the difficulty in gathering meaningful information and statistics, for example, many statistics are usually more than a year out of date before they are published / become available.
- Members questioned the support provided by social landlords in relation to care leavers and the Service Director explained that certain social landlords had more expertise in some areas than others and that the Council would therefore work with whoever best met 'identified need'. He reported that there was a good mix of provision across the County Borough.
- In respect of provision for the homeless, the Service Director explained that the delay in the pilot scheme to increase the availability of 1 and 2 bedroom properties was an issue. However, the numbers presenting as homeless were not as high as was expected following changes to housing benefits.
- Members questioned the level of information available to those facing homelessness outside of normal working hours and suggested that if not already available that contact information is provided outside all One4All Centres. The Service Director reported on the routes available to people trying to access the services.

It was agreed to check the current 'out of hours' provision of information.

- It was suggested that the key priorities for 2014/15 (set out at page 11) would benefit from being more specific.

Physical Regeneration

Outcome 1 – Encourage and facilitate investment (including European funding) in Rhondda Cynon Taf to strengthen the economy and create jobs

- Members queried how well the Authority compared with others and the Director of Regeneration and Planning explained that as with social regeneration, there was a lack of performance indicators across Wales which made it difficult to compare.
- Members questioned the failure rate of new businesses as a concern and again suggested that benchmarking might be of use to better compare across authorities and make it clear what the Council is trying to achieve.

- Members questioned what was being done to promote development citing Llanilid and Coed Ely as examples. The Director outlined the work being done to support and encourage businesses, but explained to Members that the Council had limited influence with sites in the ownership of others, other than to work positively with potential developers. In response to a query about the Taff Vale site in Pontypridd, she explained that the head lease is in the hands of the administrator, but the Council continues to work positively with interested parties, and is currently working with the receiver.

Outcome 2 – Sustainable town centres with contribute to the economy of the Borough

- In response to further queries in relation to benchmarking the Director of Regeneration and Planning reported on the difficulties in comparing regeneration schemes, due to the varying nature of such schemes. However, she proposed that in conjunction with the Service Director they could work together to explore the development of a form of benchmarking based on outcomes across Social and Physical Regeneration.
- Members questioned the Director on data collection in relation to jobs created through regeneration projects. The Director pointed out what was possible to collect in terms of jobs directly created by projects, e.g. the public realm or property improvements. However for those created through the wider impacts of regeneration schemes, it was fed back that it was much more difficult to capture meaningful data. The Director also noted that the benefit of further data collection needs to be considered in relation to the resources available.
- The Director reported that as a result of the work carried out in Pontypridd and Aberdare, traders were becoming more engaged and therefore more able and willing to start and implement initiatives themselves, which is a positive, but clearly less measurable outcome.
- It was noted that due to the linkage between both plans there were areas where there may be opportunities to cross reference some data, especially in relation to employment data.

G Stacey
Chairman

The meeting closed at 11.33 am.

Medium Term Service Planning - Delivering within our Means - Performance Evaluation

Our overall priority for Medium term service planning aimed to maintain the long term health of the Council through strong and accountable financial and performance leadership underpinned by robust management reporting. We aimed to manage our finances innovatively throughout a period of sustained 'real term cuts' in order to support, within our means, the delivery of "Delivering Change". In 2013/14 we said we would:

- **Continue to focus on stability and sustainability in terms of our finances through an effective financial management framework**
- **Ensure that effective workforce planning arrangements were put in place and that services would receive the necessary support and guidance to secure best value from their staff resources**
- **Improve the efficiency of our buildings through reduction of carbon emissions and improved property management processes**
- **Strengthen local public service leadership to tackle service delivery challenges from a citizen perspective by working in partnership**
- **Refocus the Council's performance management arrangements to improve the range and use of information that helps measure the impact that Council services have on service users and its scrutiny by Councillors/stakeholders**

We said we would continue to focus on stability and sustainability in terms of our finances through an effective financial management framework

We continued to face significant financial challenges during 2013/14 as a result of reductions in funding received from Welsh Government, growing demand for services and inflationary pressures. At the same time as addressing this we maintained our focus on medium term service planning to enable key strategies and initiatives to be delivered that would benefit our communities for many years to come, for example, 21st century schools and progressing the construction of a food waste treatment plant.

The Council's revenue budget for 2013/14 totalled £469.203M after a Council Tax increase of 3.95%¹ and the delivery of £9.6M of savings / one-off funding measures:

¹ Council Tax increase (3.95%) – annual increase in band D council tax

- Service efficiency savings² - £4M (this meant since 2004/05 over £60M of efficiencies have been delivered to reduce the Council's budget);
- Service changes - £3.2M. This was made up of charging for bulky waste; alternative weekly residual refuse collection; review and targeting of street cleansing and grass cutting activities; increasing the amount we charge for our services; and reduction in events and marketing;
- One-off transitional funding - £2.4M.

At year end the Council delivered a balanced budget i.e. a £0.267M underspend against the total budget, and general reserve balances stood at £10.271M³, above the level of £10M that the Council's Chief Finance Officer deemed to be the minimum at the start of the year. These outcomes helped ensure continued financial stability at the Council as well as providing a solid basis to plan for the future.

Throughout 2013/14 we continued to look ahead for the next three to five years to forecast our likely funding requirements taking into account future service needs, predicted changes to inflation and cost saving measures already underway. We also estimated the funding levels likely to be received; the outcome from this work told us that the 'funding gap' over the period 2014/15 to 2016/17 would be in the region of £44M (forecasted as at July 2013).

The size of the funding gap was unprecedented and meant that we could no longer continue to balance the Council's budget primarily from service efficiency savings. Instead, there was a need to also undertake a thorough review of service change / cut options and at the Cabinet meeting of 8th January 2014 a number of service changes were approved to help balance the budget for the 2014/15 financial year (the changes were approved following a period of public consultation and consideration of the findings from Equality Impact Assessments for each proposal): (link to 8th January 2014 report www.rctcbc.gov.uk/Cabinet-8-Jan-2014).

- School admission arrangements – the proposal to introduce part-time (half day) provision from the term after a child's 3rd birthday (pre-nursery and nursery) and introduce full-time provision from the September after a child's 4th birthday (reception). Full year saving of £4.5M.

² Service efficiency savings – changes to services that had no or very limited impact on front line service

³ General Reserve Balances (£10.271M) – this figure being 'draft' at the time of writing (pre-September 2014 Council meeting) and is subject to review by the Council's external auditor as part of the annual audit of the Council's Statement of Accounts

- Meals on Wheels – retention of the 7 day service with the weekend service converted to a chilled meal provision. This means that meals will be prime cooked, sealed and chilled, and delivered on a Friday for heating by clients in their own homes for weekend consumption. The Council also took the opportunity to reconfigure meal production, reducing from 6 kitchens to 3, with the service change becoming effective from November 2014. Full year saving of £0.3M.
- Library Service – reduce to 12 libraries, enhance the mobile library provision and maintain the housebound service. Full year saving of £0.8M. The service change became effective from June 2014.
- Youth and E3 provision – amalgamate current provision to centre around hubs operating out of the 17 secondary schools. Full year saving of £2.2M. The service change became effective from June 2014.
- Day Centres – the re-alignment of provision based on an appropriate geographical spread resulting in a reduction in the number of centres from 19 to 9 and the introduction of consistent opening arrangements i.e. Monday to Friday, 10am to 4pm for all centres. Full year saving of £0.6M. The service change became effective from June 2014.

The funding the Council received from the Welsh Government for the 2014/15 financial year reduced by 3.7% and we set a budget of £367.332 on 12th February 2014 million after taking account of a budget gap of £14.4 million. We addressed this gap through:

- Efficiency savings - £4 million;
- Service change / cut proposals
 - The part year savings of the five service changes above as these could not be implemented from the 1st April 2014 - £5.2 million
- One-off transitional funding - £5.2 million.

Since this time, the School Admission arrangements service change was subject to a legal challenge where the judgement found against the Council and a decision was taken for Rhydyfelin Library to remain open, it being previously earmarked for closure as part of the Library Service service change. As a consequence, no savings would be made from these areas as originally intended.

To deal with this, a further report was presented to and agreed by Council on 25th June 2014 to fund the shortfall in savings needed to deliver a balanced budget. This consisted of:

- Further service change / cuts as agreed by Cabinet on 14th May 2014
 - The part year savings from Adult social care charges; Heritage service; Arts and culture; Supported bus routes; Paddling pools; and street lighting
- One-off transitional funding - an additional allocation of £1.2 million, taking the remaining balance of this reserve to £3.6 million.

In addition, the Council up dated its three year forecast and presented this to Cabinet on 3rd July 2014. This showed that the revised three year funding gap was over £70 million.

We are continuing to proactively review our spending and set out opportunities to deliver further savings. Our latest set of service change proposals to help us address the £70 million gap was considered by Cabinet on 10th October 2014. These were in respect of School admission arrangements – funding the provision of nursery education; Music service; Parks and Countryside services; Public health and protection; CCTV service; street cleansing service; Civic catering; Customer care; and Regeneration and Planning. With regard to School admission arrangement, Music service and a charging proposal within Parks and Countryside, it was agreed that these would be subject to a period of public consultation. For the other proposals, all were approved to be implemented and arrangements are currently being made for this to be actioned.

The Council's external auditor, the Wales Audit Office, commented in its latest Annual Improvement Report, July 2014 that "The Council's strategic financial planning arrangements remain sound but improved communication and engagement with citizens is needed around the scale of the Council's improvement ambitions and the impact of service changes in its priority areas".

To address these findings we have become more focussed on communicating regular messages to residents in terms of what we are doing to reduce costs and make budget savings, and have established an on-line presence on our web-site (www.rctcbc.gov.uk/PublicSuggestionSurvey) for people to express their thoughts: 'Public Suggestions for Savings and Income Generating Ideas'. We are also arranging public road shows for people to tell us face to face their opinions and ideas, and are engaging with local community groups earlier so that we can collectively consider alternative service delivery modules.

It will be critical that we capture and use the feed back from these channels to inform future decisions and take into account people's views on further service change proposals that will be proposed over the coming months and years.

Capital investment is the money local authorities spend on improving its land, buildings and other assets. During 2013/14 we invested £67M to maintain and improve our assets in areas such as:

- Aberdare community school - £26.9M
- Highways Improvements - £4.7M
- Vehicle replacement - £8.4M

We said we would ensure that effective workforce planning arrangements were put in place and that services would receive the necessary support and guidance to secure best value from their staff resources

We have delivered a range of support to help improve employee attendance. This includes

The launch of "**RCT source**" a website holding HR policies and procedures, online learning packages and calendar of training events, to provide staff with access to key information to help them in their roles. It also includes e learning for health, safety and wellbeing which has been developed to promote health awareness.

We have drafted a Manager's Guide to help Managers to better understand the Council's sickness absence policy. Once this is completed, this together with a range of additional guidance to support maximising attendance will be distributed to Managers. We are currently exploring the potential for sickness absence policy training session to be available via an e learning package.

A map of training for e-learning has been developed and a Training working group, including trade Union representation, has been set up to scope out and develop training sessions. This work is continuing in 2014/15.

In 2013/14, the percentage of days/shifts lost to sickness absence was 4.34%, compared to 4.54% in the previous year. The number of days / shifts lost of sickness absence per employee (based on headcount) also reduced slightly from 10.8 in 2012/13 to 10.7 in 2013/14. As a guide,

the average days/shifts lost to sickness absence per employee in Welsh Local Government in 2012/13 was 10.2 days⁴. Attendance still remains a key issue for the Council, and work in this area will continue in 2014/15 with revisions to the Council's sickness absence policy and focussed 'fast track' occupational health interventions forming part of the "Making Best Use of Our Budget" Priority Plan.

We delivered a range of Occupation Health initiatives to help improve employee attendance which are also in line with our commitment to the Corporate Health Standard to raise awareness of health issues. These include diabetes awareness week, heart matters and free blood pressure checks for staff as part of the Know your Numbers Campaign 2013. The Occupational Health and Wellbeing Unit checked the blood pressure of 496 staff across various locations across the Council including offices in Clydach Vale, Ty Elai, Ty Trevithick, Bronwydd and Ty Glantaff. Approximately 1 in 5 staff attending were referred to their GP for additional investigation and advice. Occupational health staff have seen the blood pressure of a number of individuals decrease over several years as a result of lifestyle changes they have implemented on discovering they had high blood pressure. We also continued with the Council's Cycle to work Scheme, there were two launches resulting in over 100 staff are participating.

A new initiative for the Council was providing the influenza vaccine to more than 600 front line staff. This will also be offered to all staff who are not under the NHS scope in 2014 and will continue in 2014/15. We anticipate that this will help to keep our front line staff well during the winter at the same time as reducing sickness absence.

Occupational Health Case Study

Research has identified that the average sickness absence in relation mental health conditions is 4-6 months. Where absences that last longer than 6 months, 50% of people are unlikely to return to their paid employment.

A manager was seen in Occupational health within days of an accelerated referral. The individual presented in a distressed state and following a lengthy consultation to discuss the issues, which were a combination of personal and work, it was felt the individual needed to see their GP and was declared unfit for work by Occupational Health. The individual was sent home and a support plan put in place with counselling

⁴ The average days / shifts lost to sickness absence per employee in Welsh Government in 2012/13 (10.2 days) is based on full time equivalent employees. The information in respect of Rhondda Cynon (10.8 days in 2012/13 and 10.7 days in 2013/14) is based on head count. Therefore, the all Wales and Rhondda Cynon Taf information is not directly comparable but has been quoted as a guide.

support commencing the following week.

As a result of supporting the individual with counselling, and also with coaching and implementing a phased return, they returned to work within a space of approximately 8 weeks. The manager has remained in work since returning, with continued support and intervention from Occupational Health and management, and gave the following feedback on the support they received:

'I want to thank you and your teams for all the help and support over the last few months and the ongoing support. I am going to struggle to find words to express my gratitude without being 'gushy'.....It took me a while to realise how far I had fallen and whilst I am still not 100%, without the support from the OHU and HR teams, I would not be back where I am now. I am really, really grateful for all your support....please, please could you pass on my gratitude to all involved'.

Introduced the Welsh Government Jobs Growth Wales programme to the Council, providing 14 paid 6 monthly work placements. The programme aims to give job ready young people the opportunity to gain work experience to enable them to progress to permanent employment, and all 14 people were successful in securing employment following their placements, some within the Council and others at other employers.

Case study: Jobs Growth Wales Placement - Moving back to Rhondda Cynon Taf after studying and working in West Wales, Amanda found it difficult to find full time work and spent 7 months looking for a job. After finding out from a careers advisor that work experience placements were available at RCT Council, she undertook an 8 week placement with HR in May 2013. Following this, she applied for a Jobs Growth Wales placement within the people development team and started work in August 2013. During the placement she undertook general administrative tasks such as meeting preparation and database maintenance, improved her IT skills with additional training courses and gained knowledge and practical experience of working in an HR function. In December 2013, Amanda successfully applied for a position as an Administrative assistant within the Education, Employment and Training team and continues to work for the Council.

Following initial work on the production of a Disability Hate Crime Strategy, it was felt that a wider approach addressing all aspects of hate crime would be more effective, linking to the new Welsh Government Framework under development - Tackling Hate Crime and Incidents: A Framework for Wales. Delay in the publication of the Welsh Government Framework delayed finalising the RCT strategy, however positive progress was still made operationally in this area. This included the development and delivery of training sessions for staff to help them recognise potential incidents of hate crime and signpost service users to appropriate services and support. The development of an RCT Hate Crime Strategy will continue in 2014/15 as part of our Making Best Use of Our Budget Action plan. We also continue to work closely with South Wales Police in this area as part of "Delivering change", our partnership plan for Rhondda Cynon Taf.

We said we would improve the efficiency of our buildings through reduction of carbon emissions and improved property management processes

33 energy saving projects were undertaken during 2012/13 and with all the schemes fully operational a review was undertaken to determine their efficacy. 2,587,371 estimated annual kWh energy savings were made, based on a review of the technical information. This equates to approximately the same amount of energy as is needed to run 124 typical domestic households for a year. Although it would not be cost or resource effective to individually monitor the energy consumption of, for example, upgraded lighting, for the larger CHP (Combined Heat and Power) and Photovoltaic schemes actual energy data was compared with estimates to verify the level of savings achieved. This exercise confirmed that for the 4 CHP schemes and 5 photovoltaic systems installed during 2012/13, the anticipated savings were delivered.

38 'Invest to save' energy projects were undertaken during 2013/14, including installation of voltage optimisers, more efficient boiler plants, heating controls and lighting schemes, and the installation of solar panels on Council buildings to generate renewable energy. Each scheme was carefully considered to ensure that significant energy savings would be achieved, both lowering our CO2 emissions and providing cost savings.

Case Study - Berw Road Carpark - *In October 2013 we replaced old, inefficient lighting at Berw Road Carpark, Pontypridd. The new LED lighting offers brighter, whiter light and increased efficiency. The new lighting cost just under £21K and has saved approximately £5K of electricity in 11 months. We expect this scheme to pay for itself within 5 years.*

We continued the installation of smart meters at key sites, providing us with additional intelligence on our energy usage patterns which will enable us to manage our energy use more effectively and help inform future investment.

We undertook initial investigatory work into the installation of renewable energy projects on Council land. The feasibility studies undertaken showed that a hydroelectricity scheme at Dare Valley Country Park would not only make savings on current energy costs, but also generate funding from the sale of surplus energy, resulting in an estimated payback period of 8.5 years. As a result of this work, we will construct a hydroelectricity scheme at Dare Valley Country Park, as well as undertaking feasibility reports at other sites, as part of our 14/15 action plan.

New legislation required the expansion of Display energy certificates (DECs) to eligible buildings over 500m². Display energy certificates show the actual energy use of a building and help the public see the energy efficiency of a building. 249 of the 260 Council buildings eligible had up to date Display energy certificates (DEC) prepared. Non-completion of the remaining DECs was mainly due to insufficient data availability. For example, a year of historical energy consumption data is required and a number of newly built / occupied buildings such as new schools, had not been in the Council's possession for sufficient time to gather this information. The outstanding DECs will be completed as part of the 2014/15 programme.

Carbon dioxide emissions from our 100 largest buildings increased by 2.55%. However, the data was negatively impacted by weather correction (amending the figures to reflect the average temperature), with absolute CO2 emissions savings of 6.02% achieved. We are reviewing the way we measure CO2 emissions to better reflect energy saving projects over the whole council portfolio.

We said we would strengthen local public service leadership to tackle service delivery challenges from a citizen perspective by working in partnership

We launched and published "Delivering Change", the Single Integrated Plan for Rhondda Cynon Taf, at the beginning of 2013/14, and it was formally adopted across all partner organisations. The Strategic partnership arrangements were reviewed to better align with the priorities of the SIP, with 3 partnership boards established to oversee the delivery of the three key priorities - Health, Safety and Prosperity. A scrutiny working group of elected and co-opted Members was also established to scrutinise current performance and delivery arrangements and provide recommendations to the Local Service Board. In line with the annual review of the SIP, we are continuing to review the effectiveness

of our arrangements as they become embedded. A review of the partnership structure will take place in 2014/15 with the aim of further increasing the effectiveness and efficiency of the current arrangements and moving towards a more innovative partnership structure.

We launched a local information system in partnership with the Data Unit~Wales in February 2014. The Cwm Taf Data Observatory⁵, a joint initiative with our partners in Merthyr Tydfil CBC, South Wales Police and Cwm Taf University Health Board—draws together published needs data to provide relevant information in a single place. Data is displayed for geographical areas where possible and bespoke areas, like Communities First clusters and GP clusters. The aim of the observatory is to increase organisational intelligence to assist in the delivery and monitoring of the SIP.

We developed collaborative arrangements across Cwm Taf to tackle shared priorities for improvement over geographical boundaries. We set up and launched the Cwm Taf Community Engagement Hub⁶, a central online resource that allows partner organisations across Rhondda Cynon Taf and Merthyr Tydfil to promote consultation surveys and events. The hub also allows more transparent feedback of survey results by linking to reports and decision notices related to recent consultation. The hub aims to ensure that residents are not asked the same questions repeatedly by different partners and that organisations can share information and save resources. As part of the set up of the hub, a new citizen's panel was recruited with 1,120 people in Rhondda Cynon Taf becoming members as at August 2014. Of these panel members, 577 are contactable via email, allowing engagement to take place more rapidly and cost effectively. Organisations are able to share consultation information via the hub library, and access distribution lists of citizens panel members with specific interests to aid in consulting the most relevant members of the public. We feel the full potential of the resource has not yet been realised. Further development for 2014/15 includes settling up a young person's hub specifically aimed at issues relevant to them; use of a twitter feed to promote engagement through a channel popular with members of the public; enhancing the 'look and feel' of the website and use of the hub's survey design software to enable those organisation's without specific software to develop their own online surveys.

We continue to deliver a programme of ICT enabled schools transformation in collaboration with Merthyr Tydfil CBC, which is designed to underpin our vision for 21st Century Schools. A single shared Capita ONE management information system for Council use has been

⁵ <http://cwmtaf.infobasecymru.net>

⁶ www.cwmtafhub.co.uk

established and hosted within Rhondda Cynon Taf via a shared infrastructure. Service Level and Data Processing agreements have been established to underpin the joint governance arrangements.

Key system modules of Attendance, Admissions, Core Pupil Database, Education Exclusions, Governors & Special Education Needs have been agreed for use by both Councils. Rhondda Cynon Taf is more advanced in the use of the modules implemented given our previous progress.

This collaboration was recently referenced by ESTYN, the Education Inspectorate in a recent report following a monitoring visit to the Council, which noted the partnership work taking place to develop common data systems and share the ongoing evaluations with the Central South Consortium's data unit.

The final stage of the Capita ONE project to establish improved infrastructure resilience and continuity has been initiated in line with project plan.

Delivery of the programme will continue as part of our "Making Best Use of Our Budget" Priority plan for 2014/15.

We commenced the annual review of "Delivering Change" delivery and outcomes, which will be published in 2014/15. The Council's own contributions to the key themes are monitored through the delivery of our Priority action plans, and our progress is outlined within the specific sections of this report.

We said we would refocus the Council's performance management arrangements to improve the range and use of information that helps measure the impact that Council services have on service users and its scrutiny by Councillors/stakeholders

The Annual Delivery Report for 2012/13 was considered by Scrutiny Committee for the first time, in addition to approval by full Council. The Scrutiny Committee was asked to provide feedback on the improvement assessments and their correlation with in-year performance reports, the extent to which assessments highlighted the difference improvement priority areas had made in the County Borough and to what extent the new 2013/14 action plans addressed areas requiring further improvement. Feedback from the Scrutiny Committee was used to enhance the information contained within the report prior to consideration by full Council.

These improvements were recognised by the Wales Audit Office in their most recent evaluation:

"The Council's scrutiny and reporting of performance is improving although there is scope to better evaluate the progress it is making towards achieving its improvement priorities"

Wales Audit Office, Annual Improvement Report, July 2014

The Wales Audit Office recognised that the Council has "embraced opportunities to further develop members' role and effectiveness in scrutinising its improvement planning and performance, although the implementation of these new arrangements is at an early stage". Building on this work, in 2014/15 we further enhanced our scrutiny processes through the use of scrutiny working groups to evaluate progress against our priorities through the analysis of 2013/14 data and performance evaluation information. The use of working groups allowed the evaluation to take place in more depth for each individual priority. This process was used to challenge and strengthen the contents of the Corporate Plan and this Annual Delivery Report.

Acting on WAO recommendation following their review of governance statements across Wales, a working group was set up to compile the Annual Governance Statement, to produce a document which is more challenging and improves the way the Council operates. The Annual Governance Statement sets out how the council is governed and operates, covering the setting of priorities, management and scrutiny. As a result of Member and Officer contributions through the working group, a more evaluative and rounded document has been compiled drawing on a wider range of evidence such as inspection reports. This new approach has now been embedded and will be utilised in future reviews.

The Council's risk management strategy was reviewed and formally approved in March. A detailed toolkit was also produced for managers, with additional information on how to identify risk and areas to consider when assessing operational and strategic risks. The toolkit was used to identify strategic risks that could potentially hinder the delivery of the Council's priorities, as part of compiling priority plans for 2014/15. However, these risks have not yet been formally incorporated into a Strategic risk register, in line with the risk management strategy, and reported to audit committee. This work will be completed in 2014/15.

We achieved full payment for our 2010 - 2013 Outcome Agreement, demonstrating that we had achieved quantifiable improvements across a range of areas including Improving skills for learners, tackling the problems caused by alcohol abuse and contributing to climate change adaptation.

Medium Term Service Planning is critical to the Council's work. As set out in our Corporate Plan 2014/15 the focus this year is to make the **"Make the Best use of our Budget"**, the Key priorities being.....

- A continued focus on stability and sustainability in terms of our finances through an effective financial management framework.
- A continued focus on ensuring effective workforce planning arrangements are in place through managing the number and deployment of staff resources; the provision of suitable and appropriate training and employment opportunities; and professional HR support to services
- Effectively managing our assets by reducing energy consumption and building our capacity to generate green energy
- Strengthening local public sector leadership to tackle service delivery challenges from a citizen perspective that can only be addressed working in partnership
- Improving the Council's governance arrangements to support the delivery of efficient and effective services

www.rctcbc.gov.uk/councilpriorities-bestuseofourbudget

DRAFT

Wales Programme for Improvement

Medium Term Service Planning 2013/14 Action Plan - Delivering within our means

What we aim to achieve:

The Council will maintain its long term health via strong and accountable financial and performance leadership underpinned by robust in-year and longer term management reporting. In addition, we will continue to manage our finances very prudently and innovatively, throughout a period of sustained 'real term cuts' in revenue and capital funding, to support, within our means, the delivery of "Delivering Change". To achieve this, we need to continue to focus upon maximising the revenue we generate, become more efficient and effective in how we deliver services as well as provide services with partners, enhance the financial and other management skills of service managers, increase the level of external funding to support quality service delivery and further develop workforce planning and asset management arrangements

Quarter 4 Performance Summary:

Overall, positive progress was made through the delivery of the action plan during the year.

The main focus throughout 2013/14 has been the requirement to maintain strong financial management and stability, plan for the delivery of significant cost savings in 2014/15 and at the same time, provide the best possible services within the resources available.

Results for the year showed that the Council delivered a balanced revenue budget for 2013/14; continued with a programme of work to implement, after careful consideration, a range of service efficiencies and changes so that it would be able to operate within its means in 2014/15 and provide equitable levels of provision; and set a refreshed capital programme for 2014/15 through to 2016/17.

Other important activities in the plan supported this work, included: the delivery of support to staff and managers to help further improve their attendance and performance; implementation of a number of energy efficiency measures, for example, solar panels, to help reduce energy consumption in Council buildings; a focus on working with partners through the delivery of the Single Integrated Plan; and explaining more clearly to residents the work the Council does, the impact it has and how they can feedback their thoughts and experiences.

There were also a number of areas that will require on-going attention either due to their significance or because actual results were not as intended. These include the continuation of an on-going programme of work to deliver service efficiencies; the identification and implementation of further service changes in light of the significant on-going reductions in future funding; working with services and communities to address disability hate crime; improving the impact that energy efficiency measures installed in Council buildings have on energy consumption; a continued focus on working in partnership to make the best use of resources; and further strengthen governance arrangements through the establishment and reporting of a strategic risk register.

Chris Lee - Director of Financial Services - March 2014

Key Priority: Medium Term Service Planning - Delivering within our Means

Lead Officer: Chris Lee - Director of Financial Services

Outcome 1: Continued focus on stability and sustainability in terms of our finances through an effective financial management framework



Measures

Title	Target	Actual	RAG	Comment
Me01 - Budgetary Control Performance - Level of year end General Fund (GF) Balances (£M) (Local)		11.20		As at 31st March 2013 the Council's General Reserve Balance stood at 11.204M. This data is reported a year in arrears.
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Critical Improvement Action 1 - Preperation and maintenance of a rolling 3 year financial strategy (both revenue and capital)

Title	RAG	Overall Status	Comment
M01 - Comprehensive quarterly reporting to monitor & manage financial & operational performance, including ongoing risk assessment of Earmarked Reserves, supported by robust accountability & support arrangements - Q1 Sept 13, Q2 Nov 13, Q3 Feb 14, & Q4 Jul 14	⊖	Complete	
M02 - 3-year forward revenue base forecasts to be maintained and reported to Cabinet where material variations identified - as required throughout the year (linked to Council Improvement Priorities) - ongoing	⊖	Complete	
M03 - Financial strategy (Revenue) agreed with Cabinet / Council (with emphasis initially on 2014/15), taking on board all stakeholder feedback through consultation processes - Feb 14	⊖	Complete	
M04 - 3-year forward Capital base forecasts to be maintained and reported to Cabinet where material variations identified - as required throughout the year - ongoing	⊖	Complete	
M05 - Financial strategy (Capital) agreed with Cabinet / Council (part of three year programme agreement) - Mar 14	⊖	Complete	
M06 - CMT review and propose reports to Cabinet on Service Change / Cut proposals - from Jul 13	⊖	Complete	


Critical Improvement Action 2 - Identification of efficiency opportunities across service areas, plus support to enable delivery

Title	RAG	Overall Status	Comment
M01 - Utilisation of Value For Money framework developed to inform potential efficiency review areas - Oct 13		Complete	
M02 - Undertake efficiency reviews as part of the 'Savings & Efficiency Fieldwork Team' (SEFT) requirements - Oct 13		Complete	


Critical Improvement Action 3 - Review and update, as appropriate, the financial and contract procedure rules, particularly given greater emphasis on partnership working

Title	RAG	Overall Status	Comment
M01 - Full review and report of any amendments to Council as part of Constitution / Policy Framework - Oct 13		Complete	
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Critical Improvement Action 4 - Delivery of a prioritised programme of support and training to enhance the financial and performance management skills of managers and raise awareness in these areas at Member level

Title	RAG	Overall Status	Comment
M01 - Delivery of financial and performance management awareness raising sessions, targeting specific requirements e.g. for Members to support more effective Scrutiny - ongoing		Complete	
.			

Critical Improvement Action 5 - Given constraints on availability of general funding, support service development and innovation through maximisation of external funding opportunities

Title	RAG	Overall Status	Comment
M01 - Identify opportunities and develop business cases for project income outcomes, for example, Invest to Save, Regional Funding and General Grant Funding opportunities that will support service improvement		Complete	
.			

Key Priority: Medium Term Service Planning - Delivering within our means

Lead Officer: Chris Lee - Director of Financial Services

Outcome 2: To ensure that effective workforce planning arrangements are in place and that services receive the necessary support and guidance to secure best value from their staff resources

The measurement for this area of the plan is addressed via the critical improvement actions detailed below rather than specific measures / performance indicators

Critical Improvement Action 1 - Following the introduction of the 'Managing people and their performance' guide in 2012/13, undertake an initial assessment of current arrangements to inform future workforce planning support requirements

Title	RAG	Overall Status	Comment
M01 - Produce a report for Corporate Management Team assessing the impact that the 'Managing people and their performance' guide has helped to make and propose recommendations to further improve existing arrangements - Jan 14	⊖	Complete	
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Critical Improvement Action 2 - Improve employee access to key information to help enable staff to efficiently and effectively perform in their roles

Title	RAG	Overall Status	Comment
M01 - Establish a web-site (to be called RCT Source) that holds Human Resource policies and procedures, on-line learning packages and calendar of training events - Apr 13	⊖	Complete	
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Critical Improvement Action 3 - Deliver a range of support to help improve employee attendance

Title	RAG	Overall Status	Comment
M01 - Produce a manager's guide, in consultation with a selection of managers, to aide understanding of the Council's Sickness Absence policy - Jan 14		Complete	
M02 - Explore the potential for the Council's Sickness Absence Policy training session to also be available via an e-learning package (to help accelerate roll-out) - Jan 14		Complete	
M03 - Deliver a series of training sessions for responsible officers around the Council's Sickness Absence Policy - from Mar 14		Complete	Briefing sessions commenced and work ongoing in 2014/15
M04i - Deliver a series of well being events to raise awareness of healthy living in line with the Council's commitment under the Corporate Health Standard, including:i. Diabetes awareness week - Jun 13		Complete	
M04ii - Heart matters - Jul 13		Complete	
M04iii - Know your numbers (blood pressure tests) - Sep 13		Complete	

Critical Improvement Action 4 - Introduce a new work placement programme within the Council to help people gain future employment

Title	RAG	Overall Status	Comment
M01 - Produce a report for Cabinet seeking approval to introduce the Welsh Government sponsored 'Jobs Growth Wales' programme within the Council - May 13		Complete	
M02 - Appoint up to 50 placements on 6 month contracts (in line with Jobs Growth Wales criteria) - from Jun 13 to Mar 14		Complete	14 placements allocated to the Council by Welsh Government
M03 - Produce an up date report for Cabinet on the outcomes achieved by the placements made during 2013/14 - Jul 14		On Target	



Critical Improvement Action 5 - Contribute to the workforce planning agenda by identifying and addressing equality issues

Title	RAG	Overall Status	Comment
M01 - Produce an RCT strategy for addressing Disability Hate Crime (based on the Welsh Government's all Wales Strategy to be published in 2013/14) and report to Cabinet for consideration / approval Mar 14 (revised Sep 14)		Not on target	The Welsh Government All Wales Strategy was not published until May 2014, this delayed finalising the RCT Strategy. However, this delay has not prevented work from continuing in addressing hate crime, via working with service areas to provide awareness raising sessions for staff who deal directly with vulnerable groups
M02 - Identify specific areas where community awareness of Disability Hate Crime needs to be improved and deliver a Community Awareness programme - from Sep 14		Not on target	as above



Key Priority: Medium Term Service Planning - Delivering within our Means

Lead Officer: Chris Lee - Director of Financial Services


Outcome 3: To improve the efficiency of our buildings through reduction of carbon emissions and improved property management processes

Title	Target	Actual	RAG	Comment
Me01 - % reduction in carbon dioxide emissions from 100 largest non domestic Council buildings (Quarterly YTD)	4.00	-2.55		Annual Performance has been negatively affected by weather correction. Absolute savings of 6.02% have been achieved. We are taking steps to eradicate this issue in the next reporting period by revising the way this data is reported.
Me02 - No. of Council sites with up to date Display Energy Certificates (Local)	260.00	249.00		Annual target revised from 275 as certain buildings in original list no longer require DEC's e.g. due to sale of buildings


Critical Improvement Action 1 - Implement a 2013/14 energy efficiency 'invest to save programme' for the Council and evaluate the impact of energy efficiency initiatives introduced throughout 2012/13

Title	RAG	Overall Status	Comment
M01 - Produce a report for the Council's Corporate Management Team setting out: i. the impact of energy efficiency initiatives introduced during 2012/13 ii. a proposed energy efficiency 'invest to save programme' for 2013/14 - Jun 13		Complete	
M02 - Produce a report for Cabinet's consideration / approval, setting out proposals to install renewable energy projects on Council premises / land - Jul 13		Complete	

Critical Improvement Action 2 - Further the availability of energy consumption data to assist energy management arrangements

Title	RAG	Overall Status	Comment
M01 - Work with Energy providers to facilitate the installation of Smart Meters at appropriate Council sites - Phase 1 of an on-going programme of work - Nov 13		Complete	
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Critical Improvement Action 3 - Ensure compliance with newly introduced EU Energy Performance of Buildings Directive in respect of the production of Display Energy Certificates (DECs)

Title	RAG	Overall Status	Comment
M01 - Carry out surveys for buildings over '500 square metres' and produce and display the DEC's in these buildings - Mar 14		Complete	
.			

Key Priority: Medium Term Service Planning - Delivering within our Means

Lead Officer: Chris Lee - Director of Financial Services

Outcome 4: To strengthen local public sector leadership to tackle service delivery challenges from a citizen perspective that can only be addressed working in partnership

The measurement for this area of the plan is addressed via the critical improvement actions detailed below rather than specific measures / performance indicators

Critical Improvement Action 1 - Implementation of the Single Integrated Plan for Rhondda Cynon Taf

Title	RAG	Overall Status	Comment
M01 - Undertake an evaluation of key areas of implementation within the Single Plan, as agreed and scheduled by the Local Service Board (LSB), reporting outcomes to the LSB on a quarterly basis i.e. Safety - Jul 13	-	Complete	
M01ii. Health - Nov 13	-	Complete	
M01iii. Prosperity - Feb 14	-	Complete	
M02 - Complete the formal adoption of the Single Integrated Plan (SIP) across all constituent partner organisations - Jul 13	-	Complete	
M03 - Collate quarterly evidence of progress and outcomes in preparation for the annual report to be issued in 2014/15 - Apr 14	-	Complete	
M04 - Undertake the annual review of SIP delivery and outcomes and produce an annual review report (backward looking to summarise achievements in year and forward looking to reflect on any changes in priority requirements / actions) - Jun 14	-	On Target	

Critical Improvement Action 2 - Review of strategic partnership arrangements across Rhondda Cynon Taf to ensure work is effective, efficient, adds value and is evidence based

Title	RAG	Overall Status	Comment
M01 - Agree information requirements with LSB partners - Jul 13	-	Complete	
M02 - Restructure Partnership Boards to better align with the priorities of the SIP ensuring appropriate voluntary sector representation and involvement - Jul 13	-	Complete	
M03 - Implement new performance management arrangements for the LSB across the Partnership Boards focussing on how work in the key priorities is impacting on the agreed outcomes - Jul 13	-	Complete	
M04 - Establish LSB scrutiny arrangements to review the effectiveness of the mechanics for delivery - Jul 13	-	Complete	

Critical Improvement Action 3 - Develop collaborative arrangements across Cwm Taf to tackle shared strategic priorities for improvement across geographical boundaries


Title	RAG	Overall Status	Comment
M01 - Develop the joint ICT infrastructures of RCT and Merthyr CBCs (Schools) to facilitate future collaborative working through enhanced Web access and shared access to the Capita ONE Management Information System - 3 year programme funded by WG from summer 2013	-	On Target	
M02 - Develop a joint "Consultation Hub" with Merthyr Tydfil LSB, through the European Social Fund project, to improve the quality of consultation and engagement across both Local Authorities - Dec 14	-	Complete	

Key Priority: Medium Term Service Planning - Delivering within our Means




Lead Officer: Chris Lee - Director of Financial Services

Outcome 5: Refocus the Council's performance management arrangements to improve the range and use of information that helps measure the impact that Council services have on service users and its scrutiny by Councillors/stakeholders





Measures

Title	Target	Actual	RAG	Comment
Me01 - % of Welsh Government performance incentive grant (Outcome Agreement) secured based on performance (Local)	100.00	100.00		Full payment received for 2010 - 2013 Outcome agreement
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Critical Improvement Action 1 - Further improve the scrutiny arrangements around the Council's assessment of its improvement priorities for 2012/13 (via an annual Delivery Report) and its meaningfulness to the citizen

Title	RAG	Overall Status	Comment
M01 - Present a draft version of the Council's Annual Delivery Report to Scrutiny Committee for review, challenge and comment (in line with the conclusion made by the Wales Audit Office in their 2013 Annual Improvement Report) - Sep 13		Complete	
M02 - Present the Council's draft Annual Delivery Report to Full Council for consideration / approval - Oct 13		Complete	
M03 - Expand the 'Summary Version' of the Annual Delivery Report to include the above for each household within Rhondda Cynon Taf - Nov 13		Complete	

Critical Improvement Action 2 - Revise the content of the Council's Annual Governance Statement (AGS) to evaluate the effectiveness of the Council's governance arrangements (taking into account proposals for improvement made by the Wales Audit Office)

Title	RAG	Overall Status	Comment
M01 - Review the Council's main governance related activities during 2012/13, document the evidence on its effectiveness and produce a draft AGS - Apr 13		Complete	
M02 - Present the draft AGS to Audit Committee for consideration / approval (to enable the document to be included within the Council's draft Statement of Accounts) - May 13		Complete	
M03 - Establish a member/officer working group to evaluate the effectiveness of the Council's governance arrangements (to review arrangements from 2013-14) - Mar 14		Complete	
M04 - Produce a draft 2013/14 AGS for consideration by the working group - Jan 14		Complete	

Critical Improvement Action 3 - Further improve the clarity on the Council's approach to the control of key risks that could impact on the delivery of the Council's improvement priorities

Title	RAG	Overall Status	Comment
M01 - Review and up date the Council's Risk Management Strategy and report to Cabinet for consideration / approval - Mar 14		Complete	
M02 - Establish a strategic risk register (that details the key risks to the delivery of the Council's improvement priorities and the actions being taken to control these) and reporting arrangements for the register to be reviewed and scrutinised by Audit Committee - Jun 14		Not on target	The strategic risks that could potentially hinder the delivery of the Council's priorities have been identified as part of compiling priority plans for 2014/15. However, these risks have not yet been incorporated into a Strategic Risk Register, in line with the Council's Risk Management Strategy, and reported to Audit Committee - Revised Date - October 2014

Medium Term Service Planning - Delivering within our means

Outcome 1 - Continued focus on stability and sustainability in terms of our finances through an effective financial management framework											
Theme Title	PI Ref:	Indicator Description	2011/12	2012/13	2013/14				Overall Direction of Performance 2013/14 against 2011/12	2014/15	Comments
			Actual Data	Actual Data	Target	Actual Data	RAG	Wales Average		Target	
Bringing It All Together	Me01	Budgetary Control Performance Level of year end General Fund Balances (£M)	N/A	N/A	N/A	11.20	N/A	N/A	N/A	N/A	Data reported 1 year in arrears

Outcome 3 - To improve the efficiency of our buildings through reduction of carbon emissions and improved property management processes											
Theme Title	PI Ref:	Indicator Description	2011/12	2012/13	2013/14				Overall Direction of Performance 2013/14 against 2011/12	2014/15	Comments
			Actual Data	Actual Data	Target	Actual Data	RAG	Wales Average		Target	
Bringing It All Together	Me01	% reduction in carbon dioxide emissions from 100 largest non domestic Council buildings	2.76	5.92	4.00	-2.55	●	N/A	↓	N/A	Performance indicator replaced for 2014/15
	Me02	No. of Council sites with up to date Display Energy Certificates	165	165	260	249	●	N/A	↑	N/A	Performance indicator replaced for 2014/15

Outcome 5 - Refocus the Council's performance management arrangements to improve the range and use of information that helps measure the impact that Council services have on service users and its scrutiny by Councillors/stakeholders											
Theme Title	PI Ref:	Indicator Description	2011/12	2012/13	2013/14				Overall Direction of Performance 2013/14 against 2011/12	2014/15	Comments
			Actual Data	Actual Data	Target	Actual Data	RAG	Wales Average		Target	
Bringing It All Together	Me01	% of Welsh Government performance incentive grant (Outcome Agreement) secured based on performance	100	100	100	100	●	N/A	↑	N/A	Performance indicator discontinued for 2014/15

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Performance Evaluation - Education - 'A Top Quality Education for All'

The focus on education is to continue to drive up standards in both early years' settings and schools and improve the outcomes for all children. If we are to break the cycle of deprivation, a top quality education that meets the needs of all children is essential. A key priority is to improve standards of literacy and numeracy, to ensure all children attend school as a matter of course and can access a curriculum that meets their needs and prepares them for the world of work and other education pathways.

Following Estyn's inspection of education services for children and young people in March 2012, during which the Council was identified as Adequate ie Strengths outweigh areas for improvement and required follow-up through Estyn monitoring. A plan for follow-up visits was agreed with Estyn link inspectors. The first follow-up visit took place in December 2013; the second took place from 31st March – 2nd April 2014 and the third and final visit took place on the 30th June – 3rd July 2014. Based on the evidence gained from the three visits, the Council was ***"judged to have made sufficient progress in relation to the recommendations following the inspection of March 2012. As a result, Her Majesty's Chief Inspector of Education and Training in Wales considers that the Council is no longer in need of Estyn monitoring and has removed us from requiring further follow-up activity"***. View Inspectorate report containing outcomes of each of the three monitoring visits in relation to the six recommendations at www.rctcbc.gov.uk/EstynReport2014

Why we agreed this priority

We have worked towards achieving our vision of making schools into vibrant communities that meet the needs and aspirations of individual pupils through high quality teaching and learning. This is being achieved through improving governance, providing effective leadership and continued focus on the needs and outcomes of our children and young people.

The outcomes that we worked towards achieving during the year were based on recommendations from Estyn, self evaluation assessments from our schools and central services, and what the Council considered to be a priority if we are to improve key educational outcomes for our children and young people. On our 2013/14 plan we said we would

- **Ensure effective leadership and an ethos of aspiration and high achievement**
- **Ensure high quality teaching and learning, to support the delivery of improved educational outcomes for our children and young people**
- **Tackle the barriers to learning that many young people face**

- **Embed a culture of self-evaluation and self-assessment, use of performance and other information to drive improvement, and support those schools where there is a risk that the quality of education offered is not as high as it should be**
- **Increase engagement between schools, parents, families, and the communities they serve, recognising the powerful influence to be gained though working together to improve the life chances for our children and young people**
- **Continue to invest in education facilities throughout the County Borough to raise educational standards and support community learning and leisure activities**

We said we would ensure effective leadership and an ethos of aspiration and high achievement

The Council has strengthened its use of the powers it has available for the improvement in leadership and management in its schools. We have increased the use of intervention powers, and focused this on performance improvement, rather than simply imposing sanctions. Where there is under-performance, we undertake robust challenge and provide additional support to our schools to help them improve. We have developed an integrated approach to underpin this school improvement strategy, which includes a revised and improved Partnership Agreement, and modified human resource and performance management policies and procedures. As a result, the respective responsibilities of schools, the Council and the Central South Consortium for school improvement are clearer, as well as the consequences for poor performance. The use of powers includes formal meetings between the Director of Education and elected Members with head teachers and chairs of governors. We have also issued formal warnings to headteachers and governing bodies where improvements have been too slow. Since the introduction of this process the Council has used its powers of intervention to rigorously hold 34 primary schools and 10 secondary schools to account.

It is agreed by all education partners that good quality leadership is a key component of any good school, and is compulsory to raise standards and to tackle educational underachievement. As well as increasing the use of powers, new training programmes were introduced, including the revised mentoring and coaching programme for new and aspiring headteachers that focuses on developing quality leadership skills. Also an "Emerging Leaders" course for those teachers preparing to apply for middle leadership roles, such as Head of English or Senior pastoral roles. In addition to this the 'Transforming Leadership' programme for aspiring headteachers was delivered for the second year in both primary and secondary schools. School-to-school support was also introduced in 2013/14, whereby the most effective headteachers, senior and middle management and other practitioners use their expertise to share good practice and build capacity within and between schools.

School governing bodies also introduced new interview and assessment centre processes when recruiting headteachers and other senior roles. This reinforces effective leadership as being a key priority for schools if they are to improve performance in order to help our children and young people to achieve good educational outcomes.

67% (14 out of 21) of our schools inspected during 2013/14 were judged as being at least 'Good' by Estyn for leadership and management. This included 3 secondary schools who were graded good, 1 pupil referral graded excellent and 10 primary schools that were all graded good. 29% (6 out of 21) were graded adequate, which included 4 primary schools and 2 pupil referral unit. 1 primary school was graded unsatisfactory. This school will be provided with intervention support, as will all those graded adequate, as would expect all our schools to be good schools. Over the two year rolling period RCT performance of 72.7% did not achieve the ambitious target of 90.0% of schools being graded at least 'Good', but was higher than the all Wales average of 69.8%, and we are reassured by the latest findings from Estyn that we are making progress in this area although improving leadership and management remains a key focus for the Directorate in 2014/15.

We said we would ensure high quality teaching and learning, to support the delivery of improved educational outcomes for our children and young people

In order to raise standards across all key stages of learning, the Council with its partners has worked closely with schools to establish that quality teaching methods are being used effectively in the classroom. Schools are categorised appropriately through the School Improvement service, where officers use a category model to determine the level of support available to the school and work flexibly with schools to use resources effectively, taking into account the school's context. Training programmes are also available to support quality teaching and pupil learning. 36 secondary school teachers and 40 primary schools teachers from across school clusters have participated in the 'Outstanding Teacher' programme since it commenced in 2013. These teachers were identified through school reviews or by the school headteachers as being good classroom practitioners, and having the capacity to work with other colleagues to develop their skills. The programme develops the teachers own pedagogical¹ skills and also supports them in developing coaching skills in order to support others. Initially the teachers are working to raise the standards of teaching in their own schools; this will then cascade not only to other schools within their cluster but to those schools within the Consortium School Improvement Groups.

¹ [Pedagogy](#) can be defined as the art of teaching. Beyond simply understanding the content one is teaching, pedagogy involves being able to convey knowledge and skills in ways that pupils can understand, remember and apply.

Other interventions have been provided to those schools with the furthest to travel in terms of their literacy strategy. This included supporting primary schools to strengthen the delivery of reading and catch up programmes, with a particular focus on helping boys to improve, as statistics demonstrate that boy's literacy results are below that of the girls. At key stage 2 girls (90.8%) outperformed boys (83.7%) by 7.1 percentage points in English, compared to 7.3 percentage points in the previous year. This confirms that the gap is narrowing and boys are starting to catch up with the girls. The percentage of primary pupils that achieved a standardised score of 95² or more in English, has increased to 72.2% from 61.9% in 2012. An even bigger increase was seen in the percentage of primary pupils achieving a standardised score of 95 or more in Welsh (first language) with 82.8% achieving compared to 55.9% in 2012. 60.8% of primary school pupils achieved a standardised score of 95 or more in Mathematics, which was below our target of 76.4%. One of our main priorities for 2014 will be on supporting the implementation of the numeracy strategies across primary schools.

Programmes such as 'Tactical Teaching' have been used to support improvement in literacy across the curriculum in secondary schools, along with encouraging pupils to gain essential skills accredited qualifications. All head teachers are part of the School Improvement Groups that meet half-termly to share best practice; they also focus on developing policy and new approaches to school improvement in partnership with the Council. In 2013, the percentage of secondary pupils who achieved a standardised score of 95 or more increased to 61.4% compared to 50.4% in 2012. However, the percentage of secondary pupils achieving a standardised score of 95 or more in Welsh (first language) declined in 2013 (61.4%), compared to 63.0% in 2012. Improving literacy remains a key priority, along with numeracy, in secondary schools for 2014.

We have also made improvements to education information technology infrastructure to enable teachers and pupils to access the latest technology and information to support learning. All schools have had Wi-Fi installed and 70% to-date have had broadband upgrades, with the remainder being completed in the following months. All schools now have access to 'Hwb', which provides a digital learning environment that supports teaching and enhances learning for pupils.

Case study: Pupils engage in digital learning

For the second year running Cwmclydach primary school has received a national award for innovative use of digital learning. Improved attainment results and attendance levels demonstrate that pupils engage more through digital learning. 87% of pupils at Cwmclydach

² A standardised score of 95 or more indicates that a pupil is around average for their age

primary school achieved the expected level in the core subject indicator, compared to 85% in the previous year, and attendance levels improved from 92% in 2012/13, to 93%.

Performance at key stage 4 improved for all the key indicators in 2012 and again in 2013. The rate of improvement in 2013 was better than the Wales average. For the level 2 indicator RCT results (77.9%) outperformed the All Wales (77.8%) performance for the first time. However, too few children achieve A*-C in GCSEs, especially in core subjects. 46.3% of pupils achieved the level 2 threshold including English or Welsh (first language) and Mathematics, compared to 43.8% the previous year. 21.4% of pupils eligible for free schools meals achieved the same level 2 indicator, including English or Welsh (first language) and Mathematics, compared to an all Wales average of 25.8%.

In the last year secondary schools have been challenged more and additional intervention has been used to ensure robust improvement plans are in place, including detailed 'statements of action' for schools causing concern. Responsible officers monitor performance rigorously at a level proportionate to the category of the school, with the Director of Education and Cabinet Member for Education directly engaged in monitoring schools causing the greatest concern. The Council requires all secondary schools to submit regular updates on predicted standards for Year 11 (16 years old) pupils based on their latest data. As well as providing an ongoing view of progress, this has also supported headteachers to hold middle leaders to account and know whether support and interventions are making an impact. School improvement officers are working more collaboratively with those in services supporting social inclusion, wellbeing and additional learning needs to ensure that a wider range of issues are taken into account when discussing a school's performance and its provision.

Case study: More able and talented - (Mission Discovery event, at King's College London)

For the second year running a team of RCT pupils had their 'Space Flight' proposal selected, by space programme medics and NASA astronauts, to become a live experiment that will take place up in the International Space Station. RCT is the only Council in the UK where 2 experiments designed by pupils will have been conducted in space.

13 of our schools that were inspected by Estyn during 2013/14 were graded 'good' for teaching, 7 were graded 'adequate' and 2 'unsuccessful', these 2 schools will be given additional support. Improved performance across all key stages demonstrates that teaching methods are getting better. The percentage of RCT pupils achieving the Foundation Phase Indicator improved from 77.2% in 2012/13 to 80.6%, narrowing the gap against the all Wales average of 83.0%. Also 82.6% of 11 year old pupils achieved the expected levels in the key

stage 2 core subjects indicator, compared to 79.3% in 2012/13, but we still remain in the bottom quartile. A higher increase was made at key stage 3 with 73.6% of 14 year old pupils achieving expected levels, compared to 66.9% the previous year, taking us from the bottom quartile to the third quartile. The average capped points score for 15 year pupils increased from 305.1 in 2012/13 to 323.8, closer to the all Wales average of 333.1. When comparing our performance to that of similar schools in Wales, based on the percentage eligible for free school meals, performance overall was slightly above average in 2013 in both primary and secondary schools.

We said we would tackle the barriers to learning that many young people face

Improving attendance continues to be a priority for the Council. Between 2011 and 2013, attendance in primary schools improved at a higher rate than the Wales average, by 1 percentage point from 92.4% in 2011 to 93.4% in 2013, just slightly below the all Wales average of 93.9%, but enough to take us from the bottom to third quartile. When compared to similar schools on the free-school-meal benchmarks, attendance in 2013 is around average in primary schools. Attendance in secondary schools improved at a similar rate to the Wales average between 2011 and 2013, by 1.3 percentage points from 90.7% in 2011 to 92.0% in 2013, but we still remain in the bottom quartile. However, attendance by pupils who receive free school meals is below the average for Wales. The Council has successfully reduced the level of persistent absentees from 10.2% in 2011 to 6.9% in 2013 (Wales: 8.7% to 6.2%) When compared to that in similar schools on the free-school-meal benchmarks, attendance in secondary schools is below average with 37% (7) of schools in the bottom quarter and 58% (11) below average. Only 21% (4) of schools are in the top quarter and 42% (8) are above average overall. By working with our partners we have put in place a vulnerability profile mechanism, which effectively highlights young people who need additional help to keep them engaged in education, training, and employment.

The Council has consulted stakeholders regarding a code of conduct for issuing fixed penalty notices for poor attendance and a 'zero tolerance' approach to authorising holidays in term time, a code of conduct practice guide issued to schools in September 2014. We have produced a practical strategy and toolkit for improving attendance, following consultation with headteachers and other stakeholders. Headteachers have feedback that they find the toolkit '*valuable and effective in outlining consistent procedures*' and helps in improving attendance. Initiatives include reward and sanction systems, public campaigns to raise parental awareness of the importance of good attendance and recruitment of partners to help raise the profile of high attendance and make positive contributions by offering prizes for good attendance in school. A programme of governance training has also been delivered to school governors, according to Governors Support Officers is proving effective,

as a greater understanding and confidence in using attendance data is evident at school governor meetings. We have also used advertising space on Council fleet vehicles to promote the message *"Give Attendance 100%, Miss School, Miss Out"*

Destination of school leaver data for 2013 shows that there has been an increase in the percentage of year 11 pupils remaining in full time education from 86% to 87.5%. Whilst the percentage staying on in school has remained constant, there has been an increase in those continuing in college. 79.8% of year 13 pupils who left further education planned to go onto further study, which is above the All Wales figure of 78.9%. Nationally, the percentage of year 13 pupils who intended to progress to higher education has decreased by 0.3% but has remained constant in RCT.

Vulnerability Profiling was implemented during the year to help identify those young people with barriers to learning so that targeted intervention could be put in place to help them to improve in these areas or prevent them becoming disadvantaged. We have used this information to target those young people and support them through alternative learning pathways and by providing a range of programmes and interventions in securing employment and providing individuals with skills to gain employment in the future. Core programmes included 'Bridges in to Work' (BIW), 'Future Jobs Fund' and 'Your Future First'. 159 jobs secured through the BIW programme during the year and 815 all together since the start of the programme in January 2009.

Case study: Improving future prospects

'Your Future First' programme at Cynon supported a 17 year old boy who left education with no qualifications to overcome social and behaviour difficulties and gain the confidence needed to return to education and gain alternative learning qualifications and secure a work placement to what he described as being his 'dream job'

Between 2010 and 2012, these interventions have contributed to the reduction in the level of year 11 leavers becoming NEET by 1.2% points and year 13 leavers becoming NEET by 2.6% points. 2013 data shows a further reduction of 0.4% points for year 11 and 3.4% points for year 13. The number of 16 year old pupils leaving education without a qualification decreased in 2012 to 0.9% and again in 2013 to 0.5%, but we still remain in the bottom quartile and remain a priority for the Council. The 2013 data represents 16 pupils compared to 26 in 2012.

With effect from April 2013, the Council ceased to manage the Special Support Assistants mainstream budgets centrally. All Additional Needs Funding (ANF) is now delegated directly to mainstream schools on a school cluster basis. The funding system provides an improved way of

distributing resources and places schools at the centre of the decision making process. £2.7 million of Additional Needs Funding was delegated to 17 school cluster groups support mainstream inclusion. To ensure fair and equitable resource allocation, schools have been issued with guidance materials and training.

Learning Support Classes (LSCs) in mainstream schools were reviewed during the year to ensure that sufficient provision is available for pupils with additional learning needs (ALN). Following an analysis of data, gaps in existing provision were identified and proposals for the realignment of LSCs were submitted to Cabinet in November 2013. Proposals for a 3 year realignment plan were agreed and are in the process of being implemented. The Access and Inclusion Service has improved how it uses data to better track ALN pupils and to evaluate use of the Additional Needs Funding. Data suggests that 49.1% of pupils with special educational needs achieved the expected levels in the core subject indicator at key stage 2, which is 4 percentage points more than 2012, and 27.6% achieved the core subject indicator at key stage 3 expected levels, which is 7.5 percentage points more than 2012. Estyn Inspections said pupils with ALN access 'good quality provision' in all special school settings and an excellent primary Pupil Referral Unit (PRU) with sector leading practice in a number of areas. Estyn reports also stated that learning support provisions attached to mainstream schools are predominately good and that most pupils with special educational needs make good or expected progress in specialist settings.

The Behaviour Support Service has been remodelled and Pupil Referral Unit (PRU) provision has been restructured, which resulted in secondary PRU provision being centralised at Ty Gwyn. The outcomes within this setting will be closely monitored to measure the success of the new provision. Plans for review of the Behaviour Support Service in mainstream schools are underway with a proposed schedule for delegation currently out with schools for consultation until the end of October 2014. Implementation of changes is planned for September 2015. In 2013, 23.6% of 16 year old pupils left the Educating Other Than At School (EOTAS) provisions without a qualification, compared to 22.5% in the previous year. Performance target was missed by 4.4 percentage points, but it is anticipated that the changes within the service will support improvement.

We said we would embed a culture of self-evaluation and self-assessment, use of performance and other information to drive improvement, and support those schools where there is a risk that the quality of education offered is not as high as it should be

In conjunction with Central South Consortium and as part of the self-assessment process, a revised categorisation model is used to effectively measure schools performance based on evidence of achievement. The main focus of this challenge is based on reviewing provision, planning,

leadership and attainment outcomes. Those schools that don't meet the expected standards are taken through a formal process of challenge, which sometimes includes outcome reports being presented to the Council's Cabinet and the Education Scrutiny Committee, where an action plan is agreed and support is provided to improve performance. As at March 2014 72.7% of schools inspected by Estyn were graded at least 'Good' for *improving quality* in leadership and management on a 2 year rolling based compared to a RCT target of 68.0%.

More effective structures to support the ongoing improvements in data collection, analysis, and reporting have been put in place in schools and made available to supporting services. This includes a Data Improvement Strategy, a project management board, and an 'Information and Systems Team' to collect, analyse and share data. The information technology infrastructure in schools continues to be improved, with all schools receiving Wi-Fi installs and the majority having broadband upgrades. Regular data review meetings have taken place throughout the year to help officers, systems leaders and school managers have more informed conversations about pupils and their performance. Governing bodies' use of data is also improving, with a better understanding of how to interpret data, and how to use it for improvement purposes.

It is evident that schools are gaining confidence in the improved data collection systems, as processes have been more efficient. Schools are using both the Councils data packs and their own analysis of local data to identify more robustly issues around teaching and learning. Primary and secondary schools are sharing data more effectively and this is leading to better-targeted support for pupils as they transfer across the key stages of the curriculum. In 2013, between key stage 2 and key stage 3, over 31% of pupils improved by at least 2 levels, the highest being Mathematics (42.5%) and the lowest being Welsh (31.1%). The Council now requires its schools to make better and more appropriate use of their pupil level data to provide targeted support for pupils eligible for free school meals, additional learning needs and other vulnerable groups

We said we would increase engagement between schools, parents, families, and the communities they serve, recognising the powerful influence to be gained though working together to improve the life chances for our children and young people

The Council continues to practice its positive partnership ethos, and has strong links with their schools, Coleg Y Cymoedd, 14-19 Network, Careers Wales and a range of commissioned voluntary and private sector organisations. 92.5% of schools inspected by Estyn over the last three years were graded as at least 'Good' for partnership working. RCT being the host Council for the Central South Consortium we have committed valuable resources to ensure it has the right approach and support for it to be a success. Working together we have supported our

children and young people to achieve improved standards and outcomes. This is evident from improved attainment results across all key stages and the reduction in the number of young people (aged 16 to 19 year olds) not in education, employment and training³, despite the very difficult economic climate.

Together with 'Communities First' and 'Save the Children' we have provided learning opportunities and courses for parents and young people to improve literacy and numeracy skills. Programmes such as 'Family Learning' brought families together to learn as a unit, helping parents to improve their skills to support their children to learn. The 'Essential Skills' course supported adults to improve their employability, literacy and numeracy skills, to help them into the job market. Other programmes like 'FAST' (Families and Schools Together) supported those families from the most deprived areas of RCT, where they trained people to deliver the programme in those primary schools where the child of the family attends school. This programme consists of specialised training is provided to help families to learn how to overcome behavioural and learning difficulties. 248 families engaged in Family Learning during the year 84.3% of which achieved an accredited qualification. Plans are being developed to start measuring the outcomes attached to family learning programmes.

We also continue to work closely with Children's Services in ensuring that Looked After Children (LAC) and children with disabilities needs are provided for. This work includes completing joint assessments, monitoring of care and learning plans, agreeing to put in place home to school transport arrangements, supporting arrangements for Looked After Children and providing advice and training for educational settings, foster families and carers.

Effective working relationships between Education, Children's Service and Health was also required for the development of safeguarding practices for children, young people and adults, which included the development of a suicide and self-harm reduction protocol. Both Children's Services and the Youth Offending Service have been involved in the Restorative Approaches in Schools (RAIS) initiative and have formed part of the E&LL Multi-Agency RAIS Steering Group to develop this work in the Council.

³ Refer to Appendix C for data - Reference O3-Me16-18

Continue to invest in education facilities throughout the County Borough to raise educational standards and support community learning and leisure activities

An integral part of the school reorganisation plan has focused on the removal of surplus school places, which has been achieved through school modernisation projects. These projects have contributed to reducing the number of primary schools with significant surplus capacity from 68 to 42, accounting for the reduction of 1,864 surplus places. In secondary schools, surplus places have increased during the last year, with 11 schools now having 25% or more surplus places compared to 9 in 2012. However, it is projected that the closure of the three secondary schools in August 2014, which is being replaced by the new school at Aberdare, will reduce surplus places by 932.

A great deal of progress has been made during the year in the construction of the school modernisation projects, including the completion of the £11.5m Abercynon Community Primary School that replaced out-dated facilities at the former Abercynon Infants, Carnetown and Abertaf Primary Schools; £6.7million expansion of Cwmbach Primary School which now offers an extra 150 infant places; and £5million Ynysboeth Community Primary School which brought together two schools in one building for the first time in over half a century. The Council's massive £50m education, leisure and community master-plan in Aberdare is well-advanced and is scheduled for completion by April 2nd, 2015, with a proposed phased occupation up to Whitsun 2015.

Other school modernisation project proposals that commenced in the year, included building works at Trerobart Primary which is due for completion in October 2014, road safety works completed at Parc Lewis Primary School, and minor internal works completed at Penyreglyn Primary. Following the closure of Glanffrwd Infants School at the end of 2013 academic year, pupils now attend either Trerobart or Parc Lewis Primary Schools. Also the closure of Ynyswen Infants means that from 1st September 2014 pupils attend Peyreglyn Primary School. Rhydyfelin Nursery has also been closed resulting in pupils now attending Heol-Y-Celyn Primary.

The Council has secured the capital funding to continue to close schools and to build new or remodelled schools to further reduce surplus places, this includes the £160m 21st Century Schools Programme. This programme will remove over 2,400 surplus places and a further 1,500 to be planned over the next few years.

Our 2014/15 Key Outcomes to continue to ensure 'A Top Quality Education for All; Every School a Great School' are set out in our 2014/15 Corporate Plan are.....

- Build great school leadership at all levels of the system
- High quality teaching and learning
- Working in partnership to overcome the barriers to learning and safeguard the wellbeing of learners
- Embedding a culture of reflective practice to plan and drive school and service improvement
- Creating opportunities for the wider community to fully engage in lifelong learning
- Providing a learning environment fit for the 21st Century

You can view the detailed action plan for 2014/15 at www.rctcbc.gov.uk/councilpriorities-education

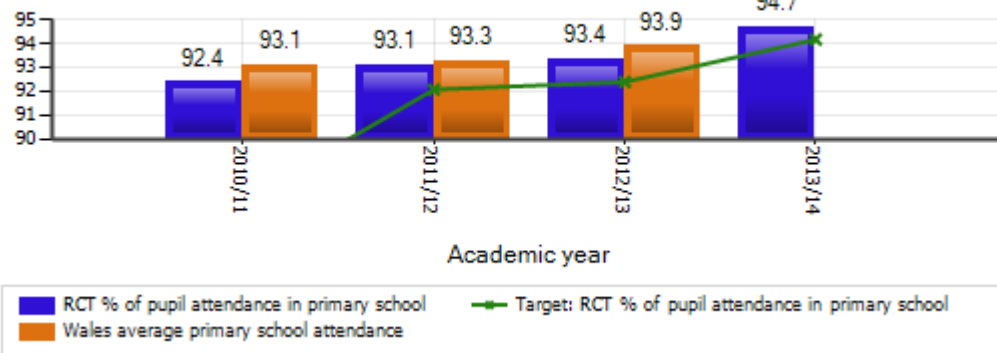
Wales Programme for Improvement Education 2013/14 Action Plan - A Top Quality Education for All

What we aim to achieve:

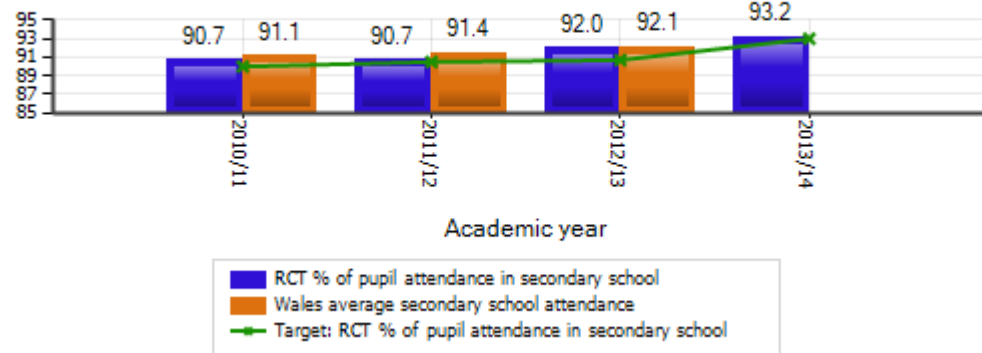
The focus on education is to continue to drive up standards in both early years' settings and schools and improve the outcomes for all children. If we are to break the cycle of deprivation, a top quality education that meets the needs of all children is essential. A key priority is to improve standards of literacy and numeracy, to ensure all children attend school as a matter of course and can access a curriculum that meets their needs and prepares them for the world of work and other education pathways

How will we know if we are making a difference:

Key PI(1): % of pupil attendance in primary school (Termly YTD)



Key PI(2): % of pupil attendance in secondary school (Termly YTD)



Story behind the data:

The cumulative data for the first and second terms of 2013/14 academic year is 94.7% for primary attendance, which is 0.5% points above our target for the year of 94.2%. Attendance during the same period in 2012/13 was 93.5%, illustrating an increase of 1.2% this academic year. This supports the strategy of continuous improvement, using data to inform both service delivery and its development. Of the targets set for each primary school for 2013/14, 86 of 110 met or exceeded their target by the end of the spring term 2014. Further analysis of the data will be conducted to identify the areas for improvement that need to be the focus of the service to ensure the improvement levels are maintained and to support the underachieving schools to overcome the barriers the pupils and their families are facing to reduce absence levels.

Story behind the data:


The cumulative data for the first and second terms of 2013/14 academic year is 93.2% for secondary attendance, which is 0.2% above our target for the year of 93.0%. Attendance during the same period in 2012/13 was 91.9%, illustrating an increase of 1.3% points this academic year. Whilst only 11 of 19 secondary schools are currently meeting or exceeding their individual target set by the local authority, all 19 have reported higher attendance levels than for the same period the year before, highlighting that the targets are challenging but achievable.

Key Priority: Education - A Top Quality Education for All

Lead Officer: Chris Bradshaw - Director of Education & Lifelong Learning







Outcome 1: Effective leadership and an ethos of aspiration and high achievement

Measures

Title	Target	Actual	RAG	Comment
Me01 - % of schools inspected by Estyn that were graded at least 'Good' for leadership(*1) on a 2 year rolling basis between Apr 12 and Mar 14 (Local)	90.00	72.73		This equates to 24 out of 33 schools being graded at least good and 9 schools being graded as adequate. 72.7% is better than the all Wales average of 69.8%
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(*1) - This measure relates to Key Question (Leadership & Management) of the Estyn Inspection Framework

Critical Improvement Action 1 - Build great school leadership at all levels of the system (R1) *

Title	RAG	Overall Status	Comment
M01(0) - Improve leadership - aspiration, expectations, accountability and rigour in senior and middle leadership and target support and challenge by:			
M01(i) - Introduce a revised mentoring and coaching programme for all new head teachers for at least the first year of headship for primary and secondary schools (From Jul 13, review Mar 14)		Complete	
M01(ii) - Continue to deliver, for the second year, the "Transforming Leadership" Programme for aspiring head-teachers (From Dec 13, to review Mar 14)		Complete	
M01(iii) - Continue to provide the Middle Leaders Development Programme in secondary schools to cover the core subjects (English, Math, Science and Welsh (first language) and to roll out to other non-core subjects areas e.g. history, geography (From Oct 13, to review Mar 14)		Complete	
M01(iv) - Introduce an emerging leaders course for those teachers preparing to apply for middle leadership roles e.g. Head of Maths, key pastoral roles (From Oct 13, to review Mar 14)		Complete	
M01(v) - Ensure all governing bodies introduce the new Interview and Assessment Centre processes to recruit head teachers and other senior management staff (From Apr 13, to review Mar 14)		Complete	
M01(vi) - To continue to identify the most effective head-teachers, senior and middle leaders and other practitioners and to use their expertise to build capacity within and between schools. This will be undertaken on a consortium basis across the region (From Apr 13, to review Mar 14)		Complete	

*Those Critical Improvement Actions that have been referenced with R1, R2, R3, R4, or R5 specifically address Estyn inspection report recommendations

Critical Improvement Action 2 - To improve the quality and consistency of leadership and management throughout all schools in the County Borough (R1)

Title	RAG	Overall Status	Comment
M01(0) - Ensure Council & school policies are applied consistently and appropriately through close monitoring by the Council's core corporate services, including:			
M01(i) - All schools develop a 3 year financial plan based on indicative allocations from WG, that also consider workforce planning (Secondary schools Oct 13, Primary schools Mar 14)		Not on target	Further work required to assess future funding levels. Work planned to develop individual spending plans with the schools during 2014/15
M01(ii) - Provide support to ensure all schools that have deficit budgets have robust and agreed recovery plans in place		Complete	
M01(iii) - CRB and other safeguarding policies and procedures are rigorously applied (Ongoing, to review Mar 14)		Complete	Completed for the year but will be an ongoing annual activity for 2014/15
M01(iv) - HR and H&S policies and procedures (Ongoing, to review Mar 14)		Complete	As above
M01(v) - Building management and estate matters (Ongoing, to review Mar 14)		Complete	As above
M01(vi) - Internal Audit will be commissioned to carry out annual audits to provide assurance to management that the policies and procedures are compiled with and are operating efficiently and effectively (Mar 14)		Complete	All planned audits completed for the year. A new series of audits scheduled for 2014/15

Key Priority: Education - A Top Quality Education for All

Lead Officer: Chris Bradshaw - Director of Education & Lifelong Learning

Outcome 2: High quality teaching and learning, to support the delivery of improved educational outcomes for our children and young people

Measures

Title	Target	Actual	RAG	Comment
Me01 - % of schools inspected by Estyn who were graded as at least 'Good' for standards[*1] on a 2 year rolling basis between Apr 12 and Mar 14 (Local)	70.00	51.52	-	This equates to 17 out of 33 schools being graded at least good and 16 schools being graded as adequate. 51.5% is worse than all Wales average of 65.3%
Me02 - % of schools inspected by Estyn who were graded as at least 'Good' for teaching[*2] on a 2 year rolling basis between Apr 12 and Mar 14 (Local)	75.00	78.79	-	78.8% is better than all Wales average of 68.5%
Me03 - % of Foundation Phase pupils, aged 7, who achieved outcome 5 or above in Language, Literacy & Communication Skills, in English (Local)	83.50	83.20	-	
Me04 - % of Foundation Phase pupils, aged 7, who achieved outcome 5 or above in Mathematical Development (Local)	84.70	85.85	-	
Me05 - % of Foundation Phase pupils, aged 7, who achieved outcome 5 or above in Language, Literacy & Communication Skills, in First Language Welsh (Local)	84.20	84.10	-	
Me06 - % of pupils assessed at the end of Foundation Phase, aged 7, achieving outcome 5 or above in Foundation Phase indicator[*3] (Local)	82.70	80.58	-	
Me07 - % of Foundation Phase pupils, aged 7, who achieved outcome 5 or above in Personal and Social Development, Wellbeing & Cultural Diversity (PSD) (Local)	90.00	90.86	-	
Me08 - % of primary pupils with a standardised score of 95[*4] or more in National Reading Tests in English (Local)	63.00	72.20	-	
Me09 - % of primary pupils with a standardised score of 95 or more in National Reading Tests in Welsh (first language) (Local)	56.90	82.75	-	
Me10 - % of primary pupils with a standardised score of 95 or more in Mathematics Tests (Local)	76.40	60.76	-	Analysis of data has confirmed that 3 of the 19 primary clusters are under-performing. Schools within these clusters are being supported through 'Catch-up' numeracy interventions
Me11 - % of pupils assessed at the end of key stage 2, in schools maintained by the local authority, achieving Core Subject Indicator as determined by Teacher Assessment (Annual) (Statutory)	82.40	82.55	↓	Our 2013/14 performance is worse than 2012/13 all Wales average of 82.8%, but has narrowed the gap significantly compared to previous year (79.3%)
Me12 - % of secondary pupils with a standardised score of 95 or more in National Reading Tests in English (Local)	51.50	61.41	-	

[*1] This measure relates to Key Question 1 (Education Outcomes) of the Estyn Inspection Framework

[*2] This measure relates to Key Question 2 (Education Provision) of the Estyn Inspection Framework

[*3] FPI indicator represents the percentage of pupils achieving outcome 5 or above in Language, Literacy & Communication (LCE/LCW), Mathematical Development (MD) and personal and Social Development, Wellbeing and Cultural Diversity (PSD) in combination

[*4] A standardised score of 95 or more indicates that a pupil is about average for their age, any pupil with a score lower than 95 is provided with intervention support

Measures continued

Title	Target	Actual	RAG	Comment
Me13 - % of secondary pupils with a standardised score of 95 or more in National Reading Tests in Welsh (first language) (Local)	64.10	61.42	—	
Me14 - % of secondary pupils with a standardised score of 95 or more in Mathematics Tests (Local)	54.30	57.94	—	
Me15 - % of pupils assessed at the end of key stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment (Annual) (Statutory)	68.00	73.60	—	Our 2013/14 performance is better than the 2012/13 all Wales average of 72.7%
Me16 - % of pupils who achieved the L1 threshold (5 GCSE grade D-G or equivalent) (Annual) (Local)	94.00	92.98	↓	
Me17 - % of pupils who achieved the L2 threshold (5 GCSE C or above, or equivalent) (Annual) (Local)	70.00	77.91	↑	
Me18 - % of pupils aged 15 at the start of the academic year who achieved L2 threshold including a GCSE grade A*-C in English or Welsh (first language) and Maths (Statutory)	49.00	46.3	↓	Despite missing the target 11 out of 19 schools improved their outcomes for this measure resulting in the best ever outcome for RCT and the second highest percentage point improvement across the Central South Consortium. Advice has been given on a set of high impact strategies, which over the short and medium term can significantly raise attainment and has emphasised the need to track and intervene in supporting learners where progress is slower than expected
Me19 - % of pupils achieving L2 threshold in the CSI in combination or equivalent qualification (GCSE C or above) (Annual) (Local)	46.00	45.26	↑	
Me20 - Average capped points score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority (Annual) (Local)	320.00	323.81	—	

Critical Improvement Action 1 - Continue to raise the capacity of the workforce to deliver high quality lessons (R1)





Title	RAG	Overall Status	Comment
M01 - To introduce the Outstanding Teacher Programme across all primary schools over the next three years (From Sep 13, review Mar 14)		Complete	First year completed
M02 - To introduce the Outstanding Teacher Programme across all secondary schools over the next two years (From Sep 13, review Mar 14)		Complete	As above
M03 - Introduce and implement the National and Consortium Literacy and Numeracy Strategies across all our schools (From Sep 13, review Mar 14)		Complete	
M04 - (PLC) Professional Learning Communities[*5] developed across clusters to develop a cohesive approach to pedagogy, assessment and progress in literacy and numeracy (From Sep 13, to review Mar 14)	-	Closed	Schools are now directly responsible for this action
M05 - Raise schools awareness of specific intervention programmes (to support pupils struggling with Basic Skills) by ensuring Catch up and Numeracy training programmes are available to all schools, and that there are appropriate numbers of trained staff to provide intervention strategies (Mar 14)		Complete	

[*5] PLC formed as a national initiative designed to engage teachers to work together to improve teaching and learning in the school


Critical Improvement Action 2 - To focus on those schools with the furthest to travel in terms of their literacy strategy (R1)

Title	RAG	Overall Status	Comment
M01(0) - Strengthen the Literacy Strategy Interventions in targeted schools by focusing on:			
M01(i) - Analysis/ use of national literacy tests (to identify the schools to focus on) (Mar 14)		Complete	
M01(ii) - Cross-phase moderation of teacher assessment (to ensure teachers in different schools give the same levels to children's work) (Mar 14)		Target Missed	This action has been postponed due to the changes undertaken at the Central South Consortium. Targetted support is to be commissioned by the LA to address the issue of the moderation of teacher assessments - Sept 2014
M01(iii) - Reading/ catch-up programmes (Mar 14)		Complete	
M01(iv) - Boys' literacy (Mar 14)		Complete	
M01(v) - Application of literacy skills across the curriculum e.g. Tactical Teaching programme in secondary schools (Mar 14)		Complete	
M01(vi) - Use of essential skills accreditation in secondary schools (to provide pupils with the opportunity to gain a nationally recognised qualification) (Mar 14)		Complete	

Critical Improvement Action 3 - To focus attention on improving educational outcomes in KS4 (R1)

Title	RAG	Overall Status	Comment
M01 - Improve the analysis and make better use of achievement data, target setting and tracking (From Sep 13, review Mar 14)		Complete	
M02 - Deliver short and medium term high impact strategies especially for learners eligible for Free School Meals (FSMs) and for performance in English / Welsh and Maths) to help improve outcomes (From Sep 13, Mar 14)		Complete	
M03 - To further develop the effectiveness of support interventions and challenge e.g. providing support for Head teachers to visit excellent schools, in proportion to need at both whole school and departmental levels (From Sep 13, to review Mar 14)		Complete	
M04 - Monitor and challenge the work undertaken (by those schools identified as being a priority for intervention and support) in implementing agreed short-and medium-term high impact strategies (From Oct 13, to review Mar 14)		Complete	

Critical Improvement Action 4 - To recruit and retain the best teachers (R1)

Title	RAG	Overall Status	Comment
M01 - To employ and support newly qualified teachers and the Graduate Training Programme for new teachers (Mar 14)		Complete	
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Key Priority: Education - A Top Quality Education for All







Lead Officer: Chris Bradshaw - Director of Education & Lifelong Learning

Outcome 3: Tackle the barriers to learning that many young people face

Measures

Title	Target	Actual	RAG	Comment
Me01 - RCT % of pupil attendance in primary school (Statutory)	94.19	94.73	—	This indicator was reported in Q3 and confirmed as (93.4%) for the 2012/13 academic year. A new target has been agreed for 2013/14 academic year, which has been profiled across the school terms, with a year end target of 94.2%. This quarter contains attendance data for the start of Autumn Term to the end of Spring Term (94.7%)
Me02 - % of pupil attendance in secondary schools (Statutory)	93.00	93.17	—	This indicator was reported in Q2 with attendance data for the 2012/13 academic year (92.0%). A new target has been agreed for the 2013/14 academic year, which has been profiled across the school terms, with a year end target of 93.0%. This quarter contains attendance data for the start of Autumn Term to the end of Spring Term (93.2%)
Me03 - % of pupil attendance at EOTAS provisions (Local)	70.00	66.94	↑	
Me04 - % of looked after children assessed at the end of key stage 2, in schools maintained by the local authority, achieving Core Subject Indicator as determined by Teacher Assessment (Annual) (Local)	50.00	55.56	↑	
Me06 - % of pupils with special educational needs who achieved the core subject indicator at key stage 2 (Local)	45.10	49.06	—	
Me07 - % of looked after children assessed at the end of key stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment (Annual) (Local)	34.50	27.78	↓	26 out of the 36 pupils did not achieve the expected levels. 7 of the 26 pupils currently attend a special school or PRU. A LAC Education Co-ordinator has recently been appointed, whose role is to ensure support is provided to pupils to achieve improved outcomes. Although target has not been achieved improvement has been made compared to 20% in the previous year
Me08 - % of pupils with special educational needs who achieved the core subject indicator at key stage 3 (Local)	20.10	27.58	↑	
Me09 - % looked after children who achieved 2 or more GCSEs (Local)	74.50	93.55	—	
Me10 - Number of fixed-term exclusion incidents per 1,000 pupils in primary schools (Local)	9.00	8.22	—	This measure was added in September 2013
Me11 - Number of fixed-term exclusion incidents per 1,000 pupils in secondary schools (Local)	95.00	89.08	—	This measure was added in September 2013
Me12 - Average number of days lost through fixed-term exclusions in primary schools (Local)	2.30	2.40	—	This measure was added in September 2013
Me13 - Average number of days lost through fixed-term exclusions in secondary schools (Local)	2.50	2.21	—	This measure was added in September 2013

Measures continued

Title	Target	Actual	RAG	Comment
Me14 - % of all pupils, including those in care, in any local authority maintained school, aged 15 as at 31 August who leave compulsory education, training or work based learning without qualification (Annual) (Statutory)	0.50	0.53		Although target has not been met improvement in performance has been achieved. This data equates to 16 pupils leaving without a qualification, 10 less than the previous year. Vulnerability profiling data will be used from this year on as a preventative measure to help support improved outcomes in this area
Me15 - % of pupils in local authority care and in any local authority maintained school aged 15 as at the preceding 31 August who leave compulsory education training or work based learning without an approved external qualification (Annual) (Statutory)	4.30	3.23		
Me16 - % of young people aged 16 leaving EOTAS provision without an approved qualification (Local)	19.20	23.64		This equates to 13 out of 55 pupils leaving without a qualification. 10 of these pupils were on the Home Tuition Programme, 2 of whom were unable to participate in the programme due to medical reasons, 7 refused to engage in the programme and 1 had recognised learning difficulties and was also a non-attender. The other 3 pupils who did not achieve a qualification were based at Ty Catrin. 1 of these 3 was on a permanent work placement and the other 2 didn't turn up for exams
Me17 - % of 16 - 17 year olds leaving school who are not known to be in education, training or employment (Local)	4.45	4.05		
Me18 - % of 17 - 18 year olds leaving school who are not known to be in education, training or employment (Local)	3.69	3.16		
Me19 - % of 18 - 19 year olds leaving school who are not known to be in education, training or employment (Local)	9.01	5.62		

Critical Improvement Action 1 - Continue to Improve school attendance rates of pupils attending RCT schools (R2)

Title	RAG	Overall Status	Comment
M01(0) - Ensure attendance data is used more effectively to identify and address attendance issues and monitor outcomes:			
M01(i) - Deliver training to Attendance and Well Being Service (AWS) staff to enable utilisation of the new electronic attendance monitoring system Capita One Attendance Module (Jun 13)	➔	Complete	
M01(ii) - Commence production of half termly attendance information by school and provide summaries to each school (From Sep 13)	➔	Complete	
M01(iii) - AWS staff to visit prioritised schools (informed by half termly attendance information) to provide support and advice to help improve the attendance of pupils (From Oct 13)	➔	Complete	
M01(iv) - The attendance rates of prioritised schools to be monitored in the subsequent half termly attendance report to monitor the impact of AWS visits (From Oct 13)	➔	Complete	
M02 - Co-ordinate a consistent approach to responding to absenteeism and the provision of support services to prevent poor attendance and support the re-engagement of pupils who do not attend school (Oct 13)	➔	Complete	
M03(0) - Improve parent, pupil and public awareness of school attendance issues by developing a whole authority approach to promoting and improving school attendance:			
M03(i) - Develop an AWS communication strategy (Sep 13)	➔	Complete	
M03(ii) - Engaging with local businesses e.g. supermarkets and local restaurants and public houses, to support awareness of the importance of attendance at school and offer incentives e.g. prizes, free tickets / vouchers (Mar 14)	➔	Complete	
M03(iii) - Ongoing collaborative working e.g. South Wales Police and British Transport Police (Mar 14)	➔	Complete	

Critical Improvement Action 2 - Ensure sufficient mainstream provision is available to pupils with Additional Learning Needs (ALN) (R1)

Title	RAG	Overall Status	Comment
M01(i) - Review the existing special needs classes in mainstream provision and match against need/demand (Jun 13)	➔	Complete	
M01(ii) - Develop proposals and report to Cabinet for consideration (Nov 13)	➔	Complete	
M01(iii) - Following Cabinet's consideration, consult on proposals (Jan 14)	➔	Complete	
M01(iv) - Implement proposals following consultation process (from Sep 14 onwards)	➔	On Target	

Critical Improvement Action 3 - Evaluate the impact of Additional Needs Funding (ANF) delegation on pupil outcomes and Local Cluster Group Panel compliance with LA guidance (R1)

Title	RAG	Overall Status	Comment
M01(i) - Audit local cluster group panels to ensure compliance in line with guidance - (a) Phase 1 (Jul 13), (b) Phase 2 & 3 (Jan 14)	➔	Complete	
M01(ii) - Assess the impact of ANF on pupil outcomes and report to Cabinet (Mar 14)	➔	Complete	

Critical Improvement Action 4 - Reduce the number of young people (14 - 25 years old) not in education, employment or training through better use of information, early intervention and efficient provision of services (R3)

Title	RAG	Overall Status	Comment
M01(0) - Introduce improved arrangements to identify and re-engage young people who have become disengaged or are at risk of disengaging from education, employment and training:			
M01(i) - Introduce vulnerability profiling for 14 – 16 year olds to assess, on an individual basis, the risk of a young person becoming disengaged (Apr 13)	➔	Complete	
M01(ii) - Share vulnerability profiling[*1] results with Careers Wales to enable this organisation to work with young people, on a prioritised basis, and support a path to education, employment or training (From Apr 13)	➔	Complete	
M01(iii) - Produce an up date for the Education and Lifelong Learning Scrutiny Committee on the NEETs work undertaken during 2013/14, its impact to date and lessons learnt (May 14) completed Dec 2013	➔	Complete	
M02 - Introduce the 'Your Future First' [*2] funded by Families First Fund via Fframwaith initiative in each Canopi area across the County Borough, to help meet identified needs and extend the range of provision of training and work based learning opportunities (From Sep 13)	➔	Complete	
M03 - Produce an up date for the Education and Lifelong Learning Scrutiny Committee on the learning opportunities work undertaken during the year including the impact to date and lessons learnt (May 14) completed Dec 2013	➔	Complete	

[*1] Currently being led by the Attendance and Wellbeing Service and the Data Improvement Team. Vulnerability Profiling uses centrally held data sources that can be used to identify barriers to learning (e.g. poor school attendance, child protection, SEN) to predict the potential for a young person's disengagement from education

[*2] Your Future First is a new RCT partnership initiative which draws together local providers, community knowledge and the Local Authority and SEET's partners to support Young People aged 16-25 into Further Education, Training or Employment

Critical Improvement Action 5 - Improve behaviour management in schools, reducing the need for schools to exclude pupils, and ensuring if exclusion is required, the pupils integrate back into school quickly and effectively (R1 & R2)

Title	RAG	Overall Status	Comment
M01- Undertake a behaviour audit of secondary schools, identifying the policies and procedures in place, and highlighting best/good practice (Jul 13)	➔	Complete	
M02 - Introduce a RCT behaviour strategy in partnership with schools (Sep 13) - revised delivery date Mar 14	⬇	Target Missed	Behaviour Strategy has been merged with the Wellbeing Strategy in line with the Business Plan. The new strategy will be shared with schools, HR and Trade Unions during the summer term. Action to be carried forward to the 2014/15 plan
M03 - Support schools to develop appropriate provision to minimise the need to exclude pupils (From Oct 13, review Mar 14)	⬇	Not on target	The PRU has been restructured and the Access and Inclusion Service continues to provide support and challenge visits to schools who have high levels of exclusion. Reduction in exclusion data suggests that improvements have been made. To be carried forward to the 2014/15 plan
M04 - Remodel the Council's Behaviour Support Team to meet the new ways of working (Oct 13)	⬇	Target Missed	Progress in relation to the development of indirect models of service delivery is on-going and further changes are planned pending the outcome of the consultation on the Wellbeing and Behaviour Strategy planned for Summer Term 2014. To be carried forward to the 2014/15 plan
M05 - Restructure the existing PRU provision, centralising and enhancing the quality of the provision at Ty Gwyn (Jan 14)	➔	Complete	

Critical Improvement Action 6 - To increase the opportunities for more able young people across RCT to reach their potential (R1)

Title	RAG	Overall Status	Comment
M01(0) - To support more Year 13 more able and talented students to access:			
M01(i) - The Russell Group of Universities (Review of 'offers' in Apr/May 14)	⊖	On Target	
M01(ii) - Those subject areas that require additional pre-entry tests such as Medicine, Mathematics (review Mar 14)	⊖	Complete	Completed for the year but will be an ongoing annual activity for 2014/15
M01(iii) - To support schools to achieve NACE (National Association for Able Children in Education) awards (Review Mar 14)	⊖	Complete	As above

Critical Improvement Action 7 - Contribute towards improving educational outcomes for children in poverty by commissioning new support services through the 'Family First' Programme (R1)

Title	RAG	Overall Status	Comment
M01a(0). Develop and agree service specification for new support services that contribute to:			
M01a(i). Improving language and communication skills of targeted pupils aged 3 to 7 (Jun 13)	⊖	Complete	
M01a(ii). Working with education officers to help reduce the gap in attendance and attainment of pupils on free school meals aged over 7 (Jun 13)	⊖	Complete	
M01a(iii). Supporting the transition of young people into further education, training and employment (Jun 13)	⊖	Complete	
M01b. Monitor the impact of new support services and provide a summary up-date to the Education & Lifelong Learning Scrutiny Committee (Mar 14)	⊖	Complete	
M02(i). Complete review of non-formal(*3) and informal(*4) educational interventions funded through Fframwaith (Sep 13)	⊖	Complete	
M02(ii). Seek approval from key commissioners to re-commission non-formal and informal educational intervention programmes based on review findings (Sep 13)	⊖	Complete	

[*3] Non-formal - A form of organised activity, which can be guided by formal curriculum, must be led by a qualified professional, such as a teacher or tutor. Does not have to be accredited to achieve a formal qualification, but is meant to be highly enriching and build an individual's skills and capabilities.

[*4] Informal - No formal curriculum and does not need to be taught by a qualified professional as there is no end qualification

Key Priority: Education - A Top Quality Education for All

Lead Officer: Chris Bradshaw - Director of Education & Lifelong Learning

Outcome 4: Embed a culture of self-evaluation and self-assessment, and use performance and other information to drive improvement

Measures

Title	Target	Actual	RAG	Comment
Me01 - % of schools inspected by Estyn who were graded as at least 'Good' for improving quality[*1] on a 2 year rolling basis between Apr 12 and Mar 14 (Local)	68.00	72.73	–	72.7% is better than the all Wales average of 63.2%
.				

[*1] This measure relates to Key Question 3 (Leadership & Management) of the Estyn Inspection Framework

Critical Improvement Action 1 - To create a culture of self-evaluation and self assessment, and ensure performance and other information is used to inform improvement and demonstrate accountability in providing the best possible outcomes for young people (R3)

Title	RAG	Overall Status	Comment
M01 - In conjunction with the CSC JES[*2] re-design and implement the revised categorisation model that evaluates schools performance based on robust and sound evidence (Oct 13)	–	Complete	
M02 - In conjunction with CSC JES revise the LA/school partnership agreement to ensure that all parties have a clear understanding of accountability and responsibility (Oct 13)	–	Complete	
M03 - Continue to support and challenge the schools' analysis and use of performance data to identify where improvement is needed (this focuses on analysing the outcome of attainment results in schools) (From Oct 13, review Mar 14)	–	Complete	Completed for the year but will be an ongoing annual activity for 2014/15
M04 - Continue to provide schools with benchmarked data to enable them to set appropriate targets for improvement (As and when data becomes available) - Ongoing, to review Mar 14	–	Complete	As above

[*2] CSC JES - Central South Consortium, Joint Education Service that work together to transform education and student achievement across 5 LA Regions





Critical Improvement Action 2 - Further improve the challenge and support services provided to schools (R1)

Title	RAG	Overall Status	Comment
M01(0) - Provide robust support through the following mechanisms:			
M01(i) - Greater challenge and support in respect of school self evaluation and school improvement/ development plans (this focuses on challenging/reviewing provision, planning and leadership within schools) (From Sep 13, to review Mar 14)	➖	Complete	Completed for the year but will be an ongoing annual activity for 2014/15
M01(ii) - Provide professional development for schools where practice is less robust to improve the intelligent use of data and to embed practice (From Sep 13, to review Mar 14)	➖	Complete	As above
M01(iii) - Case Conference reports to be more robust e.g. through the identification of strengths and areas for development (From Sep 13, to review Mar 14)	➖	Complete	As above
M01(iv) - Produce progress reports that are evaluative, identify clear areas of strength and development, and timely and effective follow-up actions (including use of resources including grant funding) (From Sep 13, to review Mar 14)	➖	Complete	As above


Critical Improvement Action 3 - Improve Member scrutiny of individual school performance (R1)

Title	RAG	Overall Status	Comment
M01(0) - Provide ongoing reports to Elected Members on performance data and challenging the performance of schools and the Education Service, which will be the following:			
M01(i) - A summary of individual school Estyn inspection reports, with specific attention to those schools graded less than good (On-going, to review Mar 14)	➖	Complete	Completed for the year but will be an ongoing annual activity for 2014/15
M01(ii) - Attendance reports on a school by school basis (Ongoing, to review Mar 14)	➖	Complete	As above
M01(iii) - Annual Key Stage outcomes for each school will be presented to Cabinet and Scrutiny, which focus on those schools that consistently underperform and where additional action/intervention is required (Ongoing, to review Mar 14)	➖	Complete	As above
M03 - Introduce a process whereby the Chair of Governors and the Head Teacher, of those schools in Estyn Monitoring or Significant Improvement categories, to meet with the Cabinet for Education and Director of E&LL to review Post Inspection action plan before submission to Estyn	➖	Complete	As above


Critical Improvement Action 4 - Improve the information technology (IT) Infrastructure to provide pupils and teachers access to the latest technology and information to enhance teaching and learning (R1)

Title	RAG	Overall Status	Comment
M01 - Implement increased broadband capacity to all schools alongside wireless capacity, as secured through new Digital Learning Grant from Welsh Government (Wifi installs Jan 14, Broadband upgrades Jul 14)		On Target	100% Wifi, 44% Broadband. Unable to make all Wifi "live" until the schools broadband has been migrated
M02. Provision all schools to have access to Hwb (Virtual Learning Environment) (Aug 13) - revised Mar 2014		Complete	
M03 - Centralise schools SIMS systems and data backups to ensure schools pupil data is stored securely (phase 1 Primary Schools) (Jan 14)		Complete	
M04 - Review ICT SLA to schools to ensure level of technical service offered supports the centrally managed aspects of the infrastructure developments / implementation (IT SLA Review Mar 14)		Not on target	Existing ICT SLA prevails until the on-going cluster-based pilot for curriculum support is reviewed and a report is provided to the Schools Traded Services Board for the new term in September. In addition, implementation of the remaining broadband upgrades for the LiDW grant funded project remains priority of the ICT Service - Completion planned for Sept 2014

Critical Improvement Action 5 - Improve central services information systems to provide better management data at pupil level (R3)

Title	RAG	Overall Status	Comment
M01 - Rationalise and consolidate the number of IT systems in place across the directorate into one system, Capita One, where appropriate (start of implementation Mar 14)		Not on target	Replacement System purchased March 2014, from Capita Software, to integrate with other core E&LL modules. Implementation prioritised to begin in Qtr 1 2014/15
.			

Critical Improvement Action 6 - Use new technology to further improve services provided to parents and schools (R3)

Title	RAG	Overall Status	Comment
M01. Introduce new on-line School Admissions service that will enable parents to apply for a school place via the internet, and automate the admission process (Mar 14)		Complete	
.			

Key Priority: Education - A Top Quality Education for All

Lead Officer: Chris Bradshaw - Director of Education & Lifelong Learning

Outcome 5: Support those schools where there is a risk that the quality of education offered is not as high as it should be, through providing more formal and focused improvement interventions





Measures

Title	Target	Actual	RAG	Comment
Me01 - % of schools inspected by Estyn that were judged at the time[*1] as being at least 'Good' on a 2 yr rolling basis between Apr 12 and Mar 14 (Local)	70.00	51.52		This equates to 17 out of 33 schools being graded at least good and 16 schools being graded as adequate. 51.5% is worse than the all Wales average of 64.9%
Me02 - % of schools inspected by Estyn that were judged as presenting prospects[*2] for improvement as being at least 'Good' on a 2 yr rolling basis between Apr 12 and Mar 14 (Local)	90.00	75.76		This equates to 25 out of 33 schools being graded at least good and 8 schools being graded as adequate. 75.8% is better than the all Wales average of 70.0%
Me03 - % of pupils entitled to FSM assessed at the end of Key Stage 3, aged 14, achieving level 5 or above in the core subject indicator (Local)	49.00	52.20		
Me04 - % of pupils entitled to FSM, aged 16, achieving Level 2 Threshold including a GCSE grade A* - in English or Welsh (first language) and Mathematics (Local)	24.00	21.37		Target has not been met but performance has improved from last year (19.6%). Closing this gap is a priority for the LA and further intervention will continue to be provided to build on the improvement already achieved

[*1] This measure relates to the overall judgement on schools' performance of the Estyn Inspection Framework

[*2] This measure relates to the overall judgement on schools' prospects for improvement of the Estyn Inspection Framework

Critical Improvement Action 1 - To improve underperforming schools, by targeting those schools in the bottom two quartiles when compared with similar schools based on FSM numbers; consistently underperforming and remain in the bottom quartile of the FSM comparator benchmarks; judged to be adequate or in need of significant improvement by Estyn (R4)







Title	RAG	Overall Status	Comment
M01 - Work with CSC JES System Leaders to provide targeted support to band 'C' and 'D' schools (Ongoing)		Complete	Completed for the year but will be an ongoing annual activity for 2014/15
M02(i) - Introduce a process to consider whether it is appropriate to intervene to improve educational outcomes if targeted primary and secondary schools do not achieve their agreed targets (by Sep 13, and reviewed at Mar 14)		Complete	
M02(ii) - Consider whether relevant local authority support will be provided by a seconded Head-teacher to those schools in an Estyn monitoring category or below (Ongoing, to review Mar 14)		Complete	This action has now been implemented
M02(iii) - Consider whether local authority intervention will be taken against the Head-teacher and governing body of those schools who are in an Estyn Monitoring category that do not make sufficient progress against the agreed action plan (As and when necessary, to review Mar 14)		Complete	

Key Priority: Education - A Top Quality Education for All

Lead Officer: Chris Bradshaw - Director of Education & Lifelong Learning

Outcome 6: Increase engagement between schools, parents, families, and the communities they serve, recognising the powerful influence to be gained through working together to improve the life chances for our children and young people




Measures

Title	Target	Actual	RAG	Comment
Me01 - Number of young people achieving at least one or more accredited qualification through working with Services For Young People (SFYP) (Local)	2562.00	1324.00		This target was overly ambitious and did not reflect that the European funded 'Building the Future Together Programme' did not secure a funding extension
Me02 - % of young people aged between 11-19 years of age who access out of school hours learning activities through E3+/SFYP services (Local)	79.00	63.04		As above
Me03 - Number of adult enrolments for the Family Learning Programme[*1] (Local)	200.00	248.00		
Me04 - % of adults who completed a course through the Family Learning Programme and achieved an accredited qualification (Local)	85.00	84.31		
Me05 - Number of adult enrolments onto the Essential Skills in the Work Place Programme [*2] (Local)	120.00	124.00		
Me06 - % of adults who completed a course through Essential Skills in the Work Place Programme and achieved at least one or more accredited qualification(s) (Local)	75.00	79.84		

[*1] the Family Learning programme is where schools identify pupils or families they think might benefit from engaging in learning together. Courses are run through the Community Learning Programme

[*2] The Essential Skills in the Work Place Programme supports Employers within RCT, by providing literacy, numeracy and basic IT skills training to its employees. Courses are run through the Community

Critical Improvement Action 1 - Work with partners to provide a programme of non-formal accredited learning opportunities for young people aged between 11 – 25 years of age, targeting those most at risk or disengaged (R1 & R2)

Title	RAG	Overall Status	Comment
M01 - Commence a programme of entrepreneurship activities and support for young people aged 11 – 25 e.g. Food Freeway project (Mar 14)		Complete	
M02. To provide a programme of employment support for young people in partnership with Careers Wales, Job Centre Plus and multi-agency SEET's[*3] Strategic Group Action Plan (Mar 14)		Complete	
M03. Further expand the range of learning programmes and accredited courses to support young people to progress into education, training and employment (Mar 14)		Complete	

[*3] SEET (Supporting Education, Employment and Training)

Critical Improvement Action 2 - Work with Communities First and other partners in implementing further pilots to develop and provide interventions and courses for parents and young people to further support learning

Title	RAG	Overall Status	Comment
M01(0) - Provide the support needed as identified through the project proposals (in line with funding allocation):			
M01(i) - Support interventions as outlined in the Sutton Trust Toolkit or Estyn report on effective practice in tackling poverty and disadvantage in schools (Review Mar 14)	➔	Complete	
M01(ii) - Implement interventions to support pupils moving from one Key Stage to the next, or moving from school to Further and Higher Education (Review Mar 14)	➔	Complete	
M01(iii) - Deliver courses that work with parents to improve their own skills, particularly in relation to literacy and numeracy (Review Mar 14)	➔	Complete	

Critical Improvement Action 3 - Provide effective co-ordination of Youth Support Services to ensure our young people are provided with the support and services they need (R6)

Title	RAG	Overall Status	Comment
M01 - Introduce a Youth Support Services Strategy (11-25 year olds), informed by needs analysis and service mapping and report to the Fframwaith Partnership for consideration / approval (Mar 14)	➔	Complete	
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Critical Improvement Action 4 - Support adults and families in the County Borough in improving employability, literacy, and numeracy skills (R1 & R2)

Title	RAG	Overall Status	Comment
M01. Deliver the Family Learning, Essential Skills and Employer Pledge provision across the County Borough (Mar 14)	➔	Complete	
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Critical Improvement Action 5 - Work with families, within deprived areas of RCT, who have children in primary schools by supporting them to overcome barriers to learning through the 'Families And Schools Together (FAST)' Project (R1 & R2)

Title	RAG	Overall Status	Comment
M01 - Provide a series of after school activities to support those families identified as hard to reach (Ongoing)	➔	Complete	
M02 - Expand the implementation of the FAST[*4] Project across more primary schools in disadvantaged areas of RCT (delivered in 7 schools during 2012-13, a further 6 planned for 2013-14) (Mar 14)	➔	Complete	Ongoing activity for 2014/15





[*4] FAST - (Families and Schools Together) is an award-winning project that supports parents to improve their children's learning and development at home, so they can reach their full potential (12 week programme funded through 'Save the Children')

Key Priority: Education - A Top Quality Education for All




Lead Officer: Chris Bradshaw - Director of Education & Lifelong Learning

Outcome 7: Continue to invest in education facilities throughout the County Borough to raise educational standards and support community learning and leisure activities

Measures

Title	Target	Actual	RAG	Comment
Me01 - % of children who secured their 1st choice for nursery placement (Local)	98.00	99.04		
Me02 - % of primary schools with 110% or more occupancy (Annual) (Local)	0.00	0.00		
Me03 - % of primary schools with 25% or more surplus admission places unfilled (Annual) (Local)	35.10	37.84		This equates to 42 out of 111 schools. Fluctuations in the pupil population in schools caused solely by parents exercising their right of choice, over which there is no control. In some small schools the loss of even a very small number of pupils (single figures) can have a large impact on the percentages involved.
Me04 - % of secondary schools with 25% or more places unfilled (Annual) (Local)	52.60	57.89		This equates to 11 out of 19 schools. As above

Critical Improvement Action 1 - Remove an estimated 1,250 school surplus places in the short term – within 3 years (R5)

Title	RAG	Overall Status	Comment
M01. Complete the school modernisation projects in Abercynon, Ynysboeth, Cwmbach and Aberdare (Review Mar 14)		Complete	Completed for the year but will be an ongoing annual activity for 2014/15 Progress to date confirms that the three Primary School projects have been completed, and the new Aberdare Community Secondary School is progressing well on site. Construction programme on target for completion April 15
M02. Undertake the school modernisation projects at Trerobart Primary (closure of Glanffrwd Infants), Parc Lewis Primary (closure of Glantaf Infants), Heol Y Celyn Primary (closure of Rhydyfelin Nursery) and Penyreglyn (closure of Ynyswen Infants) (Review Mar 14)		Complete	
M03. Further develop the Council's 21st Century Schools Programme proposals in accordance with the funding requirements of Welsh Government (Review Mar 14)		Complete	Planned works for 2013/14 completed. Continued programme of works to be taken forward

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EDUCATION & LIFELONG LEARNING - PERFORMANCE MANAGEMENT INFORMATION
A Top Quality Education for All

Theme Title	PI Ref.	PP Ref.	Indicator Description	2011/12	2012/13	2013/14				Overall Direction of Performance	2014/15	Comments
				Actual Data	Actual Data	Target	Actual Data	RAG	Wales average		Target	
Prosperity	LEDU222	O1-Me01	% of schools inspected by Estyn that were graded at least 'Good' for leadership on a 2 year rolling basis between Apr 12 and Mar 14 (Local)	N/A	73.7	90.0	72.7	●	69.8	↓	90.0*	*This indicator from 2014/15 is to be presented as a 3 year rolling measure
	LEDU235	O2-Me01	% of schools inspected by Estyn who were graded as at least 'Good' for standards on a 2 year rolling basis between Apr 12 and Mar 14 (Local)	N/A	N/A	70.0	51.5	●	65.3	N/A	70.0*	
	LEDU236	O2-Me02	% of schools inspected by Estyn who were graded as at least 'Good' for teaching on a 2 year rolling basis between Apr 12 and Mar 14 (Local)	N/A	N/A	75.0	78.8	●	68.5	N/A	90.0*	
	LEDU236	O2-Me03	% of Foundation Phase pupils, aged 7, who achieved outcome 5 or above in Language, Literacy & Communication Skills, in English (Local)	N/A	N/A	83.5	83.2	●	85.2	N/A	83.2	
	LEDU238	O2-Me04	% of Foundation Phase pupils, aged 7, who achieved outcome 5 or above in Mathematical Development (Local)	N/A	N/A	87.4	85.9	●	87.7	N/A	86.7	
	LEDU237	O2-Me05	% of Foundation Phase pupils, aged 7, who achieved outcome 5 or above in Language, Literacy & Communication Skills, in First Language Welsh (Local)	N/A	N/A	84.2	84.1	●	86.7	N/A	88.2	
	LED239	O2-Me06	% of pupils assessed at the end of Foundation Phase, aged 7, achieving outcome 5 or above in Foundation Phase indicator (Local)	N/A	N/A	82.7	80.6	●	83.0	N/A	81.9	
	LEDU239	O2-Me07	% of Foundation Phase pupils, aged 7, who achieved outcome 5 or above in Personal and Social Development, Wellbeing & Cultural Diversity (PSD) (Local)	N/A	N/A	90.0	90.9	●	93.0	N/A	91.0	

Theme Title	PI Ref.	PP Ref.	Indicator Description	2011/12	2012/13	2013/14				Overall Direction of Performance	2014/15	Comments
				Actual Data	Actual Data	Target	Actual Data	RAG	Wales average		Target	
Prosperity	LEDU226n	O2-Me08	% of primary pupils with a standardised score of 95 or more in National Reading Tests in English (Local)	N/A	61.9	63.0	72.2	●	N/A	↑	73.0	
	LEDU227n	O2-Me09	% of primary pupils with a standardised score of 95 or more in National Reading Tests in Welsh (first language) (Local)	N/A	55.9	56.9	82.8	●	N/A	↑	84.4	
	LEDU240n	O2-Me10	% of primary pupils with a standardised score of 95 or more in Mathematics Tests (Local)	N/A	N/A	76.4	60.8	●	N/A	N/A	63.5	
	EDU/003	O2-Me11	% of pupils assessed at the end of key stage 2, in schools maintained by the local authority, achieving Core Subject Indicator as determined by Teacher Assessment (Statutory)	77.1	79.3	82.4	82.6	●	84.6	↑	84.3	
	LEDU228n	O2-Me12	% of secondary pupils with a standardised score of 95 or more in National Reading Tests in English (Local)	N/A	50.43	51.5	61.4	●	N/A	↑	63.0	
	LEDU229n	O2-Me13	% of secondary pupils with a standardised score of 95 or more in National Reading Tests in Welsh (first language) (Local)	N/A	63.01	64.1	61.4	●	N/A	↓	63.0	
	LEDU241n	O2-Me14	% of secondary pupils with a standardised score of 95 or more in Mathematics Tests (Local)	N/A	N/A	54.3	57.9	●	N/A	↑	59.0	
	EDU/004	O2-Me15	% of pupils assessed at the end of key stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment (Statutory)	61.5	66.9	68.0	73.6	●	77.2	↑	75.0	
	LEDU209	O2-Me16	% of pupils who achieved the L1 threshold (5 GCSE grade D-G or equivalent) (Local)	88.3	89.4	94.0	93.0	●	93.2	↑	94.0	
	LEDU210	O2-Me17	% of pupils who achieved the L2 threshold (5 GCSE C or above, or equivalent) (Local)	64.4	69.4	70.0	77.9	●	77.8	↑	80.0	

Theme Title	PI Ref.	PP Ref.	Indicator Description	2011/12	2012/13	2013/14				Overall Direction of Performance	2014/15	Comments
				Actual Data	Actual Data	Target	Actual Data	RAG	Wales average		Target	
Prosperity	EDU/017	O2-Me18	% of pupils aged 15 at the start of the academic year who achieved L2 threshold including a GCSE grade A*-C in English or Welsh (first language) and Maths (Statutory)	43.4	43.8	49.0	46.3	●	52.5	↑	50.0	
	LEDU212	O2-Me19	% of pupils achieving L2 threshold in the CSI in combination or equivalent qualification (GCSE C or above) (Local)	43.0	43.3	46.0	45.3	●	49.2	↑	49	
	LEDU339	O2-Me20	Average capped points score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority (Local)	295.3	305.1	320.0	323.8	●	333.1	↑	340.0	
	EDU/016a	O3-Me01	% of pupil attendance in primary school (Statutory)	92.4	93.1	93.5	93.4	●	93.7	↑	94.2	
	EDU/016b	O3-Me02	% of pupil attendance in secondary schools (Statutory)	90.7	90.7	92.0	91.9	●	92.6	↑	92.0	
	TEDU218	O3-Me03	% of pupil attendance at EOTAS provisions (Local)	56.1	58.0	70.0	66.9	●	N/A	↑	74.0	
	LEDU406	O3-Me04	% of looked after children assessed at the end of key stage 2, in schools maintained by the local authority, achieving Core Subject Indicator as determined by Teacher Assessment (Local)	44.4	40.7	50.0	55.6	●	N/A	↑	54.3	
	LEDU302	O3-Me05	% of pupils with special educational needs who achieved the core subject indicator at key stage 2 (Local)	N/A	45.09	45.1	49.1	●	N/A	↑	50.3	
	LEDU407	O3-Me06	% of looked after children assessed at the end of key stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment (Local)	27.3	20.0	34.5	27.8	●	N/A	↑	35.1	

Theme Title	PI Ref.	PP Ref.	Indicator Description	2011/12	2012/13	2013/14				Overall Direction of Performance	2014/15	Comments
				Actual Data	Actual Data	Target	Actual Data	RAG	Wales average		Target	
Prosperity	LEDU303	O3-Me07	% of pupils with special educational needs who achieved the core subject indicator at key stage 3 (Local)	N/A	20.1	20.1	27.6	●	N/A	↑	29.2	
	LEDU408	O3-Me08	% looked after children who achieved 2 or more GCSEs (Local)	66.67	85.7	74.5	93.6	●	N/A	↑	75.9	
	LEDU/409a	O3-Me09	No. of fixed-term exclusion incidents per 1,000 pupils in primary schools (Local)	13.7	10.9	9	8.2	●	N/A	↑	5.9	
	LEDU/409b	O3-Me10	No. of fixed-term exclusion incidents per 1,000 pupils in secondary schools (Local)	78.4	99.1	95	89.1	●	N/A	↑	83.0	
	LEDU/410a	O3-Me11	Average number of days lost through fixed-term exclusions in primary schools (Local)	2.2	2.3	2.3	2.4	●	N/A	↓	N/A	These indicators have merged into one from 2014/15. New target of 2.5
	LEDU/410b	O3-Me12	Average number of days lost through fixed-term exclusions in secondary schools (Local)	2.5	2.6	2.5	2.2	●	N/A	↑	N/A	
	EDU/002i	O3-Me13	% of all pupils, including those in care, in any local authority maintained school, aged 15 as at 31 August who leave compulsory education, training or work based learning without qualification (Statutory)	1.01	0.90	0.50	0.53	●	0.30	↑	0.50	
	EDU/002ii	O3-Me14	% of pupils in local authority care and in any local authority maintained school aged 15 as at the preceding 31 August who leave compulsory education training or work based learning without an approved external qualification (Statutory)	3.03	2.86	4.30	3.23	●	2.00	↑	3.00	
	LEDU219	O3-Me15	% of young people aged 16 leaving EOTAS provision without an approved qualification (Local)	20.5	22.5	19.2	23.6	●	N/A	↓	12.0	

Theme Title	PI Ref.	PP Ref.	Indicator Description	2011/12	2012/13	2013/14				Overall Direction of Performance	2014/15	Comments
				Actual Data	Actual Data	Target	Actual Data	RAG	Wales average		Target	
Prosperity	LEDU223	O3-Me16	% of 16 - 17 year olds leaving school who are not known to be in education, training or employment (Local)	3.9	4.5	4.5	4.1	●	3.7	↑	<4.1	
	LEDU223	O3-Me17	% of 17 - 18 year olds leaving school who are not known to be in education, training or employment (Local)	3.3	3.7	3.7	3.2	●	2.1	↑	<3.2	
	LEDU223	O3-Me18	% of 18 - 19 year olds leaving school who are not known to be in education, training or employment (Local)	9.9	9.0	9.0	5.6	●	4.7	↑	<5.6	
	LEDU237	O4-Me01	% of schools inspected by Estyn who were graded as at least 'Good' for improving quality on a 2 year rolling basis between Apr 12 and Mar 14 (Local)	N/A	N/A	68.0	72.7	●	63.2	↓	80.0*	
	LEDU230	O5-Me01	% of schools inspected by Estyn that were judged at the time as being at least 'Good' on a 2 yr rolling basis between Apr 12 and Mar 14 (Local)	N/A	57.9	70.0	51.5	●	64.9	↑	70.0*	
	LEDU230	O5-Me02	% of schools inspected by Estyn that were judged as presenting prospects for improvement as being at least 'Good' on a 2 yr rolling basis between Apr 12 and Mar 14 (Local)	N/A	79.0	90.0	75.8	●	70.0	↑	90.0*	
	LEDU242	O5-Me03	% of pupils entitled to FSM assessed at the end of Key Stage 3, aged 14, achieving level 5 or above in the core subject indicator (Local)	N/A	N/A	49.0	52.2	●	53.8	↑	54.0	
	LEDU243	O5-Me04	% of pupils entitled to FSM, aged 16, achieving Level 2 Threshold including a GCSE grade A* - in English or Welsh (first language) and Mathematics (Local)	N/A	N/A	24.0	21.4	●	25.8	↑	25.0	
	LEDU233	O6-Me02	% of young people aged between 11-19 years of age who access out of school hours learning activities through E3+/SFYP services (Local)	N/A	79.2	79.0	63.0	●	N/A	↓	N/A	This indicator has been deleted from 2014/15

Theme Title	PI Ref.	PP Ref.	Indicator Description	2011/12	2012/13	2013/14				Overall Direction of Performance	2014/15	Comments
				Actual Data	Actual Data	Target	Actual Data	RAG	Wales average		Target	
Prosperity	LEDU405	O6-Me03	No. of adult enrolments for the Family Learning Programme (Local)	N/A	330	200	248	●	N/A	↓	N/A	This indicator has been deleted from 2014/15
	LEDU406	O6-Me04	% of adults who completed a course through the Family Learning Programme and achieved an accredited qualification (Local)	N/A	85.9	85.0	84.3	●	N/A	↓	N/A	This indicator has been replaced with a more outcome focused measure from 2014/15
	LEDU407	O6-Me05	No. of adult enrolments onto the Essential Skills in the Work Place Programme (Local)	N/A	114	120	124	●	N/A	↑	N/A	These indicators have been deleted from 2014/15
	LEDU408	O6-Me06	% of adults who completed a course through Essential Skills in the Work Place Programme and achieved at least one or more accredited qualification(s) (Local)	N/A	N/A	75.0	79.8	●	N/A	↑	N/A	
	LEDU104a	O7-Me01	% of children who secured their 1st choice for nursery placement (Local)	95.50	99.44	98.00	99.04	●	N/A	↓	>99.04	
	LEDU102a	O7-Me02	% of primary schools with 110% or more occupancy (Annual) (Local)	0.0	0.0	0.0	0.0	●	N/A	↔	0.0	
	LEDU103a	O7-Me03	% of primary schools with 25% or more surplus admission places unfilled (Local)	53.15	37.8	35.1	37.8	●	N/A	↔	32.4	
	LEDU102b	O7-Me04	% of secondary schools with 25% or more places unfilled (Local)	42.1	47.4	52.6	57.9	●	N/A	↓	41.2	

Performance Evaluation - Keeping all Children and Young People safe and improving the life chances of vulnerable children.

In this priority, our focus was on safeguarding and supporting children and young people in need including those that are carers; significantly improving the range and effectiveness of services to support children and families in their own homes; providing high quality care and permanent family homes for children who are unable to live with their birth families; delivering and commissioning high quality services for children in their early years; and preventing young people from becoming involved in criminal activity.

The Council has a legal responsibility to safeguard and protect vulnerable children and young people from harm. In meeting this commitment our goal is to keep children with their families when it is in their best interest, to help secure more positive outcomes in terms of the child's health, well being and life chances. To provide appropriate help quickly to those who are vulnerable, to help families with the most complex problems and to find permanent alternative care for those children who need it.

The Care and Social Services Inspectorate Wales (CSSIW) inspected elements of Children's Services during May 2013, as well as providing the Council with its Annual Review and Evaluation of Performance (2012-13) this year. The overall assessment of Children's Services was that progress has been made in a number of areas but some areas still require attention. The Inspectors commended Rhondda Cynon Taf as having a sound base of good social work and case management on which to build further improvement of child focussed work. A good track record of taking an innovative approach to strategic service and practice development and improvement and for the development of a strategic approach to reduce the number of children it looks after and delivering more locally based placements. CSSIW inspectors identified potential risks around the Council's ability to manage frontline services as well as ensuring budgets are met overall within the service, particularly the financial impact of the high numbers of children on the Child Protection Register and those looked after by the Authority. Inspectors were also concerned with the number of children on the register and in the looked after system that had not been allocated a social worker and the absence of an effective workforce strategy. The evaluation demonstrates that some progress has been made and also, where we need to continue to focus. In our 2013/14 Plan we set out how we would

- **Ensure children remain with their families when it is in their best interest**
- **Improve assessment, planning and decision-making for those children who will require long-term permanent care.**
- **Safeguard and protect vulnerable children and young people.**
- **Prevent young people from becoming involved in criminal activity**

We said we would ensure children remain with their families when it is in their best interest

Demand for services has continued to increase year on year with the number of children on the Child Protection Register (CPR) and referrals to Children's Services continuing to increase throughout 2013/14. There were 3,441 referrals to Children's Services increasing from 2,767 and the rate of children registered on the CPR increased by 30%, from 363 to 471. This is mirrored nationally as the All Wales Child Protection data indicates that thirteen of the twenty two Councils in Wales have experienced an increase in Child Protection referrals. In Rhondda Cynon Taf it is anticipated that this is likely to increase further in 2014/15. Clearly the challenges facing the service will continue. Our work spanned a number of initiatives as set out below.

During 2013/14 we have drafted a new prevention strategy that will be completed during 2014/15 so that it will be consistent and complementary with the planned remodelling work in Children's Services, the review of TAF and the requirements of the Social Services and Wellbeing (Wales) Act. Partners and relevant staff will be consulted with during 2014/15, before the strategy is presented to Cabinet for approval.

The purpose of the strategy is to help children and families to access appropriate help and support as early as possible, helping them to maintain their quality of life, preventing any problems getting worse and reducing the need for statutory support services.

CSSIW inspectors looked at the impact and effectiveness of preventative and early intervention services as one of their key areas for inspection during 2013. They concluded that it was too early to evaluate the impact of these services on the number of children becoming looked after or being registered through child protection. Inspectors did, however, highlight good practice around the Integrated Family Support Team and Team around the Family (TAF) approach.

The Team around the family model was rolled out across Rhondda Cynon Taf during 2013/14 supporting 133 families. In 2014/15 we are planning to work closely with partners in strengthening the TAF model, revising the documentation and simplifying assessment to ensure that effective referral pathways are in place.

The Rapid Intervention and Response Team¹ was launched as planned in April 2013 and has supported 155 children and young people and their families during the year. It was too soon to present a report that reviewed its work and impact during the first year of operation by

¹ The Rapid Intervention and Response Team is a specialist team led by consultant social workers, designed to enable support to be provided quickly to families in crisis; the service provides a level of direct and intensive work with families over a 12 week programme which 'mainstream' social work teams are not resourced to do, to enable children to remain at home.

March 2014, as anticipated but a progress report was presented to Corporate Parenting Board on 18 July 2014 www.rctcbc.gov.uk/CorporateParentingBoard-18-Jul-2014. This service delivers direct, high quality support to families with some of the most complex needs. A local team based evaluation has provided initial evidence that it is effective in preventing the need for a statutory intervention or reducing the length of this. Further work is needed to integrate these services into a continuum of service delivery with other preventative programmes such as Flying Start, where Children Services work closely with Education to ensure the effective planning and provision of nursery education, and the Integrated Family Support Service (IFSS) to ensure they work within an outcome focussed framework and can demonstrate their impact.

As demand for services increases year on year the implementation of the prevention strategy will ensure that our resources are targeted effectively on those in most need and where we can achieve the greatest positive impact on the lives of children and families, reducing the need for more intensive support in the longer term.

We said we would improve assessment, planning and decision-making for those children who will require long-term permanent care.

Our Assessment and Care planning services have felt the greatest impact from the significant increase in demand for services, and new legislation has reduced timescales and added to the complexity and expectations for work particularly in the court setting. It is also in our Assessment and Care planning services that we have experienced the greatest difficulty in the recruitment and retention of staff. The combined effect of the increase in demand coupled with the workforce pressures has impacted negatively on our performance in this area of work. There has been a decrease in the percentage of initial assessments completed within 7 working days falling from 51.7% in 2012/13 to 48.9% in 2013/14, which places us in the bottom quartile in Wales. This has to be viewed in the context of the significant increase (19.2%) in the number of initial assessments completed - 2646 in 2013/14 compared to 2219 in 2012/13. Whilst not all initial assessments are completed within 7 days, the average length of time they are taking to be completed has decreased to 23 days in 2013/14.

Our performance in relation to core assessments has also declined this year with 80.4% being completed within timescale compared to 85.1% in timescale in 2012/13, although performance still remains above the 2012/13 Wales average. The timeliness of those core assessments not completed within timescale has improved this year to an average of 68 days compared to 71 days in 2012/13, but performance remains lower than the Welsh average of 65.4 days.

Work to improve the timeliness and quality of assessments will continue in 2014/15 to ensure statutory guidance is complied with. It is anticipated that the plan to implement a Multi Agency Safeguarding Hub (MASH) and the introduction of a new single assessment will improve the performance of these PIs.

As plans to reduce bureaucracy and free up the time of front line social workers by the design, pilot, roll out and evaluation of a new Case Management System in partnership with the South East Wales Improvement Collaboration did not proceed due to the emerging direction from the Social Service and Wellbeing (Wales) Act, as well as a challenge that the model was not robust enough, a new Children's Case Management System (CCM) is now being implemented. This will include the introduction of a new single assessment (referred to above) to reduce the need for multiple assessments and will be introduced during 2014/15.

Performance in referrals being allocated to a social worker has continued to improve in 2013-14, with 68.7% of referrals being allocated to a social worker for initial assessment, increasing from 67.7% last year, although ongoing issues of recruitment and retention have hampered progress and we have remained in the bottom quartile. The increase in volume of referrals coupled with our difficulty in recruiting and retaining sufficient numbers of suitably qualified and experienced social workers has prevented the timely allocation of new referrals.

A number of actions have been taken in the short term to relieve immediate workforce pressures, particularly in Assessment Care Planning Services including the employment of agency staff and the secondment of staff from less pressured areas of service.

Many of the vacant posts have now been filled and a comprehensive review of workforce issues is underway that will contribute to a Children's Services Workforce Strategy in order to improve recruitment and retention and achieve a sustainable Children's Services Workforce in the long term. This will be reported to members in January 2015.

Progress on improving the quality assurance framework has been slower than anticipated. This will support the strengthened arrangements recently implemented that will ensure that data is used to identify and address performance issues and to monitor outcomes.

This level of performance has been a combination of the increasing demand for the service and the low staffing levels we have recently experienced in key teams across the service. The service is currently reviewing business processes and information systems as part of its drive to improve assessment and care planning and this is included in the 2014/15, Priority Plan. Targets have been set in anticipation of marked changes.

The number of children and young people requiring the care of the Local Authority has continued to rise across Wales and within Rhondda Cynon Taf over the last decade. Ultimately the number of looked after children within a local authority area will be influenced by factors such as population size, deprivation and the number of lone parent families. These pressures are actively managed through the Looked After Children (LAC) Action Plan.

The LAC Action Plan Group, which comprises senior officers from Children's Services and Finance, continues to meet regularly to monitor performance against the action plan.

Action has focussed on three main areas, supporting children and young people to live safely with their families and thereby preventing the need for them to enter the looked after system, ensuring effective and efficient processes for the existing looked after population and achieving an effective commissioning mix for placements between in house and out of county placements. Progress has been achieved in each of these areas.

The number of looked after children has increased from 621 in March 2013 to 650 (4.7%) in March 2014. Whilst an overall increase this does represent an on-going stabilisation of the looked after children population with the number of admissions into care reducing from a 20% increase during 2012/13 to 8% during 2013/14.

- The proportion of young people cared for via foster carers (78.9% of the looked after population) has continued to improve
- The proportion of young people in care placed with Council foster carers has increased to 46.6% in 2013/14 from 44.8% in 2012/13
- The number of adoption placements increased slightly from 39 in 2012/13 to 40 in 2013/14
- The number of special guardianship order applications granted was 34 in 2013/14, exceeding our target of 30 for the year
- The proportion of looked after children placed outside of Rhondda Cynon Taf has reduced from to 26.9% in 2013/14 from 29.8% in 2012/13 (10 young people)

We have improved care planning of first placements of looked after children during the year that began with a care plan in place, with 98.9% of plans in place compared to 96.7% during 2012/13, this is also significantly above the Welsh average of 90.9%.

Children Services have continued to work closely with Education colleagues in relation to planning for individual children. CSSIW have commented positively on Children's Services and Educations joint ambition for looked after children and care leavers in terms of education and training. They reported that:

"We saw examples of young people being supported in education despite placement moves and other significant obstacles and of care leavers being supported to access training opportunities to develop their employment related skills, for example driving lessons."

A Commissioning Strategy has been produced and a contract between the Council and a reputable independent sector provider has been agreed. This provider has developed residential capacity within the County Borough, exclusively for the use of RCT children and improves our

ability to manage costs. We have commenced a contract with an external provider to increase in house fostering capacity. We will be formally monitoring the impact of the contract as part of our 2014/15 Priority Plan but early signs are encouraging.

During 2013/14 we have acted as one of the pioneer sites for the Welsh Government 'When I am Ready' scheme which will allow care leavers to remain in their foster care placements under a type of 'supported lodgings' arrangement.

Our Fostering Service was subject to an annual inspection in February 2014. The overall inspection report was very positive and highlighted that children receive good quality care with positive outcomes, children's educational needs are being met and children's physical and emotional well-being is being promoted. The inspection also highlighted areas for improvement including the inclusion of foster carers as part of the quality of care review and the timeliness of foster carer reviews.

We have worked with Merthyr Tydfil, the Vale of Glamorgan and Cardiff Councils to develop a regional adoption service that will meet the requirement in the new Social Services and Wellbeing (Wales) Act to implement an all Wales adoption service. The new service will be hosted by the Vale of Glamorgan and be operational by November 2014.

A revised LAC Action Plan for 2014/15 has been agreed to ensure that the momentum of the action progressed to date is maintained and to enable the consideration and implementation of new strategic initiatives.

We said we would safeguard and protect vulnerable children and young people.

Despite the rate of children registered on the Child Protection Register in 2013/14 rising by 30%, from 363 to 471 we have improved performance and exceeded the all Wales averages. 99.2% of child protection cases were allocated to a social worker during 2013/14 compared to 97.9% in 2012/13. 96.7% of initial child protection conferences were held within 15 days in 2013/14 compared to 94.9% in 2012/13. **97.5%** of child protection reviews were carried out within statutory timescales during the year compared to 96.6% in 2012/13. 100% of children on the child protection register have a child protection plan in place.

The development of a Multi-Agency Safeguarding Hub (MASH) has been a focus for us over the last year in working towards the most efficient and effective safeguarding service for children and adults across partner organisations. The completion of the MASH will facilitate the most efficient and effective safeguarding service for both children and adults across partner organisations and will provide a physical hub for sharing information and concerns on child and adult referrals into safeguarding services. A way forward to implement the MASH was agreed by the Cwm Taf Safeguarding Children's Board in November 2013, but we were not able to implement the agreed option by July 2014 owing to resource issues including staffing/budget constraints. Additionally within Children Services the development of the MASH needs to progress consistently with the remodelling work which is underway to ensure the continued provision of safe consistent services. MASH remains a priority for the Council and its partners and is included in the 2014/15 Priority Plan.

A new framework has been introduced on responding to and reducing the significant harm resulting from neglect. The multi agency guidance on "Neglect" has been completed and implemented alongside training for staff in safeguarding roles in all agencies across Cwmtaf.

In Rhondda Cynon Taf we piloted and have subsequently implemented the Welsh Government Child Practice Review Guidance. We have implemented recommendations from Child Practice Reviews due to date and will continue to monitor others through the agreed Cwm Taf Safeguarding Board procedure. A process has been established to disseminate learning from the reviews to relevant professionals. A Cwm Taf Safeguarding Children Board website is being developed, due to staff absences this will be launched during 2014/15.

We said we would prevent young people from becoming involved in criminal activity.

We have shown continued positive performance in this area, achieving year on year reductions in the number of first time entrants to the youth justice system and the rate per 100,000 ten to seventeen year olds is now considerably below the Wales average. In 2011/12, there were 112 first time entrants into the youth justice system compared to 71 during 2013/14 with the number of offences committed by young people falling from 405 in 2012/13 to 320 during 2013/14.

During 2013/14 the successful 'Youth Bureau' approach has been rolled out to include young people subject to anti social behaviour referrals and the ongoing implementation of the Legal Aid & Punishment of Offenders (LASPO) Act 2012 has assisted in further reducing the number of young people being remanded to Youth Detention Accommodation.

Work has continued during 2013/14 on the creation of a regional Cwm Taf Youth Offending Service across the Cwm Taf footprint in order to build on the strengths of the current two services and deliver sustainable, resilient and innovative services to young people, families and victims. A joint Multi-agency Cwm Taf Management Board has been formed and regular reports were provided to Cabinet and the Cwm Taf Regional Collaboration Board on the options for merging during 2014/15.

In evaluating the progress made, the service has been successful in reducing youth offending and has a strong base on which to build towards the new service.

In light of our progress overall, the Key Priorities to support **Keeping all Children and Young People Safe** as set out in our 2014/15 Corporate Plan are....

- Enabling children, young people and families to access appropriate support as early as possible, to help them maintain their quality of life, prevent any problems from escalating and reduce the demand for high cost, specialist support services; and
- Improve assessment, planning and decision making for those children who will require long-term permanent care in accordance with legislative requirements.

You can view the detailed action plan for 2014/15: <http://www.rctcbc.gov.uk/councilpriorities-safechildren>

Wales Programme for Improvement

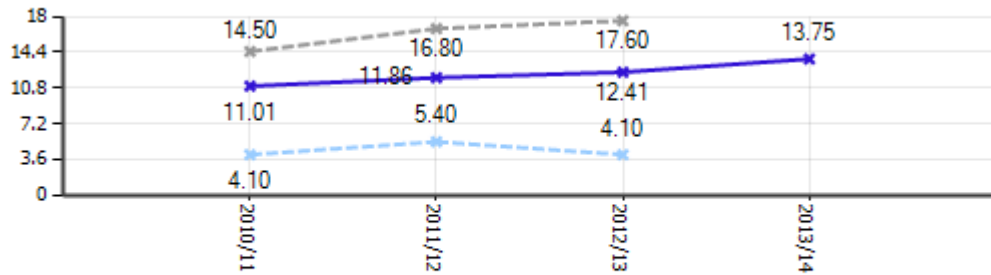
Children and Family Centred Services 2013/14 Action Plan - Keeping All Children and Young People Safe and Improving the Life Chances of Vulnerable Children

What we aim to achieve:

Our focus will be on safeguarding and supporting children and young people in need, including those that are carers; significantly improving the range and effectiveness of services designed to support children and families in their own homes; providing high quality care and permanent family homes for children who are unable to live with their birth families; delivering and commissioning high quality services for children in their early years; and preventing young people from becoming involved in criminal activity

How will we know if we are making a difference:

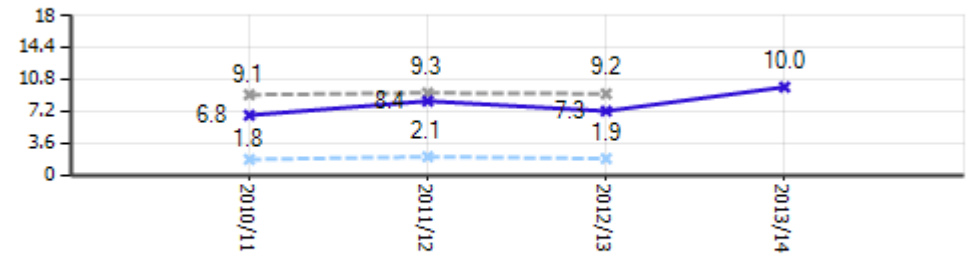
Key PI(1): % of Looked After Children per 1,000 population (0 to 17 year olds)



2013/14 is based on population projections

--- Top --- Bottom — RCT

Key PI(2): % of Children on the Child Protection Register per 1,000 population (0 to 17 year olds)



2013/14 is based on population projections

--- Top --- Bottom — RCT

Story behind the data:

When we compare our position with the 21 other local authorities in Wales, we have the 6th highest number of looked after children (LAC) per 1,000 population of 0 – 17 year olds as at March 2013 i.e. the latest available all Wales data.

There has been an increase in the number of looked after children, rising from 621 as at 31/03/13 to 650 as at 31/03/14 a 4.7% increase, as compared to the 4.5% growth during 2012/13.

The rate of increase stabilised with admissions into the looked after children system increasing by 8% during 2013/14 compared to a 20% increase during 2012/13. The number of Special Guardianship Orders increased, evidencing that our SGO policy is being embedded, providing children with stability without legally separating them from their family (31 granted for this year, 24 of which were looked after at the time).

The work of our Rapid Intervention Response Team is looking to prevent unnecessary admissions to the LAC system and rehabilitate in a timely manner those looked after children whose permanence plan is to return to their family.

Story behind the data:

When the % of children on the CPR per 1,000 population 0 – 17 year olds is compared with the other 21 local authorities in Wales, Rhondda Cynon Taf has the 4th highest number as at March 2013 i.e. the latest available all Wales data.

The numbers show that there has been a significant increase in child protection registrations during the year with numbers rising from 363 as at 31/03/13 to 471 as at 31/03/14, a 29.8% increase.

All Wales data is not yet available but we are aware that similar increases have been experienced across the Cwm Taf region.

Ensuring that all children who require safeguarding are subject to safeguarding arrangements is a high priority. Heads of service are currently reviewing initial child protection decision making processes and in the longer term plans are underway to implement a Multi Agency Safeguarding Hub (MASH) in conjunction with partner agencies.

Key Priority: Children & Family Centred Services - Keeping all children and young people safe and improving the life chances of vulnerable children


Lead Officer: Andrew Gwynn - Director of Children's Services

Outcome 1: Ensure children remain within their families when it is in the child's best interest



Measures

Title	Target	Actual	RAG	Comment
Me01 - No. of looked after children (Local)	633.00	650.00		
Me02 - No. of children on the Child Protection Register (Local)	327.00	471.00		The number of children on the CPR has continued to rise during the year. There has been a 29.75% increase in the number of children on the Child Protection Register since 2012/13 year end. RCT is not the only LA to experience an increase in CP numbers. The All Wales CP Data for 2012/13 indicates that 13 Local Authorities across Wales experienced a rise in CP numbers
Me03 - No. of Team Around the Family (TAF) referrals received (Local)	300.00	Closed		Unable to report on this measure until 2014/15 when the review of the referral pathway into TAF will be completed. The referral pathway into TAF is currently under review as we want to ensure that all matters that could be dealt with by TAF are being sign posted there & subsequently reflected in our data
Me04 - No. of referrals to Children's Services (Local)	2767.00	3441.00		There has been a 14% increase in referrals received in the period April 13-March 14 (3441 compared to 3017 in the same period of 2012/13) & this has impacted on our performance in relation to this PI.
Me05 - % of children taking up their Flying Start entitlement (Local)	90.00	84.65		Out of 215 children who were entitled to a place on the Flying Start programme, 21 offers were declined, 11 children moved out of area & were therefore no longer eligible for the service. 1 offer was deferred

Critical Improvement Action 1 - Improve capacity to prevent the need for statutory intervention by focussing existing preventative services more effectively



Title	RAG	Overall Status	Comment
M01i - Team Around the Family (TAF) - progress the delivery of the TAF strategy: Establish a criteria and threshold document for the allocation of cases from Children's Services to TAF and vice versa to ensure cases are dealt with by the most appropriate service - Oct 13		Complete	
M01ii. Disseminate criteria to relevant staff along with awareness raising briefings - Dec 13		Target Missed	Issues were identified during the pilot relating to referral criteria. Consequently further detailed work is now required to look at contacts & referrals dealt with in Children's Services that should possibly have been signposted to TAF instead. Awareness raising briefings will be held following this review which will probably now be early in the 2014/15 reporting period
M01iii. Test operational compliance with the criteria and report findings / lessons learnt to Corporate Parenting Board and TAF Board - Mar 14 - Revised date Jun 14		Target Missed	With the development of MASH the threshold criteria for TAF has to be revisited to fit into the Children Service's criteria. Criteria to be amended and implemented in line with MASH deadline of December 2014
M01vi. Produce an evaluation report of TAF services and report findings to the Community and Children's Services Scrutiny Committee - Mar 14		Target Missed	As above
M02 - Produce a new Preventative Strategy for Children's Services and report to Cabinet - Oct 13 - Revised date Sep 14		On Target	Prevention Strategy Completed. Meeting with stakeholders to develop an implementation plan. Date to take to cabinet needs to be agreed

Critical Improvement Action 2 - Improve the support arrangements to children and families that are subject to statutory intervention to enable the most appropriate outcome to be achieved





Title	RAG	Overall Status	Comment
M01 - Launch the Rapid Intervention and Response Team - Apr 13		Complete	
M02 - Produce a report reviewing the work and impact of the Rapid Intervention and Response Team (in its first year of operation) and report to the Community and Children's Services Scrutiny Committee - Mar 14		Target Missed	Report to be taken to the Corporate Parenting Board on 13th June 2014. Revised date Jul 14

(*1) - The Rapid Intervention & Response Team is a specialist team led by Council employed consultant social workers, designed to enable support to be provided quickly to families in crisis; the service will provide a level of direct and intensive work with families over a 12 week programme which 'mainstream' social work teams are not resourced to do, to enable children to remain at home






Critical Improvement Action 3 - Determine the long term future of services provided under the banner of Integrated Family Support Service (IFSS)

Title	RAG	Overall Status	Comment
M01 - Review the IFSS and how it delivers the service in light of the WG evaluation (published 2013) - Oct 13		Complete	
M02 - Develop a scoping document that identifies how the IFSS can influence wider service delivery - Oct 13 - Revised date Mar 14		Complete	Review completed. Implementation plan due to be finalised July 2014



Critical Improvement Action 4 - Extend Flying Start (FS) services as required by Welsh Government to enable wider access to the 4 key elements of the FS programme as follows: Parenting Support; Language and Play; Childcare; Health Visiting

Title	RAG	Overall Status	Comment
M01 - Parenting Support and Language and Play: Establish additional programmes of Parenting Support and Language and Play sessions and monitor take up throughout the year - Dec 13		Complete	
M02 - Childcare: Award all new Flying Start childcare contracts to deliver WG required expansion in 8 areas in borough - Jul 13		Complete	
M03 - Undertake inspection visits of Flying Start providers in line with agreed standards and monitor the implementation of recommendations made - Jan 14		Complete	
M04 - Evaluation: Produce a year end report on the improvements to Flying Start children's health and well being (using WG prescribed measures) throughout the year and report to the Community and Children's Services Scrutiny Committee - Mar 14		Not on target	End of year data not available in March. Now available and working to analyse and put into a report . Reports will be produced early in the new financial year

Critical Improvement Action 5 - Aid children's development and school attainment by identifying further primary schools to participate in the Save the Children Families and Schools Together (FAST) programme

Title	RAG	Overall Status	Comment
M01 - Organise and deliver a FAST workshop to select appropriate schools to participate and to engage CANOPI partners from across all agencies - May 13		Complete	
M02 - Deliver training sessions for the schools selected - Oct 13		Complete	
M03 - Introduce a Rhondda Cynon Taf guide to good practice developed by local staff who have already participated in the FAST programme - Jul 13		Complete	
M04 - Deliver the programmes within the schools selected and monitor delivery via the Middlesex University scheme evaluation system and through pupil and parent feedback - Mar 14		Complete	
M05 - Produce a year end report setting out outcomes achieved and areas requiring improvement and report to Fframwaith - Mar 14		Complete	

Critical Improvement Action 6 - Extend support to children with speech and language/communication difficulties in order to arrest delay in the development of relevant children's communication skills and optimise age-appropriate development; and enable remedial attention to older children with communication difficulties

Title	RAG	Overall Status	Comment
M01 - Finalise the Multi-Agency 'Talk with Me' Language and Communication Strategy for Children & Young People and secure 'sign off' at Fframwaith - Jan 14		Complete	
M02 - Prepare and commence delivery of multi-agency implementation plan - Jan 14		Complete	

Key Priority: Children & Family Centred Services - Keeping all children and young people safe and improving the life chances of vulnerable children

Lead Officer: Andrew Gwynn - Director of Children's Services

Outcome 2: Improve assessment, planning and decision making for those children who will require long term permanent care





Measures

Title	Target	Actual	RAG	Comment
Me01 - % of first placements of looked after children during the year that began with a care plan in place (Statutory)	99.50	98.88	↑	Our quarter 4 performance is better than the 2012/13 all Wales average of 89.1%
Me02 - % of children looked after on 31 March who have had three or more placements during the year (Statutory)	7.00	7.08	↑	
Me03 - % reviews carried out in accordance with the statutory timetable (Statutory)	94.00	93.57	↓	
Me04 - % of statutory visits to looked after children due in the year that took place in accordance with regulations (Statutory)	85.00	82.71	↑	
Me05 - % of initial assessments that took place during the year where there is evidence that the child has been seen (Local)	93.00	91.76	↑	
Me06 - % of initial assessments that took place during the year where there is evidence that the child has been seen by the social worker (Statutory)	68.00	68.71	↑	
Me07 - % of referrals that are re-referrals within 12 months (Local)	19.00	22.52	↓	There has been a 14% increase in referrals received in the period April 13-March 14 (3441 compared to 3017 in the same period of 2012/13) & this has impacted on our performance in relation to this PI. Although target has not been met performance still exceeds the 2012/13 Wales average for this indicator
Me08 - % of initial assessments carried out within 7 working days (Local)	59.00	48.87	↓	A 19% increase in demand (2646 IA's completed April 13-March 14 compared to 2219 in the same period of 2012/13) combined with staffing pressures across the Assessment & Care Planning Service has impacted on our ability to complete more Initial Assessments within timescales
Me09 - Average time taken to complete initial assessments that took longer than 7 working days to complete (Local)	20.00	22.97	↓	As above





Measures

Title	Target	Actual	RAG	Comment
Me10 - % of looked after children placed with in house foster carers (Local)	61.00	59.06	↑	
Me11 - % of looked after children placed with independent sector foster carers (Local)	39.00	40.94	↑	
Me12 - Standard external fostering placement - average cost per external placement per week (New) (Local)	702.00	711.00	↓	
Me13 - Standard external residential placement - average cost per external placement per week (New) (Local)	3140.00	2917.00	↑	

Critical Improvement Action 1 - Fundamentally reform the Integrated Children's System¹ to enable the service to address the recommendations of the Munro report; Meet the expectations of the Social Services Bill; Reduce bureaucratic process and free up social worker time for direct work with families

Title	RAG	Overall Status	Comment
M01 - Design a new Case Management System for Children's Services in consultation with Council staff and in partnership with South East Wales Improvement Collaboration (SEWIC) - Jan 14		Not on target	The identified model was subsequently challenged as being not sufficiently robust and emergent direction arising from the Social Care and Well Being Bill, has prompted a rationalisation of Intergrated Children Services. In light of these national and local shifts the newly named Children's Case Management system (CCM) is now a key priority in Children's Services Business Plan for 2014/15. This will be a challenging proposition given the fundamental changes and the technical support required to achieve it. Revised date Mar 15
M02 - Test the new arrangements in a pilot area - Feb 14		Not on target	As above
M03 - Roll out the 'tested' Case Management System across Children's Services - Apr 14		Not on target	As above
M04 - Evaluate the impact following implementation of the new arrangements and report to Corporate Parenting Board - Jul 14		Not on target	As above

Critical Improvement Action 2 - Further enhance the quality assurance framework to improve its effectiveness and impact on outcomes for children

Title	RAG	Overall Status	Comment
M01 - Establish and agree a quality assurance document for Children's Services that sets out the standards to be met around assessment, planning and decision making arrangements - Jan 14		Complete	
M02 - Brief all staff with responsibility for implementing the agreed standards - Jan 14		Target Missed	To be completed in 2014/15
M03 - Introduce internal compliance monitoring arrangements to identify areas of good practice and areas where improvement is required and report findings, on a quarterly basis, to the Assessment and Care Planning Improvement Panel - Feb 14		Target Missed	ACPIP to be revised with reference to the internal QA review undertaken, the recommendations of which have been prioritised in Children's Services Business Plan for 2014/15: Agree an outcome focused performance management model; Develop an Implementation Plan; Cost and resource Implementation plan. Revised date Oct 14
M04 - Introduce feed back arrangements to all relevant staff to help support improvement from lessons learned - Feb 14		Target Missed	As Above

(*1) - The Case management System

Critical Improvement Action 3 - Improve the capacity of the Council's Adoption and Fostering Services to provide permanent alternative placements for looked after children

Title	RAG	Overall Status	Comment
M01 - Commence a partnership with an external marketing and fostering assessment provider to ensure a marked acceleration in the number of newly recruited carers and the timescales in which new applicants are assessed and approved - Oct 13	-	Complete	
M02 - Extend the capacity of the service to support the growth of applications by relatives to become foster carers - Oct 13 - Revised date Jun 14	↑	On Target	
M03 - Progress the agreement to establish a South Wales adoption collaborative with neighbouring Councils - Mar 14	-	Complete	

Key Priority: Children & Family Centred Services - Keeping all children and young people safe and improving the life chances of vulnerable children

Lead Officer: Andrew Gwynn - Director of Children's Services

Outcome 3: Safeguard and protect vulnerable children and young people in Rhondda Cynon Taf Measures

Title	Target	Actual	RAG	Comment
Me01 - % of initial child protection conferences due in the year which were held within 15 working days of the strategy discussion (Local)	96.00	96.70	↓	
Me02 - % of child protection reviews carried out within statutory timescales during the year (Local)	96.00	97.52	↑	
Me03 - % of children on Child Protection Register that are re-registered (Local)	25.00	25.27	↑	
Me04 - % of initial core group meetings due in the year which were held within 10 working days of the initial child protection conference (Local)	94.00	95.43	↑	

Critical Improvement Action 1 - Implement the Welsh Government Child Practice Review Guidance (published in January 2013) to support the ability of partners and professionals to learn safeguarding lessons from critical cases

Title	RAG	Overall Status	Comment
M01 - Introduce a single approach for the Cwm Taf Safeguarding Children's Board (CTSCB) to establish a process to determine when Child Practice Reviews (CPRs) ¹ should be conducted - May 13	⊖	Complete	
M02 - Revise arrangements to monitor the implementation of action plans from individual reviews and the reporting of progress to the CTSCB - Jul 13	⊖	Complete	
M03 - Establish a process for feeding back learning from individual reviews to all relevant professionals across the County Borough - Oct 13	⊖	Complete	
M04 - Launch a Cwm Taf Safeguarding Web-site - Dec 13 - Revised date Jul 14	⊕	On Target	

(*1) - CPRs were introduced by WG following a pilot in RCT and have replaced what were previously known as 'Serious Case Reviews'

Critical Improvement Action 2 - Introduce a new framework for responding to and reducing the significant harm resulting from neglect

Title	RAG	Overall Status	Comment
M01 - Produce multi-agency guidance on 'Neglect' to support staff in undertaking their safeguarding roles - May 13	➔	Complete	
M02 - Undertake a series of training sessions with relevant staff to ensure awareness across the Cwm Taf safeguarding workforce - May 13	➔	Complete	
M03 - Implement the new Neglect guidance - May 13	➔	Complete	

Critical Improvement Action 3 - Develop Multi Agency Safeguarding Hub (MASH) risk assessment arrangements for referrals to both Adults and Children's Services where there are safeguarding concerns

Title	RAG	Overall Status	Comment
M01 - Establish a Cwm Taf (Rhondda Cynon Taf and Merthyr Tydfil) task group with key partners from South Wales Police, Local Health Board, Education and Probation with the brief of developing a range of potential service delivery options for MASH - May 13	➔	Complete	
M02 - Produce a report setting out potential service delivery options and report to CTSCB for consideration/approval - Nov 13	➔	Complete	
M03 - Based on the approved way forward, produce and deliver an action plan to implement the agreed option - Revised date Dec 14	➔	On Target	

Key Priority: Children & Family Centred Services - Keeping all children and young people safe and improving the life chances of vulnerable children

Lead Officer: Andrew Gwynn - Director of Children's Services

Outcome 4: Prevent young people from becoming involved in criminal activity

Measures

Title	Target	Actual	RAG	Comment
Me01 - Number of first time young offender entrants (Local)	85.00	71.00	–	
Me02 - Number of offences committed by young offenders (Local)	405.00	320.00	–	
Me03 - Number of young offenders (Local)	182.00	132.00	–	



Critical Improvement Action 1 - To assess whether the existing youth bureau approach can be extended to young people committing anti social behaviour (ASB)

Title	RAG	Overall Status	Comment
M01 - Establish a multi agency task and finish group to undertake the assessment - May 13	–	Complete	
M02 - Review ASB procedures and produce a report setting out proposals for consideration by the Cwm Taf Youth Offending Service - Jan 14	–	Complete	
M03 - Based on the agreed way forward, produce and deliver an action plan to implement required changes - Mar 14	–	Complete	

Critical Improvement Action 2 - Implement the Legal Aid, Sentencing & Punishment of Offenders Act 2012

Title	RAG	Overall Status	Comment
M01 - Revise the Youth Offending Service / Children's Services protocol to incorporate new responsibilities - Oct 13	–	Complete	
M02 - Revise Out of Court Disposals procedures in conjunction with South Wales Police to take account of new legislation - Oct 13	–	Complete	

Critical Improvement Action 3 - Establish a Youth Offending Service based on the Cwm Taf Regional Footprint

Title	RAG	Overall Status	Comment
M01 - Produce a report setting out proposals for a Cwm Taf Youth Offending Service and present to the Cwm Taf Regional Collaboration Board for consideration - Apr 13		Complete	
M02 - Based on the agreed way forward, produce and deliver an action plan to implement the required changes - Apr 13		Complete	

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Children's Services - Keeping all children and young people safe

Outcome 1 - Ensure children remain with their families when it is in the child's best interest														
Theme Title	1. PI Ref:	PI Ref:	Indicator Description	2011/12	2012/13	2013/14					Overall Direction of Performance 2013/14 against 2011/12	2014/15	Comments	
				Actual Data	Actual Data	Target	Actual Data	RAG	Quartile	Rank		Wales Average		Target
Safety	LSCC064	Me01	No. of looked after children (Local)	594	621	633	650	●	N/A	N/A	N/A	↓	N/A	Not reported in 2014/15
	LSCC065	Me02	No. of children on the Child Protection Register (Local)	420	363	327	471	●	N/A	N/A	N/A	↓	565	
	LSCC058	Me03	No. of Team Around the Family (TAF) referrals received (Local)	N/A	76	300	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Unable to report on this measure until 2014/15 when the review of the referral pathway into TAF will be completed.
	LSCC066	Me04	No. of referrals made to Children's Services (Local)	N/A	N/A	2,767	3,441	●	N/A	N/A	N/A	N/A	3,923	
	LSCC057	Me05	% of children taking up their Flying Start entitlement (Local)	N/A	82	90	85	●	N/A	N/A	N/A	↑	N/A	Not reported in 2014/15

Outcome 2 - Improve assessment, planning and decision making for those children who will require long term permanent care														
Theme Title	1. PI Ref:	PI Ref:	Indicator Description	2011/12	2012/13	2013/14					Overall Direction of Performance 2013/14 against 2011/12	2014/15	Comments	
				Actual Data	Actual Data	Target	Actual Data	RAG	Quartile	Rank		Wales Average		Target
Safety	PSCC001a	Me01	% of first placements of looked after children during the year that began with a care plan in place (Statutory)	99.6	96.7	99.5	98.9	●	3	12	90.9	↑	99.5	
	NPSCC004	Me02	% of children looked after on 31 March who have had three or more placements during the year (Statutory)	6.2	6.9	7.0	6.6	●	2	7	8.3	↓	7.0	
	PSCC045	Me03	% reviews carried out in accordance with the statutory timetable (Statutory)	88.3	92.2	94.0	93.6	●	2	11	89.6	↑	94.0	
	PSCC025	Me04	Me04 - % of statutory visits to looked after children due in the year that took place in accordance with regulations (Statutory)	83.4	83.8	85.0	82.7	●	4	17	85.3	↓	85.0	
	LSCC011c	Me05	Me05 - % of initial assessments that took place during the year where there is evidence that the child has been seen (Local)	91.6	92.7	93.0	91.8	●	N/A	N/A	N/A	↑	93.0	
	PSCC011a	Me06	Me06 - % of initial assessments that took place during the year where there is evidence that the child has been seen by the social worker (Statutory)	57.9	67.7	68.0	68.7	●	4	18	78.9	↓	70.0	
	SSCC010	Me07	Me07 - % of referrals that are re-referrals within 12 months (Local)	19.2	21.4	19.0	22.5	●	3	13	22.2	↓	21.0	
	SSCC042a	Me08	Me08 - % of initial assessments carried out within 7 working days (Statutory)	59.2	51.7	59.0	48.9	●	4	21	71.9	↓	65.0	
	SSCC042b	Me09	Me09 - Average time taken to complete initial assessments that took longer than 7 working days to complete (Statutory)	21	24	20	23	●	4	19	19	↓	20.0	
	LSCC050b	Me10	Me10 - % of looked after children placed with in-house foster carers (Local)	53.5	57.1	61.0	59.1	●	N/A	N/A	N/A	↓	61.0	
	LSCC050c	Me11	Me11 - % of looked after children placed with independent sector foster carers (Local)	N/A	42.9	39.0	40.9	●	N/A	N/A	N/A	↓	39.0	
	LSCC055	Me12	Me12 - Standard external fostering placement - average cost per external placement per week (New) (Local)	N/A	702.0	702.0	711.0	●	N/A	N/A	N/A	↓	N/A	Not reported in 2014/15
	LSCC056	Me13	Me13 - Standard external residential placement - average cost per external placement per week (New) (Local)	N/A	3140.0	3140.0	3092.0	●	N/A	N/A	N/A	↑	N/A	Not reported in 2014/15

Outcome 3 - Safeguard and protect vulnerable children and young people in Rhondda Cynon Taf														
Theme Title	1. PI Ref:	PI Ref:	Indicator Description	2011/12	2012/13	2013/14					Overall Direction of Performance 2013/14 against 2011/12	2014/15	Comments	
				Actual Data	Actual Data	Target	Actual Data	RAG	Quartile	Rank		Wales Average		Target
Safety	SSCC014	Me01	% of initial child protection conferences due in the year which were held within 15 working days of the strategy discussion (Local)	72.3	95.0	96.0	96.7	●	2	8	89.9	↑	97.0	
	SSCC034	Me02	% of child protection reviews carried out within statutory timescales during the year (Local)	96.7	96.9	96.0	97.5	●	4	16	98.1	↑	98.0	
	LSCC054	Me03	% of children on Child Protection Register that are re-registered (Local)	25.0	25.9	25.0	25.3	●	N/A	N/A	N/A	↓	N/A	Not reported in 2014/15
	SSCC015	Me04	% of initial core group meetings due in the year which were held within 10 working days of the initial child protection conference (Local)	95.6	90.9	94.0	95.4	●	2	7	90	↓	96.0	

Outcome 4 - Prevent young people from becoming involved in criminal activity														
Theme Title	1. PI Ref:	PI Ref:	Indicator Description	2011/12	2012/13	2013/14					Overall Direction of Performance 2013/14 against 2011/12	2014/15	Comments	
				Actual Data	Actual Data	Target	Actual Data	RAG	Quartile	Rank		Wales Average		Target
Safety	LSCC060	Me01	Number of first time young offender entrants (Local)	N/A	85.0	85.0	71.0	●	N/A	N/A	N/A	↑	N/A	Not reported in 2014/15
	LSCC062/YJ	Me02	Number of offences committed by young offenders (Local)	N/A	405.0	405.0	320.0	●	N/A	N/A	N/A	↑	N/A	Not reported in 2014/15
	LSCC063/YJ	Me03	Number of young offenders (Local)	N/A	182.0	182.0	132.0	●	N/A	N/A	N/A	↑	N/A	Not reported in 2014/15

Performance Evaluation - Public Health and Protection – Protecting people from harm

Many of our residents lives are blighted by the anti social behaviour of others, with some suffering harm such as domestic abuse, violence and criminal damage. We will support victims of domestic abuse and work to reduce the harm to individuals of their own alcohol and substance misuse. We will continue to use our licensing and public protection powers to reduce anti social behaviour by effectively managing the late night economy and holding the perpetrators of anti social behaviour and other offences to account. We will also work to protect people, particularly our most vulnerable residents, from harm and exploitation by using our enforcement powers to ensure that housing meets required standards, businesses are effectively regulated and rogue traders are prevented from operating.

This outcome is focussed on ensuring that our residents are housed to appropriate standards; supported to reduce their alcohol and substance misuse; protected against antisocial behaviour and domestic and sexual violence and using our licensing and enforcement powers, ensuring that businesses are effectively regulated and rogue traders are prevented from operating.

In 2013/14 we said we would ensure

- **People in Rhondda Cynon Taf live in safe, appropriate housing in sustainable and vibrant communities**
- **Fewer people in Rhondda Cynon Taf misuse alcohol and drugs**
- **Fewer people in Rhondda Cynon Taf are the victims of anti-social behaviour and public concern is reduced overall. People in Rhondda Cynon Taf are also protected from the actions of repeat offenders**
- **Fewer people in Rhondda Cynon Taf are the victims of domestic and sexual violence**
- **That the availability of alcohol control was through effective licensing, and promoted a fair trading environment in Rhondda Cynon Taf**

We would ensure people in Rhondda Cynon Taf live in safe, appropriate housing in sustainable and vibrant communities

Rhondda Cynon Taf has both the largest total number of empty properties and the highest ratio of empty properties relative to population size per local authority in Wales. During 2013/14, Welsh Government continued it's commitment to fund the 'Houses into Homes' scheme initiative, and made £10M available to bring empty properties that have been vacant for 6 months or more, back into use as homes for sale or rent. We have been

working collaboratively with our Cwm Taf partners, Merthyr Tydfil Council Borough Council, to secure £1.932M of this fund to tackle long term vacant properties. As well as being a wasted housing resource, empty properties are a blight in communities, often being targets for anti-social behaviour and vandalism. Interest in the 'Houses into Homes' scheme has been positive this year with 383 loan enquiries/expressions of interest being made from potential purchasers. In 2013/14, over 50 units of accommodation were brought back into reuse, and £578,610 of loans approved and paid.

To better target our resources we have undertaken an "Empty Property" Survey to help us understand why properties are left empty, and to also explore the challenges owners face when trying to bring them back into occupation, this will be used to inform our work during 2014/15. Throughout the year we have also undertaken a campaign to identify vacant properties that are causing nuisance in the community, are unsightly or in poor condition rendering them unsafe. Enforcement action to address these issues has resulted in 212 properties subject to interventions such as provision of advice and support to bring them back into use or enforcement action aimed at mitigating their visual impact on the community. 94 of these empty properties were brought back into use, 8 more than in 2012/13, and work with many of the other 118 is ongoing to ensure their re-occupation. Our performance this year against the national performance indicator for vacant properties at 3.05%, has improved on last year (1.18%), but still remains in the bottom quartile of local authority performance for Wales. The complexities involved in restoring empty properties will be addressed by the Council during 2014/15.

Case Study

An historic building in Aberdare has benefited from a £800,000 refurbishment project to create new businesses, jobs and living accommodation in the town centre. Aberdare's former Town Hall is a Grade II Listed Building which has been vacant for many years and has been slowly deteriorating. It has been given a new lease of life as a result of the Townscape Heritage Initiative (THI) and the "Houses into Homes" Loan Scheme. The THI was able to grant £478,000 to the project which will cost approximately £817,000 in total to complete. In addition, the Council has contributed a loan of £80,000 via the 'Houses into Homes' Empty Property Loan Scheme.

"The funding and finance opportunity provided by Rhondda Cynon Taf Council through the Townscape Heritage Initiative and the Environmental Health Department has meant that our building can be refurbished to the highest standard which will reflect its historic value to the town centre". A spokesperson for Aberdare Town Hall

The building now provides living accommodation through the creation of six flats on the upper floors and provides a mixed use of professional and commercial activity on the ground floor, where a new food outlet has opened creating seven new jobs.

Also during the year, 91 new affordable housing units were built to address local housing need, a large proportion of which were smaller one and two bedroom properties.

- **28** were made available to first time buyers through the Homestep Scheme (at typically 70% of the market value)
- **8** for immediate rental
- **13** for supported housing, and
- **42** for social rent by Housing Associations

We have delivered 2,801 energy efficient insulation measures to 2,617 homes in Rhondda Cynon Taf, working in partnership with energy providers, housing associations and private sector landlords, These initiatives include replacement boilers and external wall, cavity and loft insulations, which have made a positive contribution to reducing fuel costs, tackling fuel poverty, improving health and generating more disposable income for our residents. This is reflected in feedback received from residents including:

“My house was very cold and last winter was terrible. I am delighted with the work and can feel a difference already” - Penywaun Resident.

“We went from cold to warm, from sad to very happy” - Mrs L from Maerdy who found she was eligible for a new central heating system from **“Nest”**¹ which she had installed recently and will provide significant savings for her bills.

We have also employed a new Housing Energy Officer to provide impartial energy advice to householders. This support is available to those most likely to be suffering from fuel poverty e.g. elderly residents, households with young children, those on low income or people suffering with chronic health conditions. The Energy Officer has visited individuals to show them how to make changes, for example, adjusting a thermostat or setting a timer, as well as directing them to other support services. During the year, over 200 home visits have been made to local residents. Information sessions have also been held at public events, community housing surgeries and within organised groups e.g. 50+ Forum.

Case Study:

One 91 year old lady was unable to warm her home despite the heating being on and all the radiators set on high. The Housing Energy Officer visited and checked her boiler, which was set too low and adjusted it, set the timer clock to come on as and when required, and telephoned to claim the Warm Home Discount and change her tariff with the energy company for her. The next day the Housing Energy Officer received a telephone call

¹ Nest is a Welsh Government scheme working to help reduce the number of households in fuel poverty and make Welsh homes warmer and more energy-efficient places to live.

from the lady's son, who lives away, saying that she had rung him crying because a lady from the Council had come and sorted out her heating, saved her money and now she was nice and warm and felt so much better.

In order to determine our future policies to support the private rented sector we have reviewed the existing Houses in Multiple Occupation (HMO) licensing scheme through a Member Scrutiny Task Team. Following this review, recommendations on regulation of HMOs and the private rented sector were made to Cabinet in October 2013 the detail of which can be found at: www.rctcbc.gov.uk/Cabinet-28-Oct-2013

As part of the review the Council recognised that without an Additional Licensing Scheme in the County Borough it would be difficult to ensure smaller HMOs and those in converted buildings are brought up to standard and properly maintained at that standard. It would also be more difficult to tackle anti-social behaviour and the impact of poorly maintained shared housing in local communities. A County wide HMO Licensing Scheme has since been agreed that includes all types of HMO and includes stringent conditions to limit the impact on their locality.

We have also undertaken a strategic review of social housing in the County Borough in relation to its size, type and location to better understand the relationship between availability and demand for rented housing, the impact of welfare reform, and whether any changes needed to be made to ensure that housing need can effectively be met. The findings of this review will be used to influence where new affordable housing is built, how social housing is allocated and the future investment priorities of housing associations in the County Borough.

Fewer people in Rhondda Cynon Taf misuse alcohol and drugs

The provision of services tackling the misuse of alcohol and drugs has changed in the last year. Rhondda Cynon Taf together with Merthyr Tydfil CBC now form the Cwm Taf Area Planning Board (APB) for substance misuse. Out of the seven APBs across Wales, Cwm Taf is the 5th highest for alcohol misuse and the 4th highest for drug abuse. During the year we have:

- Ensured that our service users do not have to wait long periods of time between referral and treatment. In **86%** of cases clients have been seen within 20 working days
- Commenced treatment with 1,215 clients, of these, 893 completed their treatment (**74%**). For the remaining 322, treatment was withdrawn as they may not have attended, breached the treatment conditions or have died.

In 59% of cases clients have shown a reduction in their substance misuse. The other 41% may still be in the treatment programme or have not show a reduction in their substance usage at this stage of their treatment.

Our work to ensure that fewer people misuse alcohol and drugs included a review of the existing needle exchange provision. This review included consultation with service users which identified gaps in current service provision. Recommendations for change were made to the Cwm Taf Area Planning Board, and are currently being implemented. These included changes to opening hours, providing late night opening once a week to make the provision of needles more accessible and changes to needle exchange to provide smaller quantities of needles in their pre packaged kits in order to reduce drug related litter. Such changes will enable the service to be more accessible to a wider group of service users, improve their health and in turn, reduce the risk of blood borne infections.

Our plan to review and reconfigure the specialist, secondary care substance misuse treatment service² to provide an accessible and integrated care pathway for service users has not progressed as originally planned. Whilst we have completed consultations with service users and established a baseline position, the wider review was delayed and it was recognised that a more in depth assessment of operational model and performance was required. This has now been completed as part of the 2014/15 plan, and includes actions to provide further training; updating local service level agreements and negotiating new terms for equipment. Progress will be evaluated during 2014/15.

To ensure that all our providers receive the correct training to support those in need of help for substance misuse, we have undertaken a holistic training needs analysis of both the substance misuse workforce, and the wider workforce that come into contact with substance misuse. This analysis identified the need for additional resources in particular work areas, for example, co-occurring mental health and substance misuse. As a result of the findings, staff dealing with substance misuse agencies have been trained in mental health services and vice versa. A multi-agency training programme has also been developed and resources secured to ensure that we have a consistent approach across all agencies, which will make better use capacity within our partner organisations. It is also acknowledged that if the wider workforce has a good understanding of substance misuse issues, earlier interventions could be provided, preventing the escalation of many problems.

Case Study

One of our treatment schemes 'Turnaround' is aimed at providing an intensive programme of support to those young people at risk or harm due to their substance misuse, who have engaged in offending behaviour but now show motivation to change. During the year we have engaged with 32 individuals, 8 of which were repeat referrals. 27 were between the ages of 13-15, and remainder aged between 16 and 17.

All 32 individuals were seen within our 20 day target. 30 young people completed their treatment, and completed a survey to establish if our intervention made a difference. Parents and Agency representatives were also invited to contribute. The following positive impacts were recorded:

² Specialist secondary care treatment services are services that only deal with substance misuse interventions for people with complex substance misuse issues outside of primary care

- All **30** young people reported a reduction in their substance misuse and improvements in their behaviour at exit
- **93%** (28 individuals) did not reoffend whilst on the project
- **73%** (22 individuals) reported an improvement in basic skills
- **77%** (23 individuals) reported an improvement in their physical health, and 90% (27 individuals) an improvement in their mental health. **90%** also reported an improvement in their quality of life
- **77%** (23 individuals) felt they had reintegrated with their community; **87%** (26 individuals) with their family and **77%** (23 individuals) into their school or work

Parent Comments

'Turnaround has really helped X's confidence levels and she has started to reduce her intake. Thank you'.

'Since starting the Turnaround Project, Y has grown in confidence, she come out of her shell and is talking to her mother about different things at home. She has totally rejected all substances and looks forward to coming to the project'.

'Z has done really well on the course. The staff are excellent, very supportive and Z enjoys going. Z has returned to school and we feel that staff have had a great impact on this. We would highly recommend this course'.

'A has benefitted from Turnaround, but he is not engaging in school and his attitude at home is poor'.

Fewer people in Rhondda Cynon Taf are the victims of anti-social behaviour and public concern is reduced overall. People in Rhondda Cynon Taf are also protected from the actions of repeat offenders

We have used innovative ways of tackling anti social behaviour and community safety issues in locations identified as hot spots, supporting victims and communities experiencing antisocial behaviour (ASB). As well as day to day enforcement, support and intervention processes, the Community Safety Team has also co-ordinated and worked on numerous ASB operations in hot spot areas at key times. Operations have regularly taken place on Friday nights and other evenings with Police, Youth Offending Service and other key agencies, which have helped significantly to tackle ASB.

To better identify and target perpetrators of Anti Social Behaviour (ASB), Council departments are also working more closely to ensure an efficient, co-ordinated approach that will ultimately achieve a reduction in offending/reoffending by identified perpetrators. The Domestic Abuse Team is now sharing information on high risk Domestic Abuse victims and perpetrators on a weekly basis with the ASB Team and victims are provided with the necessary support, through a co-ordinated multi-agency action plan. We have also linked with the 'Team around the Family' and the 'Youth

Offending Service' Bureau to share ASB case information in order to identify early on potential areas of intervention, improve information sharing, speed up the process and ensure that multi-agency working is optimised.

Seasonal ASB has also been addressed through multi- agency projects across Rhondda Cynon Taf that have proved effective in not only tackling ASB, but also engaging with young people. Three such projects are:

- Operation Streetwize³
- Youth Engagement Project
- Operation B.A.N.G. (Be A Nice Guy)⁴

In 2013 - 2014 these operations alone helped achieve the following results:-

- **2,365** young people engaged with, by the teams.
- **373** bottles / cans of alcohol seized from young people.
- **134** ASB referrals generated for follow up action to the ASB Team which could result in further enforcement action with our partners eg Youth Offending Services .
- **21** seizures of cannabis, bongs and other drug paraphernalia
- **13** fixed penalty notices / street warnings

During these operations the alcohol confiscated e.g. bottles of vodka and whiskey, can be from persons as young as 14. There is the potential for damage to the young person and their health, as well as possible damage to the community and public perception. Each seizure of alcohol and the advice given, helps to reduce and prevent potential instances of anti social behavior, and also helps to safeguard the young person and others.

A combination of all the above operations has contributed to achieving the following outcomes:

- **78%** of vulnerable/repeat victims of Anti Social Behaviour, no longer experiencing ASB.
- **74%** of individuals referred to the ASB unit did not go on to re-offend in the ASB process.

³ Operation Streetwize – A summer long campaign to reduce ASB and alcohol fuelled behaviour. In partnership with SW Police, SW Fire and Rescue and YOS, mobile engagement teams were formed, supported by a mobile CCTV unit, patrolled target areas in Trefforest, Tonypany and Aberdare to engage, educate and deter ASB.

⁴ Operation BANG is a national initiative run by South Wales Police. It raises awareness of personal safety during the seasonal period e.g. around Halloween and Bonfire Night and helps to reduce anti-social behaviour in our communities.

Extensive support has been given to our most vulnerable and repeat victims through support, enforcement action and risk assessments. A 'Victim Satisfaction Consultation' has been undertaken, the results of which provided the following feedback

- **100%** of respondents said that during their meeting with the ASB Victim & Witness Officer and risk assessment, they felt listened to and their ASB issues were understood
- **97%** said that the information that they provided during the initial meeting with the ASB Victim & Witness Officer was acted upon
- **100%** said that during their initial meeting with the ASB Victim & Witness Officer they were provided with clear instructions about whom to contact or report to, if they experienced further ASB problems
- **94%** of respondents said that they felt reassured after the initial meeting with the ASB Victim & Witness Officer and risk assessment
- **100%** of respondents said that since the initial meeting with the ASB Victim & Witness Officer that they rated the level of support as either good, very good or exceptional
- **85%** of respondents said that they had been provided with regular updates on the progression of the case
- **92%** of respondents said that the issues that they reported with regard to ASB had been resolved, greatly improved or improved since the intervention of the ASB team.

Quotes from ASB Victims responding to this consultation include: -

"Absolutely phenomenal service, the fact that I could speak to anyone at any time, provided me with much reassurance and has boosted my confidence"

"From beginning to end, the service and support was fantastic. Amazing, can't thank everyone enough"

"The response time and feedback was excellent, very pleased with the whole process"

All the interventions have made a real difference to individuals and communities in Rhondda Cynon Taf as further evidenced by the case studies below:

Case study

The perpetrators and their two sons moved into a RCT Homes property on a housing estate in the Cynon Valley. RCT Homes and the local Police received complaints regarding the anti social behaviour (ASB) of the family, and early interventions by RCT Homes went unresolved. ASB referrals were submitted to the ASB team for action. Two elderly ladies living next door to this family were directly affected by this behaviour which included countless incidents of verbal abuse, threatening words and gestures to neighbours, noise nuisance, assault and assault on Police, banging on neighbours walls and alcohol related ASB.

Direct action was undertaken by the ASB Team to:

- Co-ordinate and attend a multi agency case conference with partner agencies, community members and elected members.
- Create action plans to resolve the issues identified.
- Issue ASB warning letters to the family of the perpetrators.
- Visit the identified victims of the ASB (next door neighbours) and the ASB victim officer undertook a risk assessment of both. This identified them as high risk victims. Individual action plans were created by the ASB team, which led to increased Police reassurance and patrols; regular contact from the ASB unit for updates and support, and referrals to other agencies for additional support measures.
- Undertake home warning visit to the perpetrators accompanied by the SWP ASB Officer.
- Work jointly with RCT Homes to issue injunctions and housing related warnings against the perpetrators.
- Set up Acceptable Behaviour Contracts against the offenders to tackle their behaviour.
- Liaise with support services and housing advice centre on behalf of the perpetrators as certain needs and difficulties were identified.

We then applied for an ASBO against the main perpetrator in the family. This order was breached resulting in a custodial sentence for this perpetrator. To provide further support to the victims and to tackle the ASB the ASBO was varied to also exclude the perpetrator from the whole of the estate. Following further complaints against other members of the family an ASB Case conference was called by the ASB Team and a multi agency decision was made to apply for a Premises Closure Order. A successful application was made to the Magistrates Court for the Premises Closure Order. Meetings are continuing with social services and housing advice to ensure that the family members who were subject to the closure order are being supported, and Fixed Penalty and PIN notices have also been served.

Despite many lower level efforts to resolve this case, due to the continuing and escalating ASB of the family the Premises Closure Order was utilised successfully. The positive outcomes for the victims in this case are:

- The ASB has stopped overnight. (They were deeply effected victims of the family's behaviour).
- Much positive feedback has been received from the victims who now live a quiet and peaceful life in their home.

This positive action attracted much local and national publicity for how the behaviour of this family was tackled. Furthermore, at the time of writing and since the Closure order, the ASB team have received no further referrals regarding the behaviour of this family at their new location. There has also been a substantial reduction in calls and demand on resources.

Fewer people in Rhondda Cynon Taf are the victims of domestic and sexual violence

Pontypridd Safety Unit (PSU) consists of a team of Independent Domestic Violence Advisors (IDVA). IDVAs work pro-actively, to provide support to High Risk Victims of Domestic Abuse (High Risk of serious harm or murder). PSU has a dedicated IDVA to provide support to domestic abuse victims at the Specialist Domestic Violence Court that takes place in Pontypridd Magistrates Court and at the Multi Agency Risk Assessment Conference, (MARAC) where High Risk cases of Domestic Abuse in RCT are discussed, on a fortnightly basis. The Service is based in the Oasis Centre, which provides a base for the delivery of Children's groups and The Freedom Programme, for adult female victims of Domestic Abuse.

During the year, collaborative work with our partners has resulted in a joint Cwm Taf Sexual Violence and Domestic Abuse Forum (SVDAF). This Forum has mapped existing service delivery to establish the gaps in provision and created both a strategic and operational plan to work towards delivering a coordinated and consistent approach to victims of sexual violence and domestic abuse across Cwm Taf. The plans purpose is to obtain the best outcomes for the client and their families, and also to hold perpetrators to account for their behaviour.

The implementation plan focus is on:

- **Support for victims** - providing adequate levels of support where domestic abuse occurs. 4,453 referrals to the unit have been received this year. 59% (2,629) were new referrals and 41% (1,824) were repeat referrals. 1,824 referrals following assessment were considered high risk cases of domestic abuse. Of these cases, 386 cases have received direct support from an IDVA⁵. We are now also sharing standard and medium risk domestic abuse referrals with Womens Aid in RCT, who have undertaken a 3 month pilot project to proactively contact these victims and offer their support. The results of the pilot project have proved successful and the two services complement each other to

⁵ Attempts would have been made to engage with all 1,824 high risk individuals but not all can be contacted safely and others have refused the offer of intervention. There is no obligation to engage with the service it is purely the client's choice.

maximise outcomes for the service user. Some examples of the support available are housing issues; support with prosecution through Civil/Criminal Courts and with the target hardening premises, to ensure that the victim's property is secure and that they feel safer to remain in their own homes. Feedback received from clients using the IDVA service during 2013/14 reported that 85% felt safer as a result of IDVA intervention; 84% felt that their quality of life had improved and 74% reported a complete cessation of abuse.

Case Study

D had a 7 year history with an abusive partner. She referred herself and received support from the IDVA service over a 7 month period. Her case was referred to the Multi Agency Risk Assessment Conference (MARAC)⁶, and as a result:

- Police Watch was put in place and Police markers on the property, which makes the call a priority if the police are called
- **D** was provided with a personal alarm
- Property was target hardened

The IDVA also arranged legal support relating to child contact with the perpetrator; discussed a child protection plan with the school, and also linked with the Education Welfare Officer to arrange for one of **D**'s children, who had previously been home schooled, to return to school. A referral was also made for **D** to attend the 'Freedom Programme'⁷ to recognise more about the dynamics of abusive relationships and to understand that what she had experienced was not her fault and could happen to anyone. Emotional support was also provided by the IDVA when **D**'s mother passed away.

Referrals were made to ensure **D** received a Christmas hamper and food parcels. Visits were made by the IDVA to 'Too Good to Waste' to provide a much needed washing machine, double bed base, cooker and table. Christmas presents were provided for the children, and household goods and toys were also donated.

⁶ MARAC is a multi agency meeting e.g. police, health, child protection, where confidential information is shared on a high risk domestic abuse cases. Options for increasing the safety and reducing the risk to the individual and the family are discussed, and a co-ordinated action plan is formed. The IDVA represents the victim at this meeting.

⁷ The Freedom Programme© is a 12 week course primarily designed for women. The aim is to help women to understand the beliefs held by abusive men and the effects upon children, whilst helping them gain the confidence to improve the quality of their lives and identify the local resources that can help. It is not about telling women what to do but about empowering them to make their own choices.

Food parcels were also ordered for **D** and her family by the IDVA. Things settled for **D** and she felt safer. **D** was also looking to return to work. IDVA made a referral for longer term support through 'Team around the family (TAF)⁸. The case came to a natural conclusion, and was closed in January 2014.

- **Perpetrators are held to account** - ensuring perpetrators are brought to justice. This year we have worked with partner agencies⁹ to support victims at Court. Charges brought against perpetrators include actual bodily harm, common assault and harassment. Positive outcomes were achieved in 86% (398) of cases heard at Pontypridd Magistrates Court. The total number of cases heard was 465. Sentences include fines, custodial sentences, community orders or more commonly restraining orders.
- **Introducing preventative actions that** challenge the attitudes and behaviours which foster domestic violence and provide early intervention measures. Our plans to Pilot a Voluntary Perpetrator Programme, via Safer Merthyr Tydfil, for perpetrators of domestic abuse to challenge and change behaviour did not progress in 2013/14 due to unforeseen changes in staff resources. We have since commissioned an independent facilitator to deliver this programme during 2014/15. The programme aims to support men to change their behaviour and attitudes to achieve the safety of any women and children they are in relationship with and to support the well being of all concerned. This has two distinct strands, **Risk Management** (facilitating men to manage and reduce their abusive impulses so as to ensure the safety of any women and children they are in relationship with) and **Transformation** (facilitating men to become responsible and loving human beings in relationship with their partners and children so as to support the well being of all concerned).

In order to ensure that children receive education on healthy relationships, we have worked with partner agency, 'Valleys Kids' to disseminate training for the 'Building Safe Relationships Programme' in primary schools. Over 50 professionals from voluntary and statutory sectors were trained at 3 'Train the Trainer' events. This programme focuses on ensuring that children recognise safe and unsafe situations; exploring the relationship between feelings, thoughts and behaviour; exploring rights and responsibilities; provides opportunities to promote self esteem; explores interpersonal and conflict resolution skills and the development of safety strategies, and support mechanisms to keep them safe. This will help to facilitate a consistent, sustainable approach in the teaching of healthy relationships across schools in Rhondda Cynon Taf.

⁸ TAF work with a family by bringing together a wide range of professionals to help them address the breadth of challenges they are facing.

⁹ Our partners - Crown Prosecution Service, Probation – Domestic Violence, Witness Service and Domestic Violence trained Magistrates and Clerks

During 2012/13 we undertook a pilot exercise to implement signposting and referral of domestic abuse cases from GP surgeries. As a result, and in partnership with Cwm Taf Health Board, an electronic directory of support services has been created for GPs to access that provides an effective and consistent way of signposting victims of domestic abuse to appropriate support services. We have also attended GP training sessions to reinforce the importance of directing patients to support services for domestic abuse. An electronic referral form has also been developed, to improve the referral process, and a discreet information leaflet has been produced to hand out to patients (if it is safe to do so). The leaflet contains information about what patients should do and where to go for support and advice.

Controlled the availability of alcohol through effective licensing, and promoted a fair trading environment in Rhondda Cynon Taf

During the year our focus has been on targeting high and medium risk licensed premises to ensure compliance with licensing legislation and licence conditions. Training for those working in the licensed trade has also been delivered e.g. National Certificate Personal Licence Holders 'refresher' training was delivered to 45 licensees; National Certificate Designated Premises Supervisors delivered to 16 licensees. In both cases attendees were targeted in accordance with Responsible Authority recommendations to address under performance in preventing nuisance, underage drinking and crime and disorder. The courses were favourably received and strengthened relationships between licensees and enforcement officers and this appears to have improved compliance.

Case Study

A visit to a local rugby club while a youth disco was in full swing revealed extensive underage drinking and dangerous management practices – including chaining and padlocking all the fire escape doors “for security reasons”. A review of the licence was subsequently called. The management were given a strong warning and strict licence conditions were imposed. This triggered a dramatic improvement in management practice and the club is now compliant and actively involved in the ‘Pubwatch’¹⁰ scheme

We have also participated in 9 proxy sales exercises with South Wales Police to tackle illegal sales of alcohol. This resulted in 22 proxy sales being identified where adults have purchased alcohol on behalf of minors. One of the adult offenders was issued with a fixed penalty notice which

¹⁰ Pubwatch could be seen as the licensed trade's equivalent of Neighbourhood Watch. Licensee members work together to improve the safety of their premises for the benefit of their staff and customers, introducing initiatives to combat criminal activity and anti-social behaviour that can often be associated with the misuse of alcohol or drugs. A Pubwatch scheme will set standards of acceptable behaviour and act robustly against the small number of individuals who cause problems for the pub trade. This will often result in Pubwatch members agreeing to jointly ban problem individuals who are violent, damage property, use or deal drugs or act in an anti-social manner. In RCT South Wales Police and the Council's Licensing Officers attend Pubwatch meetings by invitation to share information and encourage good practice

required them to pay a penalty of £80. In addition, Trading Standards officers utilising supervised children, carried out test purchases for underage sales in:

- Alcohol - 61 test purchases resulting in 5 sales. 3 fixed penalty notices issued as a result.
- Tobacco - 3 test purchases resulting in 1 sale for which the vendor was prosecuted
- Fireworks - 7 test purchases resulting in no sales
- Solvents - 2 test purchases resulting in 2 sales. The Intoxicating Substances (Supply) Act 1985 makes it an offence to supply, or offer to supply, a substance to a person who you know, or have reasonable cause to believe, is under the age of 18 and if you know, or have reasonable cause to believe, the substance is to be used for intoxication. As in most circumstances this is extremely difficult to prove, we focus our efforts on advising vendors on how to identify underage people and how to spot signs of solvent abuse. Details of the Intoxicating Substances (Supply) Act 1985 can be found at www.rctcbc.gov.uk/IntoxicatingSubstancesAct1985

We have also established a joint Trading Standards service across Cwm Taf, creating a joint Governance Board with Merthyr Tydfil CBC and an accompanying joint Cwm Taf Service Delivery Plan. As part of the Service Delivery Plan process, each Council has assessed the competencies and qualifications of enforcement officers, following which officers have been provided with the necessary legal authorisations to discharge the statutory duties relating to Trading Standards in both areas. This means that each officer is enabled to carry out enforcement duties across the Cwm Taf region. Both Councils agreed to support each other to provide mutual aid in the event of staff absence or an emergency.

One joint activity was the review of the animal feed and animal movement which was presented to the Joint Governance Board. It was agreed that a joint feed and animal health service plan would be developed and the two Councils would utilise shared procedures and forms and relevant equipment across the region.

To establish the issues that most concerned our residents, we asked them. At the annual 'Big Bite' event at Ynysangharad Park we conducted a survey and 46% of responses indicated that doorstep callers was the most concerning consumer problem. We have now set up an immediate response system to deal with consumer complaints about doorstep traders. Since its introduction, officers have immediately intervened in incidents on 13 occasions. Formal action, including prosecutions, cautions or warnings has been undertaken on 47 occasions following investigations by Trading Standards officers, against people who supply illegal goods operating in the shadow economy. We have also issued 11 press releases relating to the prosecution of illegal traders to keep our residents informed about illegal trading and the action taken as a result. This supports the Council's zero tolerance enforcement option to deter doorstep criminals from operating in the County Borough.

In relation to Trading Standards service delivery survey:

- 77% of service users surveyed said we were easy to contact
- 97% told us that they thought the service we provide is excellent/very good
- 84% had their complaint resolved after we had intervened and 94% would recommend the service

Respondents also told us:

“All consumers need the ability and opportunity to seek advice that is free, correct and reliable”.

“I gave me peace of mind and the knowledge that I can still contact her if the problems reoccur” - 87 year old resident

To help to give residents further peace of mind, five presentations have been made to older people to better prepare them to identify and resist bogus callers to their premises. They were also advised on where to seek help if they needed it. 91.4% of individuals who attended the presentations responded that they are now prepared to resist door step crime.

We also evaluated the piloted three Cold Calling Controlled Zones in Llantrisant, Porth and Tonteg by surveying the participants. The pilot lasted for one year and ended in March 2014. The zones were established to deter rogue traders and reduce distraction burglaries. The evaluation results were positive and the survey results suggest that the use of Cold Calling Control Zones is effective in both reducing cold calling, and increasing the ability of potential targets to refuse to deal with cold callers. The following feedback was received from our residents:

“Feel safer in the Zones, for the older residents in particular”.

“This is a really good idea, am impressed all around with it”.

“As a carer to a vulnerable adult, this scheme has been a godsend. It’s given me such peace of mind because I know that the neighbours will challenge any cold callers in the area”.

The three zones will now continue permanently. Cold Calling Control Zones will now be considered in other areas of the County Borough with significant problems, which meet the criteria set out in the guidelines set by the Office of Fair Trading (OFT).

The title of this priority plan has changed slightly in 2014/15 to better represent the work we are undertaking. The key priorities to

“Protect people from harm and tackle anti-social behaviour” as set out in our 2014/15 Corporate Plan are.....

- Fewer people in Rhondda Cynon Taf are the victims of anti social behaviour and public concern is reduced overall. People in Rhondda Cynon Taf are protected from the actions of repeat offenders
- Fewer people in Rhondda Cynon Taf are the victims of domestic abuse and sexual violence
- Fewer people in Rhondda Cynon Taf misuse alcohol and drugs
- People in RCT live in safe, appropriate housing in sustainable and prosperous communities
- People in Rhondda Cynon Taf are safe and feel safe

You can view the detailed action plan for 2014/15 at: www.rctcbc.gov.uk/councilpriorities-publichealthandprotection

Wales Programme for Improvement

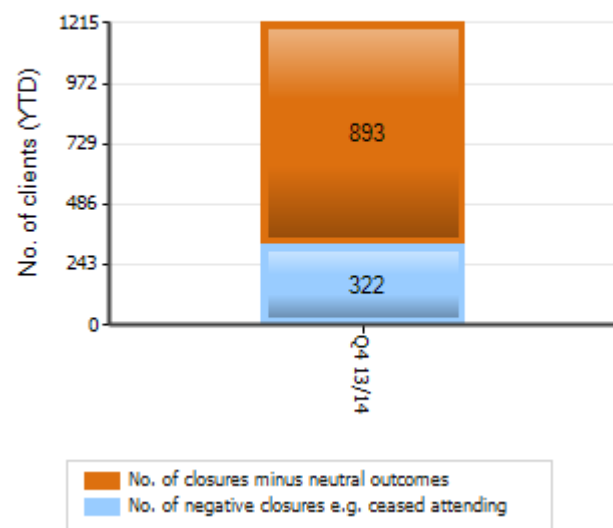
Public Health and Protection 2013/14 Action Plan - Protecting people from harm

What we aim to achieve:

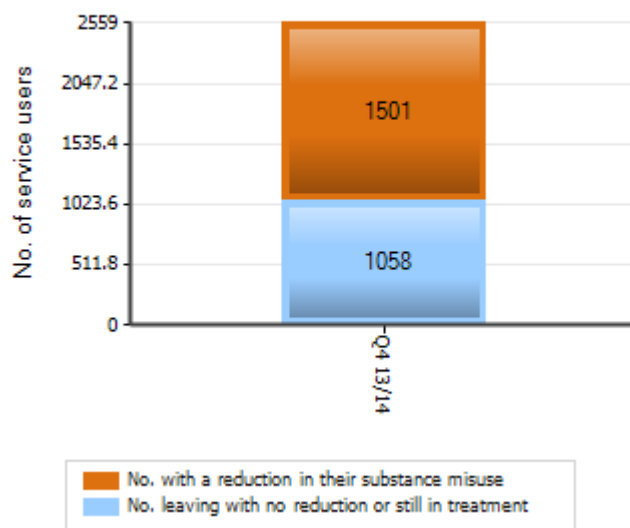
Many of our residents lives are blighted by the anti social behaviour of others, with some suffering harm such as domestic abuse, violence and criminal damage. We will support victims of domestic abuse and work to reduce the harm to individuals of their own alcohol and substance misuse. We will continue to use our licensing and public protection powers to reduce anti social behaviour by effectively managing the late night economy and holding the perpetrators of anti social behaviour and other offences to account. We will also work to protect people, particularly our most vulnerable residents, from harm and exploitation by using our enforcement powers to ensure that housing meets required standards, businesses are effectively regulated and rogue traders are prevented from operating.

How will we know if we are making a difference:

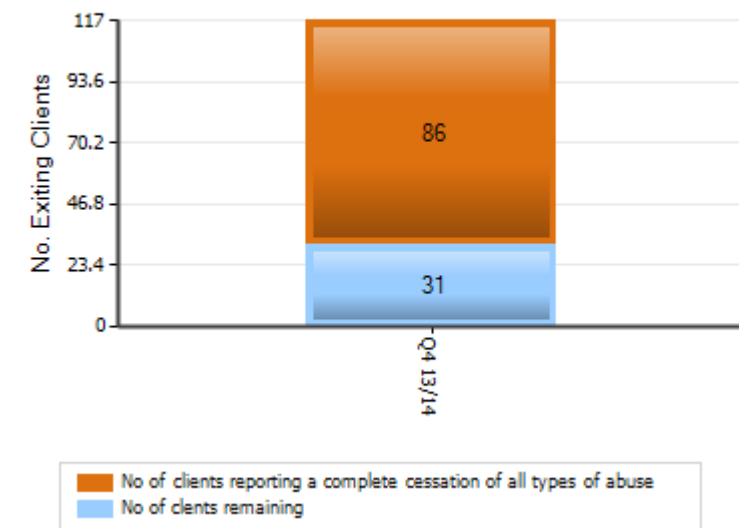
Key PI (1) - No. of cases closed as treatment complete (substance misuse)



Key PI (2) - No. of service users reporting a reduction in their substance misuse



Key PI (3) - No. of clients reporting a complete cessation of abuse following IDVA intervention (New)



Story behind the data:

Progress this year to date, demonstrates that there has been more positive planned treatment completions (893 or 73.50%) than negative closures (322 or 26.50%).

During the same period last year there were 713 (67.20%) positive planned treatment outcomes and 348 (32.80%) negative closures

Neutral outcomes = referred to another service; moved or in prison Negative closures = Treatment withdrawn (breach of contract), deceased and DNA (did not attend - or ceased attending)

Story behind the data:

During the year, the highest proportion of clients are showing a reduction in their substance misuse i.e. 1,501 (or 58.7%). 1,058 (or 41.3%) of clients have not shown a reduction in their substance misuse or are still in treatment.

During the same period last year 1,515 clients (62.7%) demonstrated a reduction in their substance misuse and 902 clients (37.3%) were either still in treatment (the outcome of which is not yet known) or have left without reducing their substance misuse

Story behind the data:

This data represents 73.50% of clients reporting positive outcomes in the form of a complete cessation of abuse as a result of IDVA intervention. This complements the other reported indicators within this outcome with 86.62% (99) clients feeling safer as a result of IDVA intervention and 83.76% (98) clients experiencing improvements in their quality of life

Key Priority: Public Health and Protection - Protecting people from harm

Lead Officer: Paul Mee - Service Director Public Health and Protection

Outcome 1: People in RCT live in safe, appropriate housing in sustainable and vibrant communities

Measures

Title	Target	Actual	RAG	Comment
Me01 - % of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority (Statutory)	1.00	3.05	–	Target of 45 private sector dwellings. Our target of 1% represents bottom quartile performance (i.e. in the bottom 25%) based on all Wales actual performance results for 2012/13
Me02 - No. of energy efficient insulation measures installed in all homes (Private & Social Rented) (Local)	1000.00	2801.00	–	
Me03 - No. of properties that have had energy efficiency measures installed (Local)	450.00	2617.00	–	
Me04 - No. of houses where an excess cold hazard was reduced to an acceptable level (Local)	37.00	41.00	–	
Me05 - No. of additional affordable housing units provided during the year (Local)	40.00	91.00	–	

Critical Improvement Action 1 -To tackle the blight of long term vacant properties through effective interventions aimed at returning them to use

Title	RAG	Overall Status	Comment
M01 - To undertake effective interventions including advice, guidance, financial incentives and enforcement aimed at tackling the detrimental impact of long term vacant properties on communities - Mar 14	–	Complete	
.			

Critical Improvement Action 2 - To improve the energy efficiency of the housing stock and reduce the cost of energy for residents in RCT

Title	RAG	Overall Status	Comment
M01 - Deliver energy saving programmes in partnership with providers, housing associations & private sector landlords to improve the energy efficiency of the stock through the installation of energy efficiency measures & reduce the health impact - Mar 14	–	Complete	
.			

Critical Improvement Action 3 - To determine the future policy intent for the private rented sector including access and regulation

Title	RAG	Overall Status	Comment
M01 - To review the existing Houses of Multiple Occupation (HMO) licensing regime through a Member Scrutiny Task Team, including the wider implications for access and regulation of the private rented sector - Aug 13	➔	Complete	
M02 - Identify recommendations for the future regulation of HMOs and the private rented sector from 2013/14 - Aug 13	➔	Complete	
M03 - Prepare report with recommendations for consideration by Cabinet - Oct 13	➔	Complete	

Critical Improvement Action 4 - To ensure the most effective use of the existing social housing stock in RCT in the context of welfare reform

Title	RAG	Overall Status	Comment
M01 - Undertake a strategic review of the social housing stock in relation to size, type, configuration and location and need and demand - Sep 13	➔	Complete	
M02 - Produce a report with recommendations for the Strategic Partnership Board (Prosperity) with any policy requirements to be reported to Cabinet - Dec 13	➔	Complete	

Key Priority: Public Health and Protection - Protecting people from harm

Lead Officer: Paul Mee - Service Director Public Health and Protection

Outcome 2: Fewer people in Rhondda Cynon Taf misuse alcohol and drugs

Measures

Title	Target	Actual	RAG	Comment
Me01 - % of clients who achieve a waiting time of less than 20 working days between referral and treatment (Local)		85.91		For information only - no target set
Me02 - % of cases closed as treatment completed (Local)		73.50		For information only - no target set. This measure has also been shown graphically at the front of the plan
Me03 - % of service users reporting a reduction in their substance misuse (New) (Local)		58.66		Baseline year - no target set. This measure has also been shown graphically at the front of the plan
Me04 - % of service users reporting an improvement in their quality of life (New) (Local)		53.81		Baseline year - no target set

Critical Improvement Action 1 - Review and further develop existing needle exchange services to ensure they address the needs of all injecting substance users

Title	RAG	Overall Status	Comment
M01 - Scope the existing service provision in Cwm Taf to establish baseline position in terms of service provision and access - Sep 13	🟢	Complete	
M02 - Consult with service users - Sep 13	🟢	Complete	
M03 - Identify gaps in service provision - Jan 14	🟢	Complete	
M04 - Implement revised service model, subject to approval by the Area Planning Board - Jul 14	🟢	On Target	
M05 - Evaluate performance of new service model through contract management framework - Apr 15	🟢	On Target	

Critical Improvement Action 2 - Review and reconfigure specialist, secondary care substance misuse treatment services to provide a more coordinated, accessible and integrated care pathway for service users

Title	RAG	Overall Status	Comment
M01 - Establish baseline performance of existing service provision across Cwm Taf - May 13	🟢	Complete	
M02 - Benchmark service provision against Welsh Government framework - Jun 13	🟢	Complete	
M03 - Consult with service users, providers and wider stakeholders - Revised Apr-14	🟢	Complete	
M04 - Commission reconfigured service, subject to Area Planning Board approval - Revised 2014-15	🔴	Target Missed	This review has become more comprehensive than envisaged. The Area Planning Board has approved an action to extensively change some areas of service provision. This action will continue in 2014/15
M05 - Evaluate performance of new service model through contract management framework - Apr 15	🟢	On Target	

Critical Improvement Action 3 - Develop and deliver a strategic "targeted" substance misuse training programme which delivers a whole organisation/departmental approach to transform operational practices and replaces existing arrangements

Title	RAG	Overall Status	Comment
M01 - Establish a task & finish group to identify training needs - Apr 13	🟢	Complete	
M02 - Identify resources available and gaps in resources required to support plan - Jul 13	🟢	Complete	
M03 - Develop a multi agency training plan - Oct 13	🟢	Complete	
M04 - Implement and deliver training plan in conjunction with partners from Oct 13 - Apr 14	🟢	On Target	
M05 - Evaluate training plan to ensure outcomes are delivered - Apr 15	🟢	On Target	

Key Priority: Public Health and Protection - Protecting people from harm

Lead Officer: Paul Mee - Service Director Public Health and Protection

Outcome 3: Fewer people in Rhondda Cynon Taf are the victims of anti social behaviour and public concern is reduced overall. People in Rhondda Cynon Taf are protected from the actions of repeat offenders

Measures

Title	Target	Actual	RAG	Comment
Me01a - No. of vulnerable/repeat victims of anti-social behaviour that are no longer experiencing anti-social behaviour / feel safer as a result of intervention (Local)		80.00		For information only
Me01b - % of vulnerable/repeat victims of anti-social behaviour that are no longer experiencing anti-social behaviour / feel safer as a result of intervention (Local)	75.00	78.43	■	
Me02a - No. of individual offenders that have ceased / reduced offending behaviour whilst participating in the scheme for PPO (Prolific & Priority Offenders) (Local)		47.00		Data is provided by South Wales Police and represents an average of the first two quarters of 2013/14. In the absence of a full year of data we are unable to compare against an annual target
Me02b - No. of individual offenders that have ceased / reduced offending behaviour whilst participating in the scheme for IOM (Integrated Offender Management) (Local)		67.00		As above
Me03a - No. of individuals referred to the unit who are no longer perpetrators of Antisocial behaviour (ASB) as a result of intervention (Local)		595.00		For information only
Me03b - % of individuals referred to the unit who are no longer perpetrators of Antisocial behaviour (ASB) as a result of intervention (Local)	75.00	74.38	■	

Critical Improvement Action 1 - To work in collaboration with the Domestic Abuse team to tackle perpetrators displaying domestic abuse and anti social behaviour

Title	RAG	Overall Status	Comment
M01 - To establish a two way referral process to identify perpetrators of Domestic Abuse and ASB - Mar 14	■	Complete	
M02 - Case management arrangements put in place to develop action plan and ensure coordinated multi agency implementation - Mar-14	■	Complete	

Critical Improvement Action 2 - To identify and refer suitable cases of ASB perpetrators and victims for intervention from key new initiatives of Team Around the Family (TAF) and YOS (Youth Offending Service)

Title	RAG	Overall Status	Comment
M01 - Identify individuals to be targeted by these interventions - Mar 14	➔	Complete	
M02 - Work in partnership with TAF leads and YOS bureau officers to ensure two way flow of information on ASB related cases - Mar 14	➔	Complete	

Critical Improvement Action 3 - To undertake work targeting repeat locations of ASB, utilising ASB interventions for victims and perpetrators and crime reduction measures to reduce ASB

Title	RAG	Overall Status	Comment
M01 - Identify relevant ASB repeat locations to target resources and interventions towards - Mar 14	➔	Complete	
M02 - Undertake multi agency operations including Friday Night Projects (multi agency) to tackle ASB perpetrators at these locations - Mar 14	➔	Complete	

Key Priority: Public Health and Protection - Protecting people from harm

Lead Officer: Paul Mee - Service Director Public Health and Protection

Outcome 4: Fewer people in Rhondda Cynon Taf are the victims of domestic abuse and sexual violence

Measures

Title	Target	Actual	RAG	Comment
Me01a - % of clients that reported feeling safer as a result of Independent Domestic Violence Advisor (IDVA) service intervention (Local)	85.00	84.62	↓	
Me01b - % of clients that reported their quality of life had improved as a result of IDVA service intervention (Local)	85.00	83.76	↓	
Me02 - % of clients reporting a complete cessation of abuse following IDVA intervention (Local)		73.50		For information only - no target set. This measure has also been shown graphically at the front of the plan

Critical Improvement Action 1 - Establish regional collaborative arrangements across Cwm Taf to coordinate a multi agency strategic response to Sexual Violence and Domestic Abuse

Title	RAG	Overall Status	Comment
M01 - Establish a joint Sexual Violence and Domestic Abuse Forum (SVDAF) for Cwm Taf Partners - Apr 13	⊖	Complete	
M02 - Establish a task & finish group to scope issue, map existing service provision and identify gaps - Aug 13	⊖	Complete	
M03 - Develop an action plan to deliver a coordinated & consistent approach to dealing with sexual violence & domestic abuse across Cwm Taf, demonstrating victim support, holding perpetrators to account & also introduce preventative action - Apr 14	⊖	Complete	
M04 - Action plan approval and implementation by SVDAF - Apr 14	⊖	Complete	

Critical Improvement Action 2 - Introduce a voluntary perpetrator programme to challenge and change perpetrator behaviour

Title	RAG	Overall Status	Comment
M01 - Commission Safer Merthyr Tydfil to provide voluntary programme for perpetrators from RCT as a pilot - Jun 13	⊖	Complete	
M02 - Evaluate outcomes of voluntary programme and determine whether to recommission in 2014/15 - Revised 2014/15	⊕	On Target	Co-ordinator left programme looking at commissioning a new programme will roll into 14/15
M03 - Report outcomes and recommendations to LSB - Revised 2014/15	⊕	On Target	As above

Critical Improvement Action 3 - Ensure education on healthy relationships across schools in Rhondda Cynon Taf is coordinated and consistent in anticipation of statutory duty

Title	RAG	Overall Status	Comment
M01 - Review existing educational provision for healthy relationships - Jul 13	➔	Complete	
M02 - Identify target age ranges and school settings - Oct-13	➔	Complete	
M03 - Explore and identify opportunities for consistent delivery of educational programme across schools in RCT with Local Education Authority - Apr 14	➔	Complete	

Critical Improvement Action 4 - Establish effective and consistent mechanisms to enable GPs to signpost victims of domestic abuse to appropriate support services in anticipation of statutory duty to "ask & act"

Title	RAG	Overall Status	Comment
M01 - Building on GP pilots delivered in 2012/13, develop a full and updated electronic directory of support services - Jun 13	➔	Complete	
M02 - Provide annual refresher training for GPs and their support staff - Apr 14	➔	Complete	
M03 - Develop a referral form for GPs that can be completed electronically - Jun 13	➔	Complete	
M04 - Develop discreet information leaflets to hand out (when safe to do so) - Sep 13	➔	Complete	

Key Priority: Public Health and Protection - Protecting people from harm

Lead Officer: Paul Mee - Service Director Public Health and Protection

Outcome 5: To control the availability of alcohol through effective licensing. To promote a fair trading environment in Rhondda Cynon Taf Measures

Title	Target	Actual	RAG	Comment
Me01 - % of licensed premises in risk categories A & B (high risk) inspected by target date (Local)	75.00	92.00	■	
Me02 - % of test purchases for the sale of alcohol to underage volunteers that results in a refusal to sell (Local)		91.80		For information only - no target set. The measure provides an indication of refusal rates but can be adversely influenced by targeted operations. This measure was incorrectly presented with a target in the Corporate Plan. This data has been updated since the Qtr 4 report and 2014/15 Corporate Plan
Me03 - No. of doorstep crime incidents responded to (investigated and action taken in response) (Local)		47.00		For information only - no target set. This data has been updated since the Qtr 4 report and 2014/15 Corporate Plan
Me04 - % of elderly people responding after awareness events that they are prepared to resist doorstep crime (New) (Local)	75.00	91.43	■	

Critical Improvement Action 1 - To control the availability of alcohol through effective licensing, promoting good management practice and tackling underage sales

Title	RAG	Overall Status	Comment
M01 - Deliver a programme of risk based inspections of licensed premises targeting the highest risk premises as a priority - Mar 14	●	Complete	
M02 - Provide training for staff working in the licensed trade to promote responsible management/good practice - Mar 14	●	Complete	
M03 - Deliver a programme of targeted intelligence led operations aimed at tackling underage sales of alcohol, including direct sales and proxy sales - Mar 14	●	Complete	

Critical Improvement Action 2 - Establish collaborative delivery arrangements for Trading Standards services in the Cwm Taf Region

Title	RAG	Overall Status	Comment
M01 - Create Joint Governance Board with Merthyr Tydfil CBC - Apr 13	●	Complete	
M02 - Establish Joint Cwm Taf Service Delivery Plan for 13/14 - May 13	●	Complete	
M03 - Establish cross boundary authorisation of staff to work across region - Revised Nov-13	●	Complete	
M04 - Review animal feed official control delivery - Revised Jan 14	▲	Complete	
M05 - Review current arrangements for animal movement data entry - Jan 14	●	Complete	
M06 - Report recommendations from the above activities to the Joint Governance Board - Jan 14	●	Complete	

Critical Improvement Action 3 - To promote a fair trading environment by effective regulation targeting rogue traders whilst protecting vulnerable consumers and helping local businesses comply

Title	RAG	Overall Status	Comment
M01 - Deliver a programme of formal criminal investigations (as and when required) and joint enforcement operations with South Wales Police - Mar 14	⊖	Complete	
M02 - Publicise doorstep crime issues to provide community reassurance and warnings for criminals - Mar 14	⊖	Complete	
M03 - Run awareness raising sessions with older people to help them identify and resist bogus callers and seek help if they are targeted - Mar 14	⊖	Complete	
M04 - Evaluate the 3 trial Cold Calling Control Zones* - Jan 14	⊖	Complete	

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Public Health & Protection - Protecting People from Harm

Outcome 1 - People in RCT live in safe, appropriate housing in sustainable and vibrant communities											
Theme Title	PI Ref:	Indicator Description	2011/12	2012/13	2013/14			Overall Direction of Performance 2013/14 against 2011/12	2014/15	Comments	
			Actual Data	Actual Data	Target	Actual Data	RAG		Wales Average		Target
Safety	Me01	Me01 - % of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority (Statutory)	1.18	3.47	1.00	3.05	●	9.23	↑	3.00	
	Me02	Me02 - No. of energy efficient insulation measures installed in all homes (Private & Social Rented) (Local)	N/A	5,572	1,000	2,801	●		↓	N/A	
	Me03	Me03 - No. of properties that have had energy efficiency measures installed (Local)	N/A	3,718	450	2,617	●		↓	N/A	
	Me04	Me04 - No. of houses where an excess cold hazard was reduced to an acceptable level (Local)	N/A	28	37	41	●		↑	25	
	Me05	Me05 - No. of additional affordable housing units provided during the year (Local)	77	40	40	91	●		↑	N/A	

Outcome 2 - Fewer people in Rhondda Cynon Taf misuse alcohol and drugs											
Theme Title	PI Ref:	Indicator Description	2011/12	2012/13	2013/14			Overall Direction of Performance 2013/14 against 2011/12	2014/15	Comments	
			Actual Data	Actual Data	Target	Actual Data	RAG		Wales Average		Target
Safety	Me01	Me01 - % of clients who achieve a waiting time of less than 20 working days between referral and treatment (Local)	N/A	78	N/A	86	N/A		↑	80	
	Me02	Me02 - % of cases closed as treatment completed (Local)	N/A	67	N/A	74	N/A		↑	74	
	Me03	Me03 - % of service users reporting a reduction in their substance misuse (New) (Local)	N/A	63	N/A	59	N/A		↓	59	
	Me04	Me04 - % of service users reporting an improvement in their quality of life (New) (Local)	N/A	55	N/A	54	N/A		↓	56	

Outcome 3 - Fewer people in Rhondda Cynon taf are the victims of anti social behaviour and public concern is reduced overall. People in Rhondda Cynon Taf are protected from the actions of repeat offenders

Theme Title	PI Ref:	Indicator Description	2011/12	2012/13	2013/14			Overall Direction of Performance 2013/14 against 2011/12	2014/15	Comments	
			Actual Data	Actual Data	Target	Actual Data	RAG		Wales Average		Target
Safety	Me01a	Me01a - No. of vulnerable/repeat victims of anti-social behaviour that are no longer experiencing anti-social behaviour / feel safer as a result of intervention (Local)	N/A	115	N/A	80	N/A			N/A	
	Me01b	Me01b - % of vulnerable/repeat victims of anti-social behaviour that are no longer experiencing anti-social behaviour / feel safer as a result of intervention (Local)	N/A	N/A	75	78	●		N/A	75	
	Me02a	Me02a - No. of individual offenders that have ceased / reduced offending behaviour whilst participating in the scheme for PPO (Prolific & Priority Offenders) (Local)	N/A	N/A	N/A	47	N/A		N/A	N/A	
	Me02b	Me02b - No. of individual offenders that have ceased / reduced offending behaviour whilst participating in the scheme for IOM (Integrated Offender Management) (Local)	N/A	N/A	N/A	67	N/A		N/A	N/A	
	Me03a	Me03a - No. of individuals referred to the unit who are no longer perpetrators of Antisocial behaviour (ASB) as a result of intervention (Local)	N/A	489	N/A	595	N/A			N/A	
	Me03b	Me03b - % of individuals referred to the unit who are no longer perpetrators of Antisocial behaviour (ASB) as a result of intervention (Local)	N/A	N/A	75	74	●		N/A	75	

Outcome 4 - Fewer people in Rhondda Cynon Taf are the victims of domestic abuse and sexual violence											
Theme Title	PI Ref:	Indicator Description	2011/12	2012/13	2013/14			Overall Direction of Performance 2013/14 against 2011/12	2014/15	Comments	
			Actual Data	Actual Data	Target	Actual Data	RAG		Wales Average		Target
Safety	Me01a	% of clients that reported feeling safer as a result of Independent Domestic Violence Advisor (IDVA) service intervention (Local)	N/A	90.11	85	84.62	●		↓	85.00	
	Me01b	% of clients that reported their quality of life had improved as a result of IDVA service intervention (Local)	N/A	97.91	85	83.76	●		↓	85.00	
	Me02	% of clients reporting a complete cessation of abuse following IDVA intervention (Local)	N/A	90.11	N/A	73.50	N/A		↓	80.00	

Outcome 5 - To control the availability of alcohol through effective licensing. To promote a fair trading environment in Rhondda Cynon Taf											
Theme Title	PI Ref:	Indicator Description	2011/12	2012/13	2013/14			Overall Direction of Performance 2013/14 against 2011/12	2014/15	Comments	
			Actual Data	Actual Data	Target	Actual Data	RAG		Wales Average		Target
Safety	Me01	% of licensed premises in risk categories A & B (high risk) inspected by target date (Local)	84.19	100	75	92	●		↑	75	
	Me02	% of test purchases for the sale of alcohol to underage volunteers that results in a refusal to sell (Local)	90.63	98.25	N/A	91.18*	N/A		↓	N/A	
	Me03	No. of doorstep crime incidents responded to (investigated and action taken in response) (Local)	N/A	206	N/A	47*	N/A		↓	N/A	
	Me04	% of elderly people responding after awareness events that they are prepared to resist doorstep crime (New) (Local)	N/A	N/A	75	91	●		N/A	75	

Footnote:

* This data has been updated since publication of the Corporate Plan and Q4 Performance report - previously reported as 90.22 and 51.00 respectively

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Performance Evaluation - Maintaining People's Independence

Our overall priority was and continues to be "Maintaining People's Independence" so that older and vulnerable people and their carers are supported to remain in control of their care arrangements and accommodation. Our priority is to provide good quality interventions that support independence whilst also retaining a focus on safeguarding vulnerable adults from neglect and abuse. To do this, in 2013/14 we planned

to continue our work towards the integration of health & social care services¹ to provide, based on need, a more holistic and seamless service for people in Rhondda Cynon Taf. We need to provide efficient integrated health and social care services that are responsive, citizen centred and support independence and in doing so meet the requirements of the Social Services and Well Being (Wales) Bill

to review existing and develop new provisions, where appropriate, to provide needs led services that focus on independence and quality, protect the dignity and well being of clients and make best use of resources – latest predictions indicate that the number of people aged 65+ will increase by 40% by 2033 which will impact on people's ability to live independently. We therefore need to continue our work to support independence. There is also growing demand for suitable accommodation for younger adults with a learning disability (this was highlighted by the Care and Social Services Inspectorate Wales in the Performance Evaluation report (2011/12) www.rctcbc.gov.uk/CSSIWPerformanceReport2011-12)

In this priority we directly sought the views of the Rhondda Cynon Taf Older People's Advisory Group (OPAG)² to test the reality of our reported progress. Representatives from the OPAG also attended the Community Services Scrutiny Working Group to present and reinforce the findings of OPAG members. The points made by OPAG that related directly to the challenge of the 2013/14 plan progress have been referenced in the Performance Evaluation. All other information that was captured will be used by service Managers to inform service planning, work with our partners

¹ Integration of health & social care services supports the Welsh Government's Sustainable Social Services Framework that aims to reshape and refocus social services in order to ensure that they remain strong, and can continue to meet citizens' needs and aspirations

² The Rhondda Cynon Taff Older People's Advisory Group acts as the governing body of the Rhondda Cynon Taff Older People's Forums. There are five forums in Rhondda Cynon Taff, ie : Upper Rhondda, Rhondda, Cynon, Taff Ely and Llantrisant. The Advisory Group consists of three elected members from each of the five forums. The Advisory Group seeks to serve and promote the interests of those people aged over 50 in Rhondda Cynon Taff

and/or **will** be used to shape the 2015/16 Priority Planning. We are grateful to the OPAG for its honest and valuable input into the evaluation of our progress.

We said we would continue to work towards the integration of health & social care services³ to provide, based on need, a more holistic and seamless service for people in Rhondda Cynon Taf.

Our progress over the last year in this area has been mixed.

We successfully set up the First Response Service. to help improve how referrals are dealt with. Since implementation we have received 32,806 contacts, 29,039 of which were progressed within the Council. This could be perceived as a healthy response but whilst the call volume is high, we need to do more analysis on the information to be clear about where the calls are coming from in terms of location, client group and the nature of the calls. This will help us to get a clear picture of what the data is telling us so that we can target information/help appropriately and to get a true picture of how the First Response Service is improving the service we provide to the residents of RCT. Initial analysis of the response is indicating that 30% of the responses are an indication of need within the community. Rhondda Cynon Taf is the only Council in Wales that has this exact Service Delivery model so we are currently unable to benchmark our performance at this stage. However, feedback from customer call backs indicates that on average in 2013/14 98.7% of callers surveyed were satisfied with the service overall and 98% considered that the advisor had resolved their enquiry. The planned work to evaluate the First Response service is ongoing and so we have not met the original completion date of March 2014. This work will now be completed by December 2014.

In May 2013, we introduced a Short term intervention service which was designed to provide a short term enabling service. The service delivers individual planned support for up to six weeks with the aim of promoting independence and reduces the need for ongoing Social Care Services. As a result of this work and the more recent expansion of Reablement packages, we have achieved this and our data shows there were 71.52% of reablement packages completed where clients required no ongoing services, increasing from 68.38% in the previous year. However, whilst we will continue with our work to help people to maintain their independence in 2014, we have set a reduced target for this measure in 2014/15. The reduced target of 65%, reflects the likely impact of the Service widening access to people with dementia who are more likely to require some level of ongoing service.

³ Integration of health & social care services supports the Welsh Government's Sustainable Social Services Framework that aims to reshape and refocus social services in order to ensure that they remain strong, and can continue to meet citizens' needs and aspirations

Feedback from Service Users is generally positive:

- ***"We were satisfied with the extra care we received, my mother is now capable to attend to her own needs, where at the time she could not manage her day to day tasks. Thank you for your help"***
- ***"The girls on the rehabilitation team were excellent and what they taught him has made a difference to him and the referral to telecare made a big difference to his safety, we have a sensor on bed down & upstairs and on chair so every time he moves I can get there"***
- ***"Please thank all of the carers who came to help me - they were all very friendly and helped keep my dignity throughout. They were also very punctual and would let me know who was calling if possible. This meant a great deal to me as I am of a nervous disposition."***
- ***"I cannot thank & praise your service enough. I was grateful for the support & equipment I received especially as I live alone. Carers and meals came regularly at the promised time, many thanks "***
- ***"The help I have received has benefitted me enormously and has assisted in regaining my confidence and independence."***
- ***"I would like to thank you all that have helped me in my recovery in my own home or making me feel that I can carry on in my home and knowing that if I need help , advice or a chat that you were there in person and on the phone if I needed you."***

We also know there is more we to do, for example, one user told us ***"I felt the service was helpful in some areas, however there were many areas where the service could not help and overall I feel my independence has not improved significantly. I feel that there was little/no information provided about when the service ended"***. As a result of this comment we are currently reviewing the end of service information we provide to individuals and information for staff to pass on in the form of a leaflet

We have been unable to complete a planned evaluation of the usefulness of our Directory of Services (for Care Services). A revised updated version of "A Guide to Social Care 2014" has been published on the councils website. In order to meet the information needs of social care staff the Council's intranet site INFORM has been redesigned to make service information more accessible. This also enabled staff to provide support to service users. Specific evaluation re the Directory is being managed at service level and progress will be monitored. If progress is not as anticipated it will be reintroduced as a future priority item

We continue to work in collaboration with the Local Health Board. In May 2013 following consideration of a paper on the future for learning disability services across Rhondda Cynon Taf we have hosted a scoping workshop with colleagues in Merthyr Tydfil CBC and colleagues from the Local Health Board and formed a Project Board. However, with the long term absence of the Director who was leading the work this was postponed temporarily.

Further progress has been limited owing to resource issues. We have used £175K ESF partnership funding to support the implementation of the WG initiative on a "Framework for Integration of H&SC for Old People with complex needs. As a result of the progress and the steps we have put in place for the Council and the Health Board to work together this does not appear as a priority for 14/15 in our Corporate Plan. However, progress will be monitored within the Council and by partners in the Local Service Board.

We have reviewed what we do and how we make sure that the voices of Service Users are heard. We found that whilst we engage well with some Service Users, ie people with mental health difficulties and people with learning disabilities we need to do more for other groups. In 2014/15 specific work to do this is being managed at service level and progress will be monitored. If progress is not as anticipated it will be reintroduced as a future priority item.

In its Annual review of performance for 2012/13, the CSSIW recognised the pace of change in adults services has increased with evidence of initiatives coming to fruition. The report also recognises the Council has "longer term plans in place to look at all services to ensure value for money is achieved as well as meeting the needs of the Citizen" www.rctcbc.gov.uk/cssiannualreview2012-13

We said we would review existing and develop new provisions, where appropriate, to provide needs led services that focus on independence and quality, protect the dignity and well being of clients and make best use of resources

We have made positive progress overall in this area having completed the majority of things that we set out to achieve.

We have improved access to intermediate care as described above and also extended the use of intermediate care and reablement service to all hospitals and wards in the Cwm Taf area. As a result of this work, 94.17% of people who responded to a survey felt that the service we put in place helped them to remain living independently in their home. This is a significant proportion of responses overall but marginally below last years response of 95.6. We have promoted the service to people with memory problems by the development of a Reablement Memory Service. Initially this service was delivered in the Rhondda area, due to positive evaluation of the impact on service users, in 2014/15 the service will be rolled out across RCT. While individuals with memory problems or a dementia do benefit from a targeted Reablement service, full independence levels are generally lower than for individuals with a physical disability. As a result of the anticipated increase in the number of people receiving the service where there is limited improvement in independence, we have set a lower target of 92% for 2014/15 which better reflects the changing needs of the

client group. We have exceeded our target in the number of people discharged from hospital receiving a reablement service who have a cognitive impairment, eg problems with memory, forgetfulness or a dementia, as a result a smaller number of people have required ongoing service provision and remain living independently in their own homes. As part of the service delivery, information and guidance is provided to informal carers. The additional information about dementia and caring for an individual supports carers to continue in their caring role.

OPAG representatives were generally positive about the Reablement service but they had concerns about aspects of the other care services eg for those having long term home care, the timing of the service where people are being put to bed very early in the evening.

We have implemented new care contracts for the delivery of care to people with learning disabilities in Supported Living Schemes and have now streamlined the number of providers to one for each locality of Rhondda, Cynon and Taff. This enables a better use of resource as services can be more targeted in geographical areas so becoming more service user focused, less fragmented and more cost effective. This was implemented in October 2013 and to date is working well. It is our aim to ensure that the quality of care is maintained at a reduced costs thus providing better value for money. It is too early to say whether this has been delivered but we plan to complete the evaluation of this by the end of October. This evaluation is being managed at service level and progress will be monitored. If progress is not as anticipated it will be reintroduced as a future priority item. Early indications are that there is greater collaboration with assessment, commissioning and provider teams resulting in a more coherent delivery of quality care for people with a learning disability. The plans for evaluation are ongoing and qualitative monitoring has been ongoing through the year. A financial comparison will need to be made at the completion of a year of the new contracts.

We have increased the range of access to services to help people live independently by working with RCT Homes to make available two sheltered accommodation units in Hendre Gwilym (Penygraig) and Buarth y Capel (Ynysybwl) for people aged under 65 years old. We have completed the refurbishment, appointed "Drive" as the Tenancy Support Provider and arranged and facilitated the relocation of tenants. The units have now been operational since Spring 2013 and we have started an evaluation of the effectiveness of the new accommodation and care arrangements and the impact the lives of the tenants. Early signs are positive, for example, feedback from one resident ***"Before moving into Cwrt Buarth y Capel I was living in a place which gave me no chance to meet others and have a life outside. When this flat became available I moved in and started going shopping and meeting people straight away. The building and the facilities are wonderful – my flat is out of this world and the "Drive" staff work really hard to help us live by ourselves but still have fun. I can't praise it enough!"***

The evaluation of the new accommodation overall is being now managed at service level and progress will be monitored. The evaluation will be completed by the end of October 2014 and if progress is not as anticipated it will be reintroduced as a future priority item. Early signs are that the accommodation is limiting the use of expensive out of county placements and maintaining individuals in their local areas.

As an additional support to people to enable them to live at home, we recognised the need to expand the use of Telecare. Telecare consists of equipment and services that support safety and independence, ranging from an emergency pendant that allows people call for help to placing detectors around the home which when activated will automatically call a 24 hour response service, thus giving additional assurance to people living alone. The findings from a review of Telecare completed in 2013 will also inform a revised Policy for the future provision of Telecare. Both the findings from the review and the consequent revisions to the Policy will be presented to Cabinet for consideration. With 430 service users in 2013/14 there were fewer people accessing the service than in 2012/13 (438). This data and the review of the service confirmed the need to do more to promote and market this service, this was also confirmed in feedback from the OPAG. Work on a marketing campaign to promote Telecare as a means of supporting independence is continuing and is contained in the 2014/15 Priority Plan.

Whilst much of our work to help people to live in their own homes longer is positive, we are also aware that there is still much to be done, including putting in place adaptations more quickly. Despite delivering Disabled Facilities Grants more quickly, from 271 days in 2012/13 to 232 days in 13/14, we note the progress that other Councils are making which has resulted in RCT's slight decline in comparative performance from 7th to 10th in Wales.

As a result of our overall work in this area, the number of people under 65 we support in the community has increased from 86.11% per 1,000 population to 87.39%. This means that more people are maintaining their independence and staying in their own homes for longer. This positive performance is also reflected in our comparative position within Wales, where we have improved our position from 11th to 7th out of the 22 Councils.

The number of people aged 65 or over that we support in the Community has fallen slightly in the last year, from 108.62 per 1,000 population to 106.9, however our performance still remains among the best in Wales which suggests that the initiatives and partnership arrangements the Council is putting in place is having a positive outcome for individuals and communities.

Direct Payments

We have increased the number of clients choosing to pay their carers through direct payments (373 out of 2,795 service users) which provides our clients with choice about the care they receive. This is a greater number than the target set but we also recognise we need to do more to help people

have the confidence to manage their direct payment. We have undertaken a pilot scheme in which we provided additional support to help people to more effectively manage their direct payment. As the pilot started later than anticipated due to a delay in identifying appropriate service users to participate the evaluation was also delayed until June 2014 and appears in our 2014/15 plan. However, early indications are that the pilot has been successful and will be commissioned as a new service available within the parameters of an eligibility criteria.

In the OPAG meeting there was a query about how we monitor £ is being spent appropriately - There are a number of mechanisms in place to monitor this money eg care management reviews, audited accounts and work with the Dewis Centre for Independent Living.

Carers information

It is estimated that 1 in 10 of our residents is already a carer, which is more than the average for Wales. Over the last few years we have been working hard to improve the help we provide to Carers so that they feel fully supported in providing care for a family member or friend. The Cwm Taf Carers Information and Consultation Strategy was launched at an event in June 2013. The launch included real life examples of caring roles from daily experiences to the implications of hospital discharge.

We are involving Carers in shaping the service and the progress we are making to develop support for all carers was recognised in the most recent (2012/13) CSSIW Annual Review and Evaluation report www.rctcbc.gov.uk/cssiwannualreview2012-13. However, as the 2011 Census indicates, there are many 'hidden' Carers across Cwm Taf and we recognise we need to do more to identify and support them. It is hoped that this will be further achieved through the implementation of the Carers Information and Consultation Strategy. Because of this, Carers remains one of our priorities for 2014/15. This has been recently reinforced by feedback from OPAG who indicated that they had concerns about longer term carer issues including what could be perceived as the provision of "medical" care.

For those Carers that receive support, feedback is positive

Case Study from Young Adult Carers (18-25 year olds):

J had to give up his painting and decorating course to care for his father at home. With the family's permission the project worker liaised with other professionals to highlight J's situation and to get more support for the father. J began socialising again with other carers and was then supported to access benefits advice, apply for work and completed some workshops with the project. He is now in part-time work.

Feedback from participants in Carers Events

Manual Handling Information Course March 2014:

"Learnt more today than in the last 8 years! Will be doing more in the future for definite"

"Excellent what I've learnt today, will hopefully change our home life"

Carers and their Rights Event March 2014:

"Interesting, good input. Keep the really good events going"

"I thought the day was very informative and helpful. Thank you"

Carers Pottery Workshop Feb 2014:

"These workshops give Carers the opportunity to learn a new skill whilst giving us a break from our caring role, and also a lovely way to either meet new people or meet up with friends you have made on other workshops. Thank you"

"It's been a lovely first and wonderful experience meeting and working with people in situation not too dissimilar to mine"

Carers Ceramic Painting workshop November 2013:

"Fabulous, would be lost without it (Carers Project), had a fabulous time and met some wonderful people"

"Thank you for the opportunity to try something new whilst giving me a stress free day"

Quote from Mindfulness Course September 2013:

"Thank you. Life can be very difficult sometimes and I hope to use this course as a basis to make it a little less difficult and much more rewarding"

As part of support to Carers, in April 2013 we merged Merthyr Tydfil and Rhondda Cynon Taf A-Z Carer Guides and created a "Cwm Taf Carers A – Z". This Guide aims to provide Carers and residents in Cwm Taf, with information about the services and support that may be available to them. The Cwm Taf A-Z has been made available via Merthyr Council, RCT and Cwm Taf UHB websites and has been widely distributed across Cwm Taf to locations including Leisure Centres, Libraries, Day Centres, health locations, including Hospitals and GP surgeries, and Third Sector organisations e.g. Interlink and the Alzheimer's Society www.rctcbc.gov.uk/CarersGuide We have also completed a review of all our Carers Support Project documentation for carers to ensure its relevancy and accuracy.

Using funding from Welsh Government we have also appointed a Carers Measure Coordinator who is supporting the implementation of the Cwm Taf Carers Information and Consultation Strategy. Part of the role of the Coordinator is to raise awareness of potential carers by identifying Carers champions across all public sector settings; there are currently 130 Carers Champions in place. The champions represent the needs of Carers within their organisations, eg in Job Centre Plus staff are trained to identify Carers so that appropriate support is offered when seeking work or attempting to reenter employment. A significant amount of work has been undertaken to raise awareness of Carers in the Community. This includes a marketing plan "Who Cares" which is in place across Cwm Taf. This has involved displaying billboards across Cwm Taf; local cinema advertisements; distributing posters and press releases as well as interviews on local radio. Links have been made with Cwm Taf Pharmacies and information included with dispensed prescriptions. In addition, to provide further information regarding the Carers Measure a "Who Cares" information leaflet has been developed and widely distributed.

A Carer Aware e-learning module has been procured for staff across Cwm Taf. The aim of the module is to ensure staff are more 'Carer Aware', thus improving awareness and recognition of Carers. The module is also designed to give an insight into Carers issues, support available to them and Carers rights.

More detailed information about the work of the Council and our Partners in supporting Carers and implementing the Cwm Taf Carers Strategy can be found in the Annual Report on the Cwm Taf Carers Strategy (Report and Appendix) that was presented to Cabinet in May 2014 www.rctcbc.gov.uk/CarersStrategyAnnualReport2014

In Rhondda Cynon Taf the number of Carers identified increased significantly between 2012-13 to 2013-14 and in increasing the numbers of Carers we are identifying this should mean an increase in the number of Carers Assessments offered. Since 2012/13 we have increased the assessments offered to carers in their own right from 39.5% to 60.4%. Whilst this is a significant increase within Rhondda Cynon Taf our performance remains within the bottom quartile for Wales and remains one of our priorities for 14/15.

Butterfly project

The "Butterfly Project" is a new approach to dementia care, for which the Council has received national recognition. Following the success of the project in Clydach Court, Trealaw, this nationally recognised work in care for people with dementia was extended to another one of our Care Homes. The "Butterfly Project" was implemented in Dan y Mynydd, Porth, Home for the Elderly in 2013 and during Dementia Awareness Week in May 2014 it

become the second Council care home to secure the highest-possible award in the Butterfly Project from the Care Council for Wales. We will be completing the formal evaluation of the Projects in both Clydach Court and Dan y mynydd in October, which is later than first anticipated but clearly early signs indicate a huge success. This is reinforced not only by the national award and recognition but also from feedback from friends and family of those cared for in the home, who noted a "**remarkable difference and even improvement in the behaviour of their loved ones**" as a result of the project. There are plans to introduce the project to Cae Glas Home for the Elderly, in Hawthorn .

Multi - Agency Safeguarding Hub (MASH)

The completion of the MASH will facilitate the most efficient and effective safeguarding service for both children and adults across partner organisations. The MASH will provide a physical hub for sharing information and concerns on child and adult referrals into safeguarding services. A way forward to implement the MASH was agreed by the Cwm Taf Safeguarding Childrens' Board in November 2013, ie agreeing to the MASH and to implement Adult's in advance of Children's aspects. The MASH remains a priority for the Council and its partners and is included in the 2014/15 Priority Plan. It is anticipated that the revised implementation date of March 2015 will be met for Adult Services.

In the meantime we have improved our performance in respect of completing Adult referrals where risk has been managed for the third consecutive year from 75.41% in 2011/12 to 91.84%. Despite this improvement our comparative position has worsened from 11th to 13th in Wales, although our performance is above the Welsh average for 2013/14.

The Key Priorities to "**Support Vulnerable Adults and Older People to live Independently** " as set out in our Corporate Plan 2014/15 are.....

- Helping people to live independently and maintain the same or similar performance levels as last year against growing demand.
- Safeguarding vulnerable adults, reflecting the important work that is needed to further reinforce the current arrangements in place and prepare for the new law that will be introduced in 2015.

You can view the detailed action plan for 2014/15 at: www.rctcbc.gov.uk/councilpriorities-adultsindependence

Wales Programme for Improvement

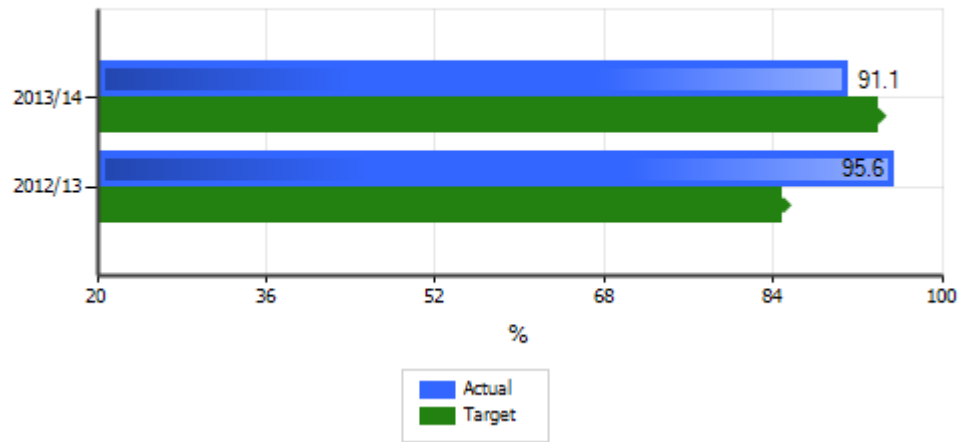
Maintaining People's Independence 2013/14 Action Plan - Supporting Adults and Older People to Live Independently

What we aim to achieve:

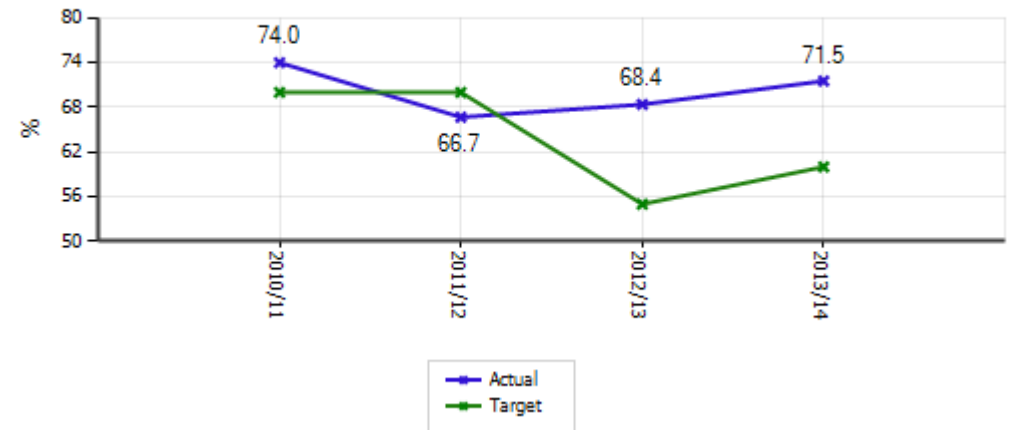
The Council will continue to improve the services it provides to support older people to live at home, promoting independence and improving the quality of life, preventing unnecessary hospital admissions and facilitating timely discharges. This will include providing more support for people with long term needs, protecting vulnerable adults and helping those with caring responsibilities

How will we know if we are making a difference:

Key PI(1): % of reablement clients, that returned questionnaires, who felt we helped them remain living independently in their own home environment (YTD)



Key PI(2): % of reablement packages completed in the period, where the client requires no ongoing services (at the point of completing the reablement package)



Story behind the data:

From April 2012 we have started to collect information on whether or not clients felt we helped them remain living independently in their own home environment. Between April 2013 and March 2014 we sent questionnaires to 1,320 people, 327 returned them and 298 felt we helped them achieve this (91.1%). This compares to 97.1% at quarter 1, 96.6% at quarter 2, 94.7% at quarter 3 of 2013/14 and 95.6% for the whole of 2012/13

Story behind the data:

Between April 2013 and March 2014, 1,127 people have accessed the service of which 806 (71.5%) have required no on-going support at the point of completing the reablement package. This compares to 76.9% at quarter 1, 72.1% at quarter 2 and 72.9% at quarter 3 of 2013/14 and 68.38% for the whole of 2012/13

Key Priority: Maintaining People's Independence - Supporting adults and older people to live independently






Lead Officer: Bob Gatis - Service Director Community Care

Outcome 1: Work towards the integration of health & social care services to provide, based on need, a more holistic and seamless service for people in RCT

Measures

Title	Target	Actual	RAG	Comment
Me01 - Number of contacts recorded by First Response for action (New) (Local)		32806.00		Indicator title changed following data review. Baseline year
Me02 - Number of contacts referred outside the Council (New) (Local)		3767.00		Indicator title changed following data review. Baseline year
Me03 - Number of contacts progressed by Social Care service (New) (Local)		29039.00		Indicator title changed following data review. Baseline year

Critical Improvement Action 1 - In partnership with the Local Health Board (LHB) deliver a more consistent and flexible response to identifying, assessing and meeting need to help people remain independent

Title	RAG	Overall Status	Comment
M01 - First Response Service and Prevention: Introduce a single point of access for the First Response Service within the Customer Care Call Centre to effectively gate-keep referrals made to Adult Social Care Services (to include staff training and development) - May 13		Complete	
M02 - Evaluate the usefulness of the Directory of Services available on the Council's website in helping people wishing to access social care information and services - Mar 14		Target Missed	In retrospect the target was not achievable without additional resource
M03 - Introduce a short term intervention service, accessed via a single point of entry, to promote independence via targeted rehabilitation, reducing the number of people requiring ongoing social care services following interventions - May 13		Complete	
M04 - Deliver training to relevant staff to support the introduction of best practice for Care and Treatment Planning (CTP) to ensure that people with complex mental health needs are properly supported through multi-agency working - Mar 14		Complete	
M05 - Complete an evaluation of the First Response, Short Term Intervention and Locality Services and report findings to the Implementation Board consisting of senior Managers - Mar 14		Target Missed	This work is still in progress. Revised delivery date - Dec 14

Critical Improvement Action 2 - In partnership with the Local Health Board (LHB), review opportunities to improve the delivery of Learning Disabilities Services

Title	RAG	Overall Status	Comment
M01 - Consider a paper from Abertawe Bro Morgannwg University Local Health Board on a future framework for learning disability services across Rhondda Cynon Taf - Apr 13	⊖	Complete	
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Critical Improvement Action 3 - Explore further collaboration with the Local Health Board (LHB) to help deliver improved and more efficient services

Title	RAG	Overall Status	Comment
M01 - Apply for European Social Fund (ESF) funding to support planned work - May 13	⊖	Complete	
M02 - In partnership with the LHB, establish a baseline of current areas of collaboration and identify potential further opportunities to deliver services in partnership - May 13	⊖	Complete	
M03 - Produce a report for the Regional Collaboration Board that sets out the current areas of collaboration and potential further opportunities to deliver services in partnership with the LHB - Oct 13	⊖	Complete	

Critical Improvement Action 4 - Ensure the voice of the service user is heard

Title	RAG	Overall Status	Comment
M01 - Review patterns of service user engagement in Adult services to ensure the provision of person centred services - Mar 14	⊖	Complete	
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Key Priority: Maintaining People's Independence - Supporting adults and older people to live independently

Lead Officer: Bob Gatis - Service Director Community Care

Outcome 2: **Review existing and develop new provisions, where appropriate, to provide needs led services that focus on independence, quality, protect the dignity and well being of clients and make best use of resources (and in doing so help meet the requirements of the Social Services and Wellbeing (Wales) Bill)**

Measures

Title	Target	Actual	RAG	Comment
Me01 - % of reablement packages completed in the period, where the client requires no ongoing services (at the point of completing the reablement package) (Local)	60.00	71.52	–	
Me02 - % of reablement clients who felt we helped them remain living independently in their own home environment (based on those that returned a questionnaire) (Local)	94.00	91.13	↓	
Me03 - % of adult clients aged 65+ who are supported in the community during the year (YTD) (Local)	82.00	83.79	↑	
Me04 - Number of clients accessing specialist telecare equipment to support independent living (against March 2014 target) (Local)	450.00	430.00	↓	
Me05 - Number of people discharged from hospital receiving a reablement service who have a cognitive impairment	40.00	56.00	–	
Me06 - % (and number) of people using community based services that do so by a Direct Payment (Local)	11.50	12.54	–	373 out of 2,975 clients choosing services through Direct Payment
Me07 - Number of attendances at carer training events during the year (Local)	720.00	818.00	–	

Critical Improvement Action 1 - Further extend the use of intermediate care and reablement services to help more people live independent of social care services and support more timely discharge from hospital

Title	RAG	Overall Status	Comment
M01 - Improve access arrangements to increase the number of service users undertaking a reablement or intermediate care programme - Mar 14	–	Complete	
M02 - Expand the number of hospitals wards that have immediate access to the 'intermediate care and reablement service' - Mar 14	–	Complete	
M03 - Promote the intermediate care and reablement service (in partnership with the LHB) to help increase the number of people with memory problems who undertake a reablement programme - Mar 14	–	Complete	
M04 - Produce a representative case study of a person that used the intermediate care and reablement service and report to the Community and Children's Services Scrutiny Committee - Dec 13	–	Complete	

Critical Improvement Action 2 - Seek to maintain the quality of care delivered by Council funded Supported Living Schemes for people with learning disabilities at a reduced cost

Title	RAG	Overall Status	Comment
M01 - Issue tender documentation and evaluate tenders - Jul 13		Complete	
M02 - Commence implementation of new contracts - Oct 13		Complete	
M03 - Following first year of delivery, evaluate the level of quality provided via the new contract(s) and financial implication(s) - Oct 14		On Target	

Critical Improvement Action 3 - Increase the range of access to services to help people with disabilities to live independently


Title	RAG	Overall Status	Comment
M01(0) - Make available 2 sheltered accommodation units in Hendre Gwilym (Penygraig) and Buarth y Capel (Ynysybwl) with dedicated tenancy support for up to 30 people, through undertaking the following:			
M01i - Complete refurbishment work - Apr 13		Complete	
M01ii - Commission a tenancy support provider - Apr 13		Complete	
M01iii - Identify prospective tenant cohort - Apr 13		Complete	
M01iv - Arrange and facilitate tenant relocation - Jul 13		Complete	
M01v - Evaluate the effectiveness of the new accommodation and its impact on people's lives - Mar 14		Target Missed	Deadline date revised in line with action CA02-M03 above. New deadline date of Oct 14

Critical Improvement Action 4 - Explore options to expand the use of Telecare¹ as a means of supporting people at home





Title	RAG	Overall Status	Comment
M01 - Review current service arrangements to further improve the take up of the service (and in doing so, help support more people at home) - Jun 13		Complete	
M02 - Based on the review of current service arrangements, produce a revised policy (as required) for Telecare services and report to Cabinet for consideration / approval - Oct 13, revised Oct 14		On Target	Deadline date should have been revised at Q3 to October 2014
M03 - Undertake a marketing campaign for telecare services - Jan 14, revised Sept 14		On Target	Deadline date should have been revised at Q3 in line with action CA04-M02 above. New deadline date of September 2014

(1*) Telecare consists of equipment and services that supports safety and independence in the home place e.g. equipment that automatically turns the lights on when someone gets out of bed



Critical Improvement Action 5 - Explore opportunities to enable more people to use Direct Payments as a way of managing their own care

Title	RAG	Overall Status	Comment
M01 - Undertake a pilot scheme to provide additional support to people in receipt of a direct payment to make it easier / possible for them to effectively manage their money (managed accounts) - Mar 14		Target Missed	The pilot was later starting than originally anticipated therefore an additional 3 months required to evaluate the effectiveness. Revised date June 14
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Critical Improvement Action 6 - Expand the support arrangements and range of information available to help carers across the Cwm Taf footprint

Title	RAG	Overall Status	Comment
M01 - Develop and publish a carers A to Z across the Cwm Taf footprint, to contain useful information and outline the range of services available to carers - Jun 13		Complete	
M02 - Appoint a Carers Measure co-ordinator for Rhondda Cynon Taf to support implementation of the Cwm Taf Carers Strategy - Jul 13		Complete	
M03 - Review documentation currently available / provided to carers to identify gaps and take steps to improve the information available to carers - Dec 13		Complete	
M04 - Introduce an E-Learning package for staff that raises awareness of carers issues - Oct 13		Complete	

Critical Improvement Action 7 - Continue the roll out of the Council's Butterfly Project to another Home for the Elderly that focuses on the quality of the Council's residential dementia service to better support the dignity and wellbeing of service users and carers and protect people from harm

Title	RAG	Overall Status	Comment
M01 - Introduce the Butterfly Project at Dan y Mynydd Home for the Elderly - From Apr 13		Complete	
M02 - Undertake an evaluation of the impact that the Butterfly project has had within Dan y Mynydd Home for the Elderly - Oct 14		On Target	

Critical Improvement Action 8 - Develop Multi-Agency Safeguarding Hub (MASH) risk assessment arrangements for referrals to both Adults and Children's Services where there are safeguarding concerns

Title	RAG	Overall Status	Comment
M01 - Establish a Cwm Taf task group with key partners from South Wales Police, Local Health Board, Education and Probation with the brief of developing a range of potential service delivery options for MASH - May 13		Complete	
M02 - Produce a report setting out service delivery options and report to the Cwm Taf Safeguarding Children's Board (CTSCB) for consideration/approval - Nov 13		Complete	
M03 - Based on the approved way forward, produce and deliver an action plan to implement the agreed option - date now agreed for Jul 14		Not on target	It is not anticipated that MASH arrangements for Adult Safeguarding concerns will be in place by July 2014. Implementation date is now likely to be March 15

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Adult Services - Supporting Adults and Older People to Live Independently

Outcome 1 - Work towards the integration of health & social care services to provide, based on need, a more holistic and seamless service for people in RCT													
Theme Title	PI Ref:	Indicator Description	2011/12	2012/13	2013/14						Overall Direction of Performance 2013/14 against 2011/12	2014/15	Comments
			Actual Data	Actual Data	Target	Actual Data	RAG	Quartile	Rank	Wales Average		Target	
Safety	Me01	Me01 - Number of contacts recorded by First Response for action (New) (Local)	N/A	N/A	N/A	32,806	N/A	N/A	N/A	N/A	N/A	N/A	
	Me02	Me02 - Number of contacts referred outside the Council	N/A	N/A	N/A	3,767	N/A	N/A	N/A	N/A	N/A	N/A	
	Me03	Me03 - Number of contacts progressed by Social Care Services	N/A	N/A	N/A	29,039	N/A	N/A	N/A	N/A	N/A	N/A	

Outcome 2 - Review existing and develop new provisions, where appropriate, to provide needs led services that focus on independence, quality, protect the dignity and well being of clients and make best use of resources (and in doing so help meet the requirements of the Social Services and Wellbeing (Wales) Bill)

Theme Title	PI Ref:	Indicator Description	2011/12	2012/13	2013/14						Overall Direction of Performance 2013/14 against 2011/12	2014/15	Comments
			Actual Data	Actual Data	Target	Actual Data	RAG	Quartile	Rank	Wales Average		Target	
Safety	Me01	Me01 - % of care packages completed in the period where the client requires no ongoing services (at the point the package is complete) (Local)(OA)	66.67	68.38	60.00	71.52	●	N/A	N/A	N/A	↑	65.00	
	Me02	Me02 - % of reablement clients who felt they had been helped to remain independent (Local)	N/A	95.61	94.00	94.17	●	N/A	N/A	N/A	↓	95.00	2013/14 data was incorrectly reported in Q4 report as 91.13%. Following data cleansing this figure has changed to 94.17% and performance met target. The 14/15 target has been increased to reflect improved performance
	Me03	Me03 - % of adult clients aged 65+ who are supported in the community during the year (YTD) (Local/SID)	82.91	81.97	82.00	83.79	●	3	12	83.71	↑	83.80	
	Me04	Me04 - Number of clients accessing specialist telecare equipment to support independent living (against March 2014 target) (Local)	413	452	450	430	●	N/A	N/A	N/A	↑	N/A	Not reported in 2014/15
	Me05	Me05 - Number of people discharged from hospital receiving a reablement service who have a cognitive impairment	N/A	35	40	56	●	N/A	N/A	N/A	↑	N/A	Not reported in 2014/15
	Me06	Me06 - % (and number) of people using community based services that do so by a Direct Payment (Local)	11.55	11.77	11.50	12.54	●	N/A	N/A	N/A	↑	13.00	Corporate Plan 14/15 reported 12/13 data erroneously as 11.70, no material change to status or direction of travel
	Me07	Me07 - Number of attendances at carer training events during the year (Local)	534	880	720	818	●	N/A	N/A	N/A	↑	N/A	Not reported in 2014/15

Performance Evaluation - Physical Regeneration

Over the year, working on a regional basis has become more central to our overall priority of 'Physical Regeneration'. We have increasingly worked with our neighbouring Local Authorities in South East Wales with recognition that, in the current economic climate, there is a need to avoid duplication of effort and work collaboratively rather than competitively for the economic benefit of the region. These regional discussions have enabled us to jointly consider emerging plans around priorities for the upcoming round of European Funding, the criteria of which has a strong emphasis on getting people into work.

On a local level, we anticipate that these regional links will have a positive impact on the local economy in Rhondda Cynon Taf. During the year, our priority was aimed at

- **Encouraging and facilitating investment (including European funding) in Rhondda Cynon Taf to strengthen the economy and create jobs.** We wanted to create the right environment and promote our area as an attractive location to live, invest and do business. Supporting businesses to start up, grow and win contracts was integral to this, with the aim of creating jobs for the people of Rhondda Cynon Taf.
- **Developing sustainable town centres which contribute to the economy of the County Borough** - making our town centres a focus for our communities as place to live, work and shop.

We have achieved this in many different ways during 2013/14:

- Through grant support from the Local Investment Fund and via the Council's own Capital Grant scheme, we exceeded our target of creating 73 jobs by supporting a diverse range of businesses to create 86 jobs.
- 43 local people have been employed as a result of Community Benefit clauses, built into our major contracts of over £2million.
- We piloted Community Benefits within smaller projects, which resulted in the creation of 3 additional posts.
- The construction of new primary schools in the County Borough employed 26 people and contributed to the training of 2 apprentices.
- The renovation of the Old Town Hall in Aberdare created 7 jobs.
- Since 2010/11, the Townscape Enhancement and Heritage Projects in Aberdare and Pontypridd have supported 33 businesses to create 37 jobs.

These achievements demonstrate the correlation between this priority and the priority of 'Social Regeneration'. We have made efforts over the past few years to more closely align these two Council priorities and for the forthcoming year of 2014/15, they are represented as one priority of 'Improving our Communities'.

We said we would encourage and facilitate investment (including European funding) in Rhondda Cynon Taf to strengthen the economy and create jobs.

Attracting new development to the County Borough is key to improving our local economy and we progressed the implementation of a Community Infrastructure Levy (CIL)¹ to help support growth in the County Borough. The proposals must balance the need to fund high quality infrastructure within the area - thus attracting future investment - with the need to ensure the County Borough is affordable and attractive for developers. Development to date has included extensive consultation with stakeholders and the public which have helped to shape the proposals. For example, following concerns raised by housing associations of the potential detrimental impact of the CIL on provision of affordable housing, charging levels for residential developments were revised. This work will continue to completion in 2014/15.

We continued to work proactively with developers to deliver business and residential developments, including expanding our developer forum to include a forum for planning agents which received the following positive feedback:

"In my view (and the view of our members), this forum is an extremely positive move from the council and is helping us to work more closely and effectively on issues that we all find difficult to resolve" Planning and Policy Advisor, Home Builders Federation

Through the forum, a suite of conditions to be attached to housing permissions was agreed with developers. Previously, conditions were often frontloaded at the beginning of the development, this has been amended to a process of staged permissions at different points at the building process. This will allow development to happen in the most efficient and viable way, encouraging developers to work within the County Borough. Through adopting a more consistent approach across developments, it should also result in less time spent appealing conditions.

43,854m² new floorspace was granted permission and/or developed into major commercial developments. This included development of a new supermarket, petrol station and infrastructure at Talbot Green, a strategic site within the Local Development plan, and new school and

¹ Community Infrastructure Levy (CIL) is a new Levy that local authorities can choose to charge to new developments in their area. The finance generated from the CIL will be used to fund the provision of new or improved infrastructure that will support new development in the region

leisure facilities in Aberdare. 534 new houses were built with a further 969 granted permission, linking to associated priorities to address the housing needs of residents which are explored in more detail in the social regeneration and public health and protection plans.

Small and Medium Enterprises employ more people in Rhondda Cynon Taf than large businesses, so supporting our local Businesses remained a key area. 86 jobs were created in a diverse range of businesses in 2013/14 through grant support from the Local Investment fund and via the Council's own Capital Grant scheme, exceeding our target of 73. We also supported 29 social enterprises to create 17 jobs via the South East Wales Community Economic Development programme.

An independent mid term evaluation of the Local Investment Fund concluded the project was on track to reach its targets and in some cases has already exceeded them; delivery arrangements and method of engagement with business is fit for purpose and the project represents good value for money in the way it engages with and supports business. As a result of good performance the Local Investment Fund has been extended and will now complete in June 2015.

Case study: Allied Aerosystems

The company specialise in the calibration and repair of test equipment from all sectors of aerospace, engineering, automotive and manufacturing. Grant support enabled the purchase of new test equipment, enabling greater efficiencies to be realised in existing processes and enabling the company to compete for significant large scale contracts and develop international opportunities. This resulted in the creation of 2 new jobs.

Case study: Like an Egg video Production Company

The company produce commercial films such as promotional videos and adverts and also work with community organisations, including supporting communities to make their own films. Supported via a grant to purchase production equipment, the company were able to take on a Production assistant, increasing their workforce from 3 to 4.

One area of Local Investment Fund performance which has not been as positive is supporting the creation of new enterprises ie new business start ups. Across the region there was a target of 300, with 169 achieved to date (56%). The target across RCT was 64, with 49 to date (77%). However, this only measures the support provided to businesses at the point they actually start, and much support is also targeted at those within their 3, 6 and 12 months of operation, which is a crucial stage development for businesses.

We continued to support Businesses through information sharing and networking, running 14 Business club events attended by 531 businesses. We launched a Business enquiry service which was used by 358 businesses to obtain relevant business information including advice on grant support, property and land availability. Qualitative feedback from Businesses indicates the value they place on Business club events:

"I just wanted to say thank you for organising the meeting earlier today. I have been to several networking events in South Wales and I can honestly say that today's was one of the best and most worthwhile so far" Paul Fear Photography

The most recent data (2012) shows there were 5,030 active Businesses² in the County Borough. There were 505 new Business start ups in the County Borough during this period, however, there were also 555 Business closures suggesting that many new businesses are currently not sustainable. The rate of business births as a percentage of active enterprises in RCT (10.0) compares favourably with Wales (9.4) although it is lower than across the UK (11.4). Closure rates of 11.0 are marginally higher than across Wales (10.2) and the UK (10.7). Although support has been provided to new Business start ups in the form of grant programmes, work has not yet been progressed to analyse the reasons for the number of Business failures which may help to target this support more effectively. This review has taken longer than anticipated because understanding the reasons for business failure is difficult, due to the issue that when a business ceases to exist, tracking the business becomes impossible. Using the intelligence we have, we will look to complete this work in 2014/15, consisting of an in-depth analysis of the data, refining our understanding of the trends arising from the analysis and using this information as a basis to determine future action. We are working to provide more flexible, targeted support to new businesses and maintain longer lasting relationships with the businesses we support to assist them to remain sustainable.

Working in partnership with other South East Wales Local authorities, we undertook significant preparatory work to maximise the level of European funding for the region in 2014/15 and beyond. This included the development of projects for the Welsh Governments Vibrant and

² The number of active enterprises in the County Borough that had either turnover or employment at any time during the reference period

Viable Places Regeneration investment fund, which aims to target intensive investment in a small number of town centres, coastal areas and communities first clusters. The continuation of this work is included in our plan for 2014/15.

As a large and complex organisation, the Council itself has a significant impact on the local economy, and we assisted local firms to be competitive for Council contracts by holding 'meet the buyer' and supplier development days, which were attended by 369 suppliers. One local business, Calibre Contracting Limited, said the 'meet the buyer' event was really valuable when they were first looking for contracts. They had had opportunities to meet the buyers in person, as well as the support organisations which helped them in their tender responses so they were able to submit tenders accordingly. 208 local businesses submitted bids or tenders for Council contracts and over 70% of creditor payments by the Council were made to local businesses (with postcode CF, SA, NP), contributing £49m to the local economy.

We continued to build community benefits clauses into our major contracts (over £2m), delivering tangible benefits to our communities. 43 local people were employed as a result of Community benefits clauses. In addition to this, we began development of Community Benefits clauses and requirements for smaller projects (less than £2m). Targeted Recruitment and Training requirements were incorporated on a pilot basis within the Community Benefits section of the South East Wales Highways Framework, which set out increasing requirements at specific threshold costs to create an employment opportunity for a long term economically inactive person; to sustain that employment; and to create a second new entrant opportunity. This has already resulted in the creation of an additional 3 posts. The use of similar requirements will be expanded to further suitable contract areas in future.

We evaluated the economic impact (Community Benefits) of major contracts let by the Council for the construction of new primary schools at Abercynon, Cwmbach and Ynysboeth. These benefits ranged from key deliverables such as employing 26 people for a combined 716 weeks to less quantifiable benefits such as engaging schools in the construction process as a learning resource. The contracts also contributed to the training of 2 apprentices through an innovative 'shared apprenticeship' scheme with neighbouring local authorities. Where contracts were not of sufficient timescales for an entire apprenticeship to be completed, contractors committed to undertaking part of an apprentices training which was then completed on another scheme. This has enabled high quality training opportunities to be created which would not otherwise have been possible as part of smaller construction schemes.

We said that we would develop sustainable town centres which contribute to the economy of the County Borough.

We focussed our efforts on our two largest town centres, Pontypridd and Aberdare, in order to develop regional hubs as a catalyst for future growth and investment.

We completed public realm enhancements in Pontypridd town centre including Taff Street, Market Street, High Street, Church Street and Mill Street. Provision of new high quality paving and street furniture has had a major impact on the appearance of the town. In addition, the programme of townscape enhancement projects continued to improve both the appearance and utilisation of business premises in the town centre, with new jobs being created and floorspace brought back into use.

We completed design work and the tender process for the restoration of Pontypridd Lido. The Lido is the only listed lido to have survived in Wales, and the restored Lido will be a regional visitor attraction aiding the regeneration of the wider Pontypridd settlement area. Continuation of the project forms part of our new Regenerating Our Communities plan and we are currently on track to complete the project in 2015. Another important part of the project is the delivery of a range of community, educational and volunteering projects for which preparation has taken place and delivery will begin in 2014/15.

In addition to these major projects, we continued to work with partners such as local traders, the town council and local community groups to develop smaller initiatives to encourage additional visitors to the town centre, and the set up of a weekly timed 'Parkrun' which attracts over 100 runners to the town every Saturday.

In addition to these major projects, we continue to support partners in developing and delivering their own projects. For example, conservation officers provided advice on restoration of a listed building on the Pontypridd station redevelopment, and we coordinated our work so the design of the station forecourt would complement the public realm work in the town. We provided advice and support to trader and community led events such as 'Yaberdaberdare' and a weekly 'Parkrun' in Pontypridd, encouraging additional visitors to our town centres. Through a continued partnership approach, supporting local traders, the town council in Pontypridd, and community groups to deliver successful projects through the provision of advice and facilitation where necessary, we aim to support the continued prosperity of our town centres.

Building on the work already undertaken in Pontypridd, the initial development of a Business Improvement District (BID) began. A BID is a defined area within which businesses pay a levy in order to fund projects such as improvements to the trading environment, Business support initiatives and economic development. This work will be continued as part of our 2014/15 plan.

In Aberdare we continued a programme of townscape enhancement (TEP) and heritage projects (THI) to improve the physical condition and quality of business premises within the town, bringing floorspace back into use and supporting businesses to develop and grow. For example, the Grade II listed Old Town Hall, a previously derelict building, was restored to create 6 new housing units³ and also provided the premises for a new business, creating 7 jobs. Since 2010/11 the TEP and THIs in Aberdare and Pontypridd have in total supported 33 businesses to create 37 jobs and bring back into use 3320m² of business floorspace.

During the course of delivering the public realm enhancements in both Pontypridd and Aberdare we listened to the concerns of town centre businesses over potential disruption to trade caused by the works. As a result we took action by making improvements to plans to mitigate disruption by introducing measures including: guaranteeing access for deliveries to business premises; a text and e-mail service to businesses to inform them of day to day works operations and location of works; business as usual publicity and on site signage specifying names of businesses.

A local history society said "Thank you for the splendid work that has been done to date within the THI (Townscape Heritage Initiative) in restoring and enhancing the historic Victorian Character of Aberdare town centre. The impact of the initiative in enhancing the character of various business premises and prominent buildings has been very positive and most welcome...likewise the work done in renewing pavements and street furniture in the conservation area as a whole".

Initial results from our interim evaluation show that the investment in Pontypridd and Aberdare is having a quantifiable impact. There has been a 7% increase in footfall in Pontypridd town centre, bucking the national trend where visitor numbers to town centres are generally in decline (Wales -5.3%; UK -3.7%). Although footfall in Aberdare town centre has declined by 3.1%, this has been at a slower rate than the national average. The number of vacant retail premises was also lower in Pontypridd (9.3%) and Aberdare(10%) than the national average (Wales 17.9%; UK 11.9%,); vacancy rates were also low in Llantrisant (3%), Treorchy (4%) and Ferndale (9%). However, other town centres in RCT showed higher levels of vacancies (Porth 15%, Mountain Ash 20%, and Tonypany 15%).

³ Refer to full case study in Enforcement plan evaluation for further detail of the housing benefits of this scheme

Final evaluation of the Pontypridd and Aberdare regeneration programme in 2015 will aim to capture more in-depth, attributable and longer term outcomes from the regeneration work.

We were not given the opportunity by the Wales European Funding Office to bid for further European funding opportunities for the regeneration of Mountain Ash or Treorchy town centres. We will continue to look for funding opportunities in these areas.

In recognition of the fact that communities and their environment are inextricably linked, we are amalgamating our Physical and Social Regeneration plans into a single theme, **Improving our Communities**. We feel this will bring related activities together and better align our work in this area. The Key Priorities for **Improving our Communities** as set out in our 2014/15 Corporate Plan are:

- Increase opportunities for working age adults to enter employment, education and training
- Enable people to better understand the financial choices that are available to them through the provision of advice and information
- Reduce homelessness and provide services that meet the housing needs of individuals and families
- Develop Aberdare and Pontypridd Town Centres, supporting the completion of at least 36 property enhancements across Aberdare and Pontypridd town centres
- Support Businesses to Create Jobs, aiming to assist in establishing at least 40 jobs through Council and Welsh Government grants, and a further 30 created by Companies delivering major contracts on behalf of the Council
- Maximise European funding to support the Council's priority for economic growth, through significant potential funding streams

You can view the full action plan for 2014/15 at www.rctcbc.gov.uk/councilpriorities-improvingcommunities

Wales Programme for Improvement

Physical Regeneration 2013/14 Action Plan - Town centre enhancement; helping the private sector bring land back to productive use and supporting local business to benefit the local economy

What we aim to achieve:

Our town centres are a focus for our communities as places to live, work and shop. We need to help create the right environment and promote our area as an attractive location to live, invest and do business. To do this will mean working with stakeholders, investors and funding organisations to support improvement in our towns. Supporting business to start up, grow and win contracts is a key part of this

Quarter 4 Performance Summary:

This year has seen some significant milestones on physical regeneration delivery, including the completion of the Pontypridd public realm project which has delivered a marked transformation of the streets within the town centre. The regeneration project continues with the Townscape Enhancement Scheme. The final quarter of the year saw works starting on the Llanover, with 3 further schemes on site on High Street and Taff Street. Works have also started on Pontypridd train station. Successful bids to Welsh Government this year have seen the development of a Business Improvement District start in Pontypridd, and the development of projects under the Vibrant and Viable Places Regeneration Investment Fund. The detailed design for the Lido restoration has been completed and the tenders issued. A main contractor is due to be appointed in the next quarter when works will also start on site. In Aberdare the high quality public realm has also been completed this year. Quarter 4 has seen the Old Town Hall completed and opened as a coffee shop with flats above. A collaborative Safer Town Centres group now includes Aberdare. 14 Business Club events have been held this year and a survey and focus group held. The delivery of the regeneration schemes together with the business grants projects, have continued to create 123 jobs within the Borough. 141 businesses have been supported. Further work is still required on the analysis of the failure of businesses within the Borough, however this will be completed during the next year. Progress on the development of the Community Infrastructure Levy with preparation works completed in advance of the Examination due to take place during the first quarter of next year.

Jane Cook (Director of Regeneration and Planning) - March 2014

Key Priority: Regeneration of Our Communities - Physical Regeneration

Lead Officer: Jane Cook - Director of Regeneration and Planning

Outcome 1: Encourage and facilitate investment (including European funding) in Rhondda Cynon Taf to strengthen the economy and create jobs











Measures

Title	Target	Actual	RAG	Comment
Me01 - No. of businesses in the County Borough (Local)		5030.00		For information only, no target set.
Me02a - The rate of births (start ups) of small / medium enterprises (Local)		10%		505 new business start ups. Calendar year data published 1 year in arrears (2012)
Me02b - The rate of deaths (closures) of small / medium enterprises (Local)		11%		555 business closures. Calendar year data published 1 year in arrears (2012)
Me03 - Amount of new floor space permitted and/or developed in major commercial developments in RCT per annum		53854.00 sq.m		For information only, no target set.
Me04 - No. of jobs created through grant support programmes direct to businesses (funded by the Council and / or Welsh Government - excluding jobs created through the Pontypridd and Aberdare regeneration projects)	73.00	86.00	–	
Me05 - No. of businesses supported through direct grant programmes (funded by the Council and/or Welsh Government)	100.00	108.00	–	
Me06 - No. of people employed as a result of Community Benefits into major authority contracts		43.00		Baseline year, no target set
Me07 - % creditor payments to local business using post codes CF, SA, NP (YTD)		70.72		This performance indicator has been revised and recalculated to better reflect the level of spend with local businesses by removing some categories of spend which are less relevant, for example direct payments. This year will now provide baseline data to inform future target setting
Me08 - No. of suppliers attending local development workshops	400.00	369.00	↓	11 supplier events held overall throughout 13/14, with 369 suppliers attending these events. This has fallen below the anticipated year end total of 400 suppliers, however the data from previous financial year's has identified a continuous reduction in supplier numbers which is partly a reflection of more mini competition processes and less middle size tendering, meaning a reduced need to hold Meet the buyer / Supplier Development Days. 14/15 target updated to reflect this trend and measure will be reviewed at end of 14/15 following Contract Procedure Rule changes.
Me09 - No. of local businesses that submitted bids / tenders for Council contracts		208.00		New indicator. Baseline year, no target set.



Critical Improvement Action 1 - Report the impact that the economic regeneration activities undertaken during 2012/13 have had (including town centre related activities)

Title	RAG	Overall Status	Comment
M01 - Produce a report for Cabinet setting out the key economic regeneration activities undertaken throughout 2012/13 together with the impact they had / starting to have - Sep 13	–	Complete	
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Critical Improvement Action 2 - Support the development of Rhondda Cynon Taf as a location for investment and business growth


Title	RAG	Overall Status	Comment
M01 - Progress the Community Infrastructure Levy (CIL) ¹ through the statutory consultation stage to support growth in Rhondda Cynon Taf: M01i - Report to Cabinet setting out the draft charging schedule - Jun 13		Complete	
M01ii - Consultation on Draft Charging Schedule - Jun 13 to Aug 13		Complete	
M01iii - Submission of Draft Charging Schedule for examination - Mar 14		Complete	
M01iv - Examination of Draft Charging Schedule - Oct 14		On Target	
M01v - Report to Cabinet (including the inspectors report) and recommendations for implementing the CIL - Oc 14		On Target	
M01vi - Implementation of the CIL - From Dec 14		On Target	
M02 - Expand the bi-annual developer forum arrangements to include Planning Agents - Mar 14		Complete	
M03 - Through engagement with Business Club members, review Business Club services to support improved business networking and encourage better trading opportunities - Jan 14		Complete	
M04 - Deliver a programme of extensive support (via the creation of a Business Enquiry Service) to local businesses to better understand specific needs, and facilitate the delivery of support, from Council services and/or a range of partners e.g. Business in Focus - From Jul 13		Complete	
M05 - Provide a range of support to new business start ups to improve their opportunities to survive & grow (includes gaining a better understanding of key reasons for business 'deaths' to inform how the Council can further support new 'start ups') - Mar 14		Target Missed	Whilst direct support has been provided to start up businesses via grant programmes to assist, further work is still required around the analysis of business deaths. This work will be completed in 2014/15

Critical Improvement Action 3 - Introduce arrangements to enable the Council to take maximum advantage of the next round of European funding (to commence from January 2014)



Title	RAG	Overall Status	Comment
M01 - Develop a corporate officer working group that will provide guidance on emerging programmes and advise on governance arrangements for projects - Mar 14		Complete	
M02 - Report proposed funding applications (including those regionally based) to Cabinet for review and if deemed appropriate, approval and submission to the external funding body for consideration - ongoing		On Target	

[*1] Community Infrastructure Levy (CIL) is a new Levy that local authorities can choose to charge to new developments in their area. The finance generated from the CIL will be used to fund the provision of new or improved infrastructure that will support new development in the region

Critical Improvement Action 4 - In collaboration with Welsh Government and business support agencies, provide opportunities that enable local businesses to prepare and submit robust bids and tenders

Title	Overall Status	RAG	Comment
M01 - Hold Meet the Buyers Events and Supplier Development Days to help local businesses become better prepared to submit bids / tenders for Council contracts being let - from Jun 13	Complete		Work ongoing in 2014/15
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Critical Improvement Action 5 - Maximise the community benefits potential of relevant new contracts

Title	Overall Status	RAG	Comment
M01 - Evaluate the economic impact of work in Rhondda Cynon Taf arising from Abercynon/Ynysboeth/Cwmbach Schools, by using the Welsh Government's Community Benefits Measurement tool and report findings to the Corporate Management Team - Mar 14	Complete		
M02 - Undertake a pilot of using Community Benefits clauses for projects less than £2m and report findings to the Corporate Management Team - Mar 14	Complete		

Key Priority: Regeneration of Our Communities - Physical Regeneration

Lead Officer: Jane Cook - Director of Regeneration & Planning

Outcome 2: Sustainable Town Centres which contribute to the economy of the Borough

Measures

Title	Target	Actual	RAG	Comment
Me01 - Number of vacant retail premises in established towns and settlements		191.00		For information only, no target set. 191 vacant units which equates to 11.07% of total retail premises.
Me02 - Number of jobs created in Aberdare and Pontypridd Town Centres through grant support programmes direct to businesses (funded by the Council and/or Welsh Government) [*1]	26.00	37.00	–	
Me03 - Amount of floor area (square metres) made available to bring back into use in Aberdare and Pontypridd town centres through grant support programmes direct to businesses (funded by the Council and/or Welsh Government)	1890.00	3320.00	–	

[*1] Data relates to cumulative position over the whole length of the scheme which commenced in 2010/11

Critical Improvement Action 1 - Delivery of the Pontypridd Town Centre regeneration project through enhancement of the public realm (funded from the Welsh Government through the European Regional Development Fund and Targeted Match Funding, alongside Council and private sector contributions)

Title	RAG	Overall Status	Comment
M01 - Complete public realm enhancements (in Taff Street, Market Street, High Street, Church Street, Mill Street and surrounding areas including the fountain at Penuel Square - subject to on-going snagging) - May 13	–	Complete	
M02 -Deliver a programme of Townscape Enhancement projects for 2013/14 aimed at improving the physical condition of business premises/bringing floor space back into use/supporting businesses to develop - Ongoing	–	On Target	
M03 - Develop and deliver joint initiatives with businesses and stakeholders in Pontypridd Town Centre that will help encourage and attract business investment and sustain existing businesses - Ongoing	–	On Target	

Critical Improvement Action 2 - Delivery of the regeneration of Pontypridd Lido Business Case to bring the grade II listed building back into economic use

Title	RAG	Overall Status	Comment
M01 - Agree and introduce a programme of community educational and volunteering activities to help local communities benefit from the opportunities presented by the development of the Lido project - Aug 13	➔	Complete	
M02 - Progress arrangements to complete the design and tender process for the construction works - Mar 14	➔	Complete	
M03 - Complete the Lido restoration - Sep 15	➔	On Target	


Critical Improvement Action 3 - Delivery of the Aberdare Town Centre Regeneration Project through enhancement of the public realm (funded from the Welsh Government through the European Regional Development Fund, Heads of the Valley programme and targeted match funding. The remainder of the funding package is provided by the Council, the Heritage Lottery Fund, Cadw and the private sector)

Title	RAG	Overall Status	Comment
M01 - Deliver a programme of Townscape Enhancement/Heritage projects for 2013/14 aimed at improving the physical condition of business premises/bringing floor space back into use/supporting businesses to develop - Dec 13	➔	Complete	
M02 - Develop and deliver joint initiatives with businesses and stakeholders in Aberdare Town Centre that will help encourage and attract business investment and sustain existing businesses - Ongoing	➔	On Target	

Critical Improvement Action 4 - Explore funding opportunities (via the Welsh European Funding Office - WEFO) for the regeneration of Mountain Ash and Treorchy Town Centres

Title	RAG	Overall Status	Comment
M01 - If invited by WEFO, submit business cases. Further actions to be incorporated into the action plan following notification from WEFO of the way forward			No invitation to submit business case from WEFO
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Critical Improvement Action 5 - Investigate the feasibility of establishing a Business Improvement District in Rhondda Cynon Taf

Title	RAG	Overall Status	Comment
M01 - Prepare a report for Cabinet exploring the potential to establish a BID within Rhondda Cynon Taf - Mar 14		Complete	
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Physical Regeneration - Town centre enhancement; helping the private sector bring land back to productive use and supporting local business to benefit the local economy

Outcome 1 - Encourage and facilitate investment (including European funding) in Rhondda Cynon Taf to strengthen the economy and create jobs											
Theme Title	PI Ref:	Indicator Description	2011/12	2012/13	2013/14			Overall Direction of Performance 2013/14 against 2011/12	2014/15	Comments	
			Actual Data	Actual Data	Target	Actual Data	RAG		Wales Average		Target
Prosperity	Me01	No. Of Businesses in the County Borough (Local)	N/A	N/A	N/A	5030	N/A	N/A	N/A	N/A	Population / contextual measure
	Me02a	The rate of births (start ups) of small / medium enterprises (Local)	N/A	N/A	N/A	10% (505)	N/A	N/A	N/A	N/A	Population / contextual measure
	Me02b	The rate of deaths (closures) of small / medium enterprises (Local)	N/A	N/A	N/A	11% (555)	N/A	N/A	N/A	N/A	Population / contextual measure
	Me03	Amount of new floor space permitted and/or developed in major commercial developments in RCT per annum (sq. m) (Local)	N/A	N/A	N/A	53,854	N/A	N/A	N/A	N/A	Population / contextual measure
	Me04	No. of jobs created through grant support programmes direct to businesses (funded by the Council and / or Welsh Government - excluding jobs created through the Pontypridd and Aberdare regeneration projects) (Local)	N/A	N/A	73.00	86.00	●	N/A	N/A	40.00	
	Me05	No. of Businesses supported through direct grant programmes (funded by the Council and/or Welsh Government) (Local)	N/A	N/A	100	108	●	N/A	N/A	40.00	
	Me06	No. of people employed as a result of Community benefits into major authority contracts (Local)	N/A	N/A	N/A	43	N/A	N/A	N/A	30.00	
	Me07	% of creditor payments to local businesses using postcodes CF,SA,NP (Local)	N/A	N/A	N/A	70.72	N/A	N/A	N/A	70.00	Performance indicator revised during 2013/14, no comparative data available
	Me08	No. of suppliers attending local development workshops (Local)	N/A	403	400	369	●	N/A	↓	350	
	Me09	No. of local businesses that submitted bids / tenders for Council contracts (Local)	N/A	N/A	N/A	208.00	N/A	N/A	N/A	N/A	Indicator replaced for 2014/15

Outcome 2 - Sustainable Town Centres which contribute to the economy of the Borough											
Theme Title	PI Ref:	Indicator Description	2011/12	2012/13	2013/14			Overall Direction of Performance 2013/14 against 2011/12	2014/15	Comments	
			Actual Data	Actual Data	Target	Actual Data	RAG		Wales Average		Target
Prosperity	Me01	Number of vacant retail premises in established towns and settlements (Local)	N/A	N/A	N/A	191 (11.07%)	N/A	N/A	N/A	N/A	Population / contextual measure
	Me02	Number of jobs created in Aberdare and Pontypridd Town Centres through Grant support programmes direct to business (funded by the Council and/or Welsh Government)[*1] (Local)	N/A	N/A	26	37	●	N/A	N/A	N/A	Performance indicator discontinued 2014/15
	Me03	Amount of floor area (square metres) made available to bring back into use in Aberdare and Pontypridd town centres through grant support programmes direct to businesses (funded by the Council and/or Welsh Government) (Local)	N/A	N/A	1,890	3,320	●	N/A	N/A	N/A	Performance indicator discontinued 2014/15

Footnote:

[*1] Data relates to cumulative position over the whole length of the scheme which commenced in 2010/11

Performance Evaluation - Social Regeneration

Levels of poverty are predicted to rise over the next few years due to the current economic climate and the predicted impact of welfare reform. We are committed to preventing and tackling children growing up in poverty today so that they do not become the parents of children in poverty tomorrow. We know that the perpetuating cycle of poverty (including in work poverty) is not just damaging for individual families but also for the regeneration of our local communities as a whole.

The outcome of '**Social Regeneration**' is aimed at ensuring that our residents have access to income maximisation initiatives, and are supported to gain employment through employability and skills training, that will, in turn, reduce the high levels of unemployment and dependency on benefits in Rhondda Cynon Taf. We also need to ensure that people remain in their existing homes or find suitable alternative housing, eliminating the risk of becoming homeless and help improve their quality of life.

To achieve this, in 2013/14 we planned

- **To improve financial capability of individuals and families and ensure that they have access to financial support services that help them make full use of their financial entitlements** – the entitlement to national welfare benefits will be affected for a significant number of residents as a result of the Coalition Government's welfare reform agenda. The changes not only affect claimants but also reduce how much people spend in the area. In addition, research conducted in 2011 shows that 72,438 people in Rhondda Cynon Taf are digitally excluded, which is around 39% of the population, meaning that there is a heightened risk of these people becoming increasingly excluded both economically and socially.
- **To increase opportunities for working age adults to enter employment, education and training** - there are 150,100 people of working age living in Rhondda Cynon Taf. In 2010, 62.3% of these were employed – 94,700 people. This figure is lower than the rate for Wales, 66.4% and also for Great Britain at 70.3%. The number of people employed in Rhondda Cynon Taf has fallen since 2005 by a rate of 3.9%. This is faster than the rate for Wales (2.6%) and Great Britain (2.3%).
- **To reduce homelessness and provide services that meet the housing needs of individuals and families** - there continues to be high numbers of people presenting themselves as homeless. This is impacting on how timely homeless presentations are decided and the

length of time families are required to spend in bed and breakfast accommodation. Further work is needed to realign and target resources to support interventions and alternative accommodation models

We have provided opportunities for people to better understand the financial choices that are available to them through the increased delivery of advice and information and improved financial capability at earlier stages in their lives

We have made some positive progress in this area to achieve the overall outcome for this priority.

We have ensured that our residents can access good quality debt, money advice and welfare rights services and information by allocating additional Council funding to maintain existing Citizens Advice Bureau (CAB) support following budget cuts by Welsh Government in 2013/14. As a result of CAB's continuing work we helped over 2,500 residents to maximise their financial entitlements. This means that over £1.326 million additional income was gained in some of our poorest households. These services have also been made available to vulnerable residents across Communities First clusters in RCT ie Rhondda Fach, Lower and Upper Cynon, Mid Rhondda, Taf, Pontypridd, Upper Fawr and Porth, as a result of the implementation of a new CAB 'Engagement and Outreach Service'.

Owing to the size, scope and changing environment, we have not yet completed our planned review of available welfare rights advice and information or a directory of advice and information services. These remain priorities for us and have been included in the 2014/15 Priority Plan with a revised deadline of 31 October. This work will form part of a broader review of information and advice services to the 2014/15 plan. In the interim, we have produced dedicated web pages on the Council's website, 'Your Benefits are Changing' that provide an overview of the welfare reforms where staff residents can download leaflets or factsheets and link to key agencies who also provide information on the effects of welfare reform and may be able to provide support that the Council is unable to, these pages can be seen at www.rctcbc.gov.uk/benefitchanges

To better understand the impact of Welfare Reform on the residents and communities of Rhondda Cynon Taf, we have worked with partners to geographically map those areas most affected by the changes. This has helped us establish the best way of organising and targeting available support in those areas. Our plans to develop a Commissioning Framework to support people in the transfer across to Universal Credit (UC) have been put on hold following the delay in the national rollout imposed by the Department of Work and Pensions (DWP). Latest information received indicates that the DWP continues to implement slow and controlled roll out of Universal Credit across the North West of England to ensure its successful introduction. The Commissioning Framework will be progressed within the Council when more information on the way forward is known.

In the meantime, as well as training our staff to deal with the changes and respond to residents' concerns, the Council has also included key, up to date information in its monthly staff briefing which includes advice to frontline staff from the DWP and Welsh Government. We have also shared information with our residents to ensure that they are aware of the changes by:

- including articles in the Carers News newsletter that provide an overview of the changes being made and signposted readers to the dedicated RCT web pages.
- incorporated a 'Money Matters' section within our Cwm Taf Carers A-Z information directory that provides contact details for local and national organisations who provide benefit, money related support and advice. These guides were sent to all carers living within RCT and Merthyr as well as all 'places of interest' such as libraries, GPs, community and leisure centres etc. As this was jointly produced by RCT, Merthyr and Cwm Taf UHB so also distributed to all hospitals and health centres: www.rctcbc.gov.uk/CarersGuide

We have also provided local training in 'Managing finances' and 'Developing weekly budgets' to 602 people in Community First areas to help them to manage their money, avoid financial exclusion and problem debt. 49% of people trained, 295, reported that they felt more confident about managing their money. Our training experiences during the year have required us to change our focus going forward as individuals are presenting with additional complex support requirements. This year we have been required to provide additional help with basic skills; lack of confidence; digital exclusion and referring onto other support services e.g. CAB. There have also been areas of low engagement which we are addressing.

We have provided opportunities for working age adults to enter employment, education and training

In order to support more people to gain sustainable employment and tackle employability across the region across SE Wales, we have worked with Merthyr Tydfil CBC in order to set up a Regional Strategic Employability Group and a regional action plan has been developed. To support this, as a Council we have set up our own local Employability Group to focus on RCT requirements. The Group has undertaken a mapping exercise across Council services to establish any activities that support employment. This exercise has also been undertaken across businesses and other organisations across Rhondda Cynon Taf concentrating on the 16+ age group. 140 organisations have been contacted, with 135 responses received. Further analysis of the information arising from these mapping exercises will be undertaken in 2014/15 in order to identify employability support services.

In order to improve the longer term outcomes of families currently living in poverty in Rhondda Cynon Taf, we need to tackle worklessness and promote parental employment by addressing barriers to work. Barriers to work include lack of skills and labour market experience. At

the end of 2013/14, there were more people aged 16-64 employed in Rhondda Cynon Taf, 68.2% compared to 62.5% in the previous year. This is positive in terms of demonstrating progress in Rhondda Cynon Taf, but remains below the Welsh average of 69.5%.

Despite this improvement in employment in Rhondda Cynon Taf, the % of our working age residents claiming out of work benefits such as Job Seekers Allowance (JSA) is above the all Wales average, with 3.7% compared to 3.3% across Wales. This percentage is higher for 18-24 year olds claiming JSA, at 7.9%, compared to 6.0 for Wales.

Our work during 2013/14 has focussed on supporting people to learn new skills to improve their employability, which will in turn assist in their search for sustainable employment, reduce the high levels of unemployment and dependency on benefits in Rhondda Cynon Taf. Through Communities First Work/Enterprise Clubs, 288 working age adults have secured employment following relevant training and learning opportunities to increase their skills and work base experience. In addition, there were 1,465 accredited qualifications gained through community learning programmes to further support improved employability. Examples include

B had been out of employment for 15 years following ill health and felt ready to return to work but needed support with his Curriculum Vitae and carrying out job searches. He was somewhat cautious to start with but was soon at ease with the informal atmosphere and the support of the Communities First staff. He was soon more confident in accessing the 'Universal Jobsmatch' website, and conducting a more advanced job searches. B was gaining more confidence weekly and showed great determination to find full time employment.

B secured his first job interview as a General Maintenance Manager at a local residential care home, an ideal for him, as he had a full engineering and maintenance background and was within walking distance of his home. Further support was provided on interview techniques, and he secured the job early this year. B returned to the Job Club the following week to thank all their staff for the support and guidance, and mentioned we played a great part in helping him secure the job

In her late fifties, A had been unemployed for 3 years. She had been in counselling and on tablets for depression, and hardly left the house. A joined the Communities First Work Club and just after 2 months, A was able to stop taking her prescribed medication and looked forward to attending her weekly one-to-one sessions with her mentor. After 3 months she secured a job as an office cleaner. A said that the work club had 'built up her confidence a lot'

We have also supported over 800 young people, including those with disabilities, to increase their employability through a number of different programmes. These include

- recruiting 11 young people on the Council's Apprenticeship Programme, offering fixed term paid apprenticeships in a range of Council departments gaining various skills eg business administration, accountancy, health and social care, child care, and youth work, as well as traditional trades such as mechanics
- providing work experience opportunities within the Council
- expanding the Vision Products traineeship scheme to Vision Products Newport
- working with Special schools to ensure that individuals with special educational needs are aware of the traineeship scheme at Vision Products.

During 2013/14, 3 young people have secured sustainable employment following completion of the Vision Traineeship Programme, feedback received from parents include

"K has grown in confidence through being able to interact in a normal workplace setting with people that are not disabled, as opposed to teachers within the special school that she attends and her carers. She has developed a good work ethic which has given structure to her days. She has enjoyed her time at Vision Products and we feel that she has become far more independent. This has been a major experience for her to be working in a normal environment, which is an opportunity that she would never have had".

"J has definitely grown in confidence during his placement with VP and has thoroughly enjoyed it, he gets bored very quickly and likes to keep doing things, he's so happy to be there, just wished he could have stayed longer."

Provided services to reduce homelessness and provision to meet the housing needs of individuals and families

We have restructured our homelessness and housing advice service to ensure it meets the requirements of the Housing (Wales) Act to provide a housing solutions focused outcome for all persons presenting as homeless or in need of housing advice. This has included the development of specialist roles within the team including the private rented sector officer, to increase access to the private rented sector to provide additional affordable housing options. We are also working closely with other organisation eg Women's Aid (supporting abused women and children), Gwalia (provider of housing, care and support services), Adref (Charity providing support for the homeless),etc, to make sure that our support and temporary and emergency accommodation arrangements better meet the needs of our most vulnerable clients eg those with learning difficulties and mental health problems, women fleeing domestic violence, young care leavers and young homeless people.

We have made good progress in our homeless service during the year as evidenced by performance measures. Our performance remains among the best in Wales.

- 80% homeless households where homelessness prevented for at least 6 months
- Average 2 days homeless families with children spent in bed and breakfast accommodation

In recognition of the fact that communities and their economic environment are inextricably linked, in 2014/15 we have amalgamated our Physical and Social Regeneration plans into a single theme, "**Improving our Communities**". We feel this will bring related activities together and better align our work in this area. The Key Priorities to continue "**Improving our Communities**" as set out in our 2014/15 Corporate Plan are....

- Increase opportunities for working age adults to enter employment, education and training
- People better understand the financial choices that are available to them through the increased delivery of advice and information and improved financial capability at earlier stages in their lives
- Developing Aberdare and Pontypridd Town Centres, supporting the completion of at least 36 property enhancements across Aberdare and Pontypridd town centres
- Supporting Businesses to Create Jobs, aiming to assist in establishing at least 40 jobs through Council and Welsh Government grants, and a further 30 created by Companies delivering major contracts on behalf of the Council
- Maximising European funding to support the Council's priority for economic growth, through significant potential funding streams

You can view the detailed action plan for 2014/15 at www.rctcbc.gov.uk/councilpriorities-improvingcommunities

Wales Programme for Improvement

Social Regeneration 2013/14 Action Plan - Income maximisation initiatives, help with employability, skills training and tackling labour market disadvantage

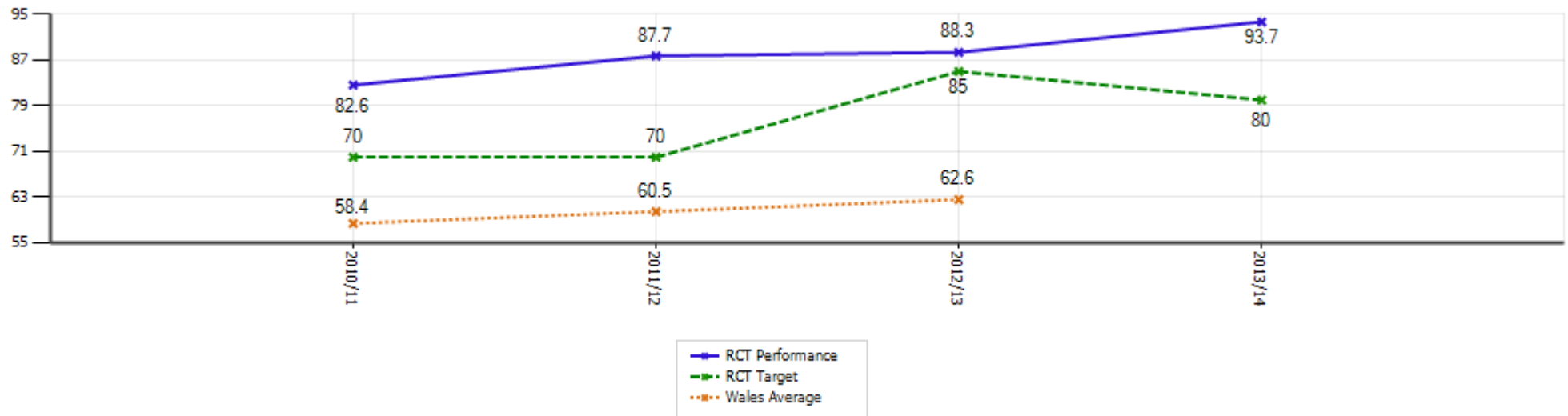
What we aim to achieve:

We are committed to preventing and tackling children growing up in poverty today so that they do not become the parents of children in poverty tomorrow because we know that the perpetuating cycle of poverty (including in work poverty) is not just damaging for individual families but also for the regeneration of our local communities as a whole. Levels of poverty are predicted to rise over the next few years due to the current economic climate and the predicted impact of welfare reform. In this context, a rise in the number of people experiencing poverty in Rhondda Cynon Taf does not mean that this plan is not achieving its objectives. In order to improve the longer term outcomes of the individual families currently living in poverty in Rhondda Cynon Taf, we will need to tackle worklessness and promote parental employment by addressing barriers to work, such as lack of skills and labour market experience. Tackling financial exclusion including income maximisation, debt management and financial literacy will also be essential as well as mitigating the risk of the impact of the Government's welfare reform proposals on Rhondda Cynon Taf residents and support services. We will also need to work with our partners to remove the health, educational and future employment inequalities experienced by some disadvantaged children, young people and their families

How will we know if we are making a difference:

The following headline key measure will be reported during the year to provide an overview of progress being achieved:

Key PI(2): % of all potentially homeless households for whom homelessness was prevented for at least 6 months (Statutory)



Story behind the data:

Performance for 2013/14 represents 443 (potentially homeless households for whom homelessness was prevented for at least six months) out of a total of 473 (93.66% against a target of 80%).

Key Priority: Social Regeneration - Income maximisation initiatives, help with employability, skills training and tackling labour market disadvantage

Lead Officer: Neil Elliott - Service Director Direct Services, Business & Housing

Outcome 1: People better understand the financial choices that are available to them through the increased delivery of advice and information and improved financial capability at earlier stages in their lives

Measures

Title	Target	Actual	RAG	Comment
Me01 - Number of people supported through Council funded welfare rights advice services (Local)		2870.00		For information only - no target set. Data provided by Citizens Advice Bureau (CAB)
Me02 - Amount of additional income gained for people supported by Council funded welfare rights services (Local)		1,338,398.00		For information only - no target set. As above
Me03 - Percentage of Communities First programme participants with improved financial capability (New) (Local)	42.19	49.00	■	



Critical Improvement Action 1 - To ensure that Council commissioned and directly provided welfare rights advice and information services are of good quality, available locally and demonstrate value for money

Title	RAG	Overall Status	Comment
M01 - Secure additional Council funding to maintain existing Citizen Advice Bureau service levels following recent cuts to Legal Aid and Communities First funding - Apr 13	■	Complete	
M02 - Undertake a review of welfare rights advice and information provision to ensure it is delivered in the most cost effective way and inform longer term Council funding decisions - Revised Mar 14	■	Not on target	This action has been carried over to the 2014/15 action plan as part of the strategic review of existing information and advice services
M03 - Present review findings and action plan to Cabinet for consideration, and if deemed appropriate, for approval - Revised 2014/15	■	On Target	




Critical Improvement Action 2 - To ensure that people needing help are supported to access locally available welfare rights advice and information services in order to maximise their income and improve their ability to financially support themselves

Title	RAG	Overall Status	Comment
M01 - Create directory of advice and information services that can be accessed by professionals and the public, linking into Council and partner information systems - Revised 2014/15	■	On Target	
M02 - Work with Rhondda Taf CAB to implement their new Engagement and Outreach Service to vulnerable people across Communities First Clusters:			
M02i - Phase 1 Implementation: Rhondda Fach and Lower Cynon Clusters - Revised Oct 13	■	Complete	
M02ii - Phase 2 Implementation: Mid Rhondda and Upper Cynon Clusters - Revised Oct 13	■	Complete	
M02iii - Phase 3 Implementation: Taf and Pontypridd Clusters - Oct 13	■	Complete	
M02iv - Phase 4 Implementation: Upper Fawr and Porth Clusters - Oct 13	■	Complete	


Critical Improvement Action 3 - To work with partners to understand and mitigate the impacts of welfare reform in Rhondda Cynon Taf

Title	RAG	Overall Status	Comment
M01 - With Partners develop and deliver awareness campaigns, as necessary, involving targeted information and advertising for key frontline staff and members of the public- Mar 14		Complete	Complete for 2013/14 but action is ongoing as information is updated as and when necessary
M02 - Work with DWP to commission, through the Universal Credit Local Support Services Framework, a range of services to support people to transfer to Universal Credit - Revised 2014/15			As reported previously, the national roll-out plans for Universal Credit, originally intended for October 2013 has been delayed by the DWP until late 2014. Current working assumptions are that an updated version of the Local Support Services Framework will be released in 2014/15. The 2014/15 WPI action plan will be updated accordingly once the future of support services becomes clearer
M03 - Submit draft commissioning framework to Cabinet for consideration and if deemed appropriate for approval - Revised 2014/15			As above
M04 - Reassess the impact of welfare reform in RCT to enable a higher level of targeted delivery of activities in the areas most affected by: Geographically mapping areas most affected; analysing existing evidence to assess the direct effects & developing key baseline indicators - Revised Mar 14		Complete	

Critical Improvement Action 4 - To increase people's financial capability, enabling them to manage their day to day finances and empowering them to be able to cope with unforeseen emergencies and plan for their futures

Title	RAG	Overall Status	Comment
M01 - Establish a multi-agency strategic group on financial inclusion (to oversee and drive forward progress in this area) - Revised 2014/15		On Target	
M02 - Through the multi-agency strategic group develop a financial inclusion strategy (to focus & coordinate efforts in tackling financial exclusion & promoting financial capability in Rhondda Cynon Taf) & submit to Cabinet for consideration & if deemed appropriate, approval - Revised 2014/15		On Target	
M03 - Deliver range of financial capability programmes in partnership with Communities First Clusters to improve people's knowledge and skills to understand and managed their own financial circumstances - From Jun 13		Complete	This action is complete for 2013/14 and will continue throughout 2014/15

Critical Improvement Action 5 - Assess the impact that the critical improvement actions have had during 2013/14 to help improve the financial capability and financial inclusion of residents

Title	RAG	Overall Status	Comment
M01 - Present report to Cabinet bringing together work undertaken during the year and the impact this has made (to feedback into the Prosperity theme of the Single Integrated Plan - Jul 14		On Target	
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Key Priority: Social Regeneration - Income maximisation initiatives, help with employability, skills training and tackling labour market disadvantage

Lead Officer: Neil Elliott - Service Director Direct Services, Business & Housing

Outcome 2: Increase opportunities for working age adults to enter employment, education and training

Population Data - For information only

Title	Target	Actual	RAG	Comment
Me01 - % of 16-18 Not in Employment, Education or Training (NEETs)			Closed	This measure has been replaced by the indicator below which is considered to be more appropriate to this outcome
Me01a - % of working age people claiming Job Seekers Allowance (JSA)		3.40		This relates to 5,150 people claiming JSA in Rhondda Cynon Taf (at May 2014). The all Wales position is 3.1%
Me02 - % of 18-25 Not in Employment, Education or Training (NEETs)			Closed	This measure has been replaced by the indicator below which is considered to be more appropriate to this outcome
Me02a - % of working age people aged 18-24 claiming Job Seekers Allowance (JSA)		7.30		This relates to 1,680 people claiming JSA in Rhondda Cynon Taf (at May 2014). The all Wales position is 5.5%
Me03 - Employment rate of those aged 16 to 64 years old		66.00		This data refers to the period January - December 2013. All Wales data is at 68.9%. Source: Regional economic & labour market profile - South East Wales - May 2014
Me04 - % of workless households		26.60		Data relates to 20,200 households at Dec 2012 (Stats Wales)
Me05 - % of children living in workless households		22.70		Data relates to 9,900 children at Dec 2012 (Stats Wales)

Measures

Title	Target	Actual	RAG	Comment
Me06 - Number of apprentices recruited via the Council's Apprenticeship Scheme (Local)	11.00	11.00	■	
Me07 - Number of trainees in sustainable employment within two months of completing the Vision Products traineeship scheme (Local)		3.00		For information only - no target set
Me08 - Number of people entering work following support from work/enterprise clubs (Local)	216.00	288.00	■	
Me09 - Number of people attending community learning programmes gaining accredited qualifications (Local)		1465.00		For information only. Baseline year - no target set

Critical Improvement Action 1 - Work with Merthyr Tydfil Council and other South East Wales Local Authorities to establish a strategic approach to employability in Rhondda Cynon Taf and across the Region

Title	RAG	Overall Status	Comment
M01 - Support Merthyr Tydfil Council (Lead Authority) to set up a Regional Strategic Employability Group to oversee and drive forward the development of a collaborative programme of work to tackle employability across the Region - May 13	■	Complete	
M02 - Work with Regional Partners to develop an action plan setting out the key actions to take to address employability across the Region and present to relevant LSBs for consideration and if deemed appropriate, approval - Jul 13	■	Complete	
M03 - Establish the Rhondda Cynon Taf Strategic Employability Group to oversee and drive forward progress locally and link with Regional developments - Jul 13	■	Complete	
M04 - Work with Partners to develop an action plan setting out the key actions to take to address employability in Rhondda Cynon Taf and present to Cabinet for consideration and if deemed appropriate, approval - Revised Mar 14	▲	Complete	Council related action plan completed. Further work is ongoing with partners via the Prosperity Board

Critical Improvement Action 2 - To increase community based opportunities to support skills development and improve employment opportunities

Title	RAG	Overall Status	Comment
M01 - Re-establish work clubs in partnership with new Communities First Clusters to provide community-based support to help people gain employment - Jun 13		Complete	
M02 - Develop and deliver open access community based learning and skills development programmes in partnership with Communities First Clusters and the Adult Community Education Service - From Jun 13		Complete	This action is complete for 2013/14 and will continue throughout 2014/15
M03 - Work with DWP and Communities First Clusters to organise a Rhondda Cynon Taf jobs fair event - Mar 14		Complete	
M04 - Deliver volunteering programmes in partnership with Communities First Clusters to provide opportunities for people to gain skills and confidence and increase their employability - From Jun 13		Complete	This action is complete for 2013/14 and will continue throughout 2014/15

Critical Improvement Action 3 - To target specific groups of people with low rates of economic activity and/high rates of unemployment (for example; NEET young people, care leavers and people with a disability) to increase their employability through training and support

Title	RAG	Overall Status	Comment
M01 - Undertake annual recruitment to corporate apprenticeship programme for 2013 scheme cohort - Sep 13		Complete	
M02 - Work with local businesses to identify opportunities to increase the number of workplaces offered and apprentices hired by them in a bid to tackle youth unemployment - Mar 14		Complete	
M03 - Design and pilot a pre-apprenticeship course for young people aged 16-18 to help better prepare them to find and sustain a full employed apprenticeship - Dec 13		Complete	
M04 - Deliver a summer employability programme, to include consultation and feedback with programme participants, for NEET young people - Oct 13		Complete	
M05 - Undertake annual recruitment exercise in partnership with Ysgol Hen Felin to the traineeship scheme for school leavers with special educational needs at Vision Products - Pontyclun - May 13		Complete	
M06 - Work with Gwent Local Authorities to expand the traineeship scheme to Vision Products – Newport - Mar 14		Complete	
M07 - Work in partnership with Vision Products and other Council Services to pilot employment opportunities for people with learning disability via a dedicated work placement scheme - Mar 14		Complete	
M08 - Develop shared implementation plan, based on the findings of the above work placement pilot scheme, and agree a phased roll-out across relevant services - Jun 14		On Target	

Critical Improvement Action 4 - Assess the impact that the critical improvement actions have had during 2013/14 to help increase opportunities for working age adults to enter employment, education and training

Title	RAG	Overall Status	Comment
M01 - Present report to Cabinet bringing together work undertaken during the year and the impact this has made (to feedback into the prosperity theme of the Single Integrated Plan - Jul 14		On Target	To be included as part of the Single Integrated Plan monitoring arrangements for 2014/15
.			

Key Priority: **Social Regeneration - Income maximisation initiatives, help with employability, skills development and tackling labour market disadvantage**

Lead Officer: Neil Elliott - Service Director Direct Services, Business & Housing

Outcome 3: **Reduce homelessness and provide services that meet the housing and support needs of individuals and families**

Measures

Title	Target	Actual	RAG	Comment
Me01 - % of all potentially homeless households for whom homelessness was prevented for at least 6 months (Statutory)	80.00	93.66	➖	This measure has also been shown graphically at the front of the plan, and data for 2013/14 is above the all Wales average of 62.6%
Me02 - Average number of days that all homeless families with children spent in Bed & Breakfast accommodation (Local)	20.00	2.00	➖	
Me03 - Average number of days that all homeless households spent in Bed and Breakfast accommodation (Local)	55.00	42.75	➖	
Me04 - Average number of days that all homeless households spent in other forms of temporary accommodation (Local)	95.00	92.48	⬇️	

Critical Improvement Action 1 - To increase the accommodation available in the County Borough to people and households at risk of homelessness in order to meet increasing demand and reduce the use of bed and breakfast accommodation

Title	RAG	Overall Status	Comment
M01 - Work with chosen Housing Provider to develop dedicated emergency supported accommodation scheme for young people - Jun 13	➖	Complete	
M02 - Through Supporting People Grant, remodel existing accommodation at Mountain Ash YMCA to create additional supported housing units for young people - Revised 2014/15	⬆️	On Target	
M03 - Work with chosen Housing Provider to develop dedicated supported housing scheme for homeless people - Mar 14	➖	Complete	
M04 - Review current social lettings agency scheme to ensure it continues to meet service need - Dec 13	➖	Complete	
M05 - Agree new scheme arrangement, based on the findings of the above review, and implement - Mar 14	⬇️	Target Missed	Work continues to implement the findings of the above review. However, this action will be carried forward to the 2014/15 WPI plan as part of the reconfiguration of the social letting agency scheme

Critical Improvement Action 2 - To develop a range of housing options to support people and households effected by the Welfare Reform changes, in particular under-occupation and shared accommodation rate for single people aged under 35

Title	RAG	Overall Status	Comment
M01 - Through Supporting People Grant, work with housing associations and private sector landlords to develop shared supported housing accommodation for single people aged under 35 - Mar 14	➖	Complete	
M02 - Work with local housing providers to develop a joint strategy to deliver required changes, such as shared accommodation, one bedroom properties, to housing provision in order to mitigate the impact of the welfare reforms - Dec 13	➖	Complete	

Social Regeneration - Income maximisation initiatives, help with employability, skills training and tackling labour market disadvantage

Outcome 1 - People better understand the financial choices that are available to them through the increased delivery of advice and information and improved financial capability at earlier stages in their lives											
Theme Title	PI Ref:	Indicator Description	2011/12	2012/13	2013/14			Overall Direction of Performance 2013/14 against 2011/12	2014/15	Comments	
			Actual Data	Actual Data	Target	Actual Data	RAG		Wales Average		Target
Prosperity	Me01	Number of people supported through Council funded welfare rights advice services (Local)	N/A	2,671	N/A	2,598 ¹	N/A	N/A	↓	Maintain 2013/14 levels of support	This data has been updated since publication of the Corporate Plan, and following receipt of the annual report from the data provider, Citizen's Advice Bureau (CAB)
	Me02	Amount of additional income gained for people supported by Council funded welfare rights services (Local)	N/A	£1,848,627	N/A	£1,326,032 ²	N/A	N/A	↓	For information only	
	Me03	% of Communities First programme participants with improved financial capability (New) (Local)	N/A	N/A	42.19	49	●	N/A	N/A	≥49	

Footnotes:

¹ Previously reported as 2,870² Previously reported as £1,338,398

Outcome 2 - Increase opportunities for working age adults to enter employment, education and training											
Theme Title	PI Ref:	Indicator Description	2011/12	2012/13	2013/14			Overall Direction of Performance 2013/14 against 2011/12	2014/15	Comments	
			Actual Data	Actual Data	Target	Actual Data	RAG		Wales Average		Target
Prosperity	Me01	% of 16-18 Not in Employment, Education or Training (NEETs)	5.1	5.2	N/A	N/A	N/A	N/A	N/A	N/A	The collection methods have changed for this indicator. 2013/14 data is not comparable to previous years. Replaced with indicator below.
	Me01a	% of working age people claiming Job Seekers Allowance (Population Measure)	5.1	4.8	N/A	3.7 ¹	N/A	N/A	↑	N/A	
	Me02	% of 18-25 Not in Employment, Education or Training (NEETs)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Unable to collect data for this indicator. Replaced with indicator below.
	Me02a	% of working age people aged 18-24 claiming Job Seekers Allowance (JSA) (Population Measure)	8.9	7.7	N/A	7.9 ¹	N/A	N/A	↑	N/A	
	Me03	Employment rate of those aged 16 to 64 years old (Population Measure)	63.5	62.5	N/A	68.2 ²	N/A	N/A	↓	N/A	

Footnote:

³ Data relates to April 2014 and has been updated since the 2014 Corporate Plan - previously reported 3.40 and 7.30 respectively⁴ Data relates to the Period April 13 - March 14 and has been updated since the 2014 Corporate Plan - previously reported 66.00

Outcome 2 - Increase opportunities for working age adults to enter employment, education and training - continued											
Theme Title	PI Ref:	Indicator Description	2011/12	2012/13	2013/14			Overall Direction of Performance 2013/14 against 2011/12	2014/15	Comments	
			Actual Data	Actual Data	Target	Actual Data	RAG		Wales Average		Target
Prosperity	Me04	% of workless households (Population Measure)	N/A	N/A	N/A	26.6 ³	N/A	N/A	N/A	N/A	
	Me05	% of children living in workless households (Population Measure)	N/A	N/A	N/A	22.7 ⁴	N/A	N/A	N/A	N/A	
	Me06	Number of apprentices recruited via the Council's Apprenticeship Scheme (Local)	N/A	33	11	11	●	N/A	↓	13	
	Me07	Number of trainees in sustainable employment within two months of completing the Vision Products traineeship scheme (Local)	N/A	4	N/A	3	N/A	N/A	↓	N/A	
	Me08	Number of people entering work following support from work/enterprise clubs (Local)	N/A	N/A	216	288	●	N/A	N/A	≥288	
	Me09	Number of accredited qualifications gained by people attending community learning programmes (Local)	N/A	N/A	N/A	1,465	N/A	N/A	N/A	≥1,465	

Footnote:⁵ Data relates to 20,200 households at Dec 2012 (Stats Wales)⁶ Data relates to 9,900 children at Dec 2012 (Stats Wales)

Outcome 3 - Reduce homelessness and provide services that meet the housing needs of individuals and families											
Theme Title	PI Ref:	Indicator Description	2011/12	2012/13	2013/14			Overall Direction of Performance 2013/14 against 2011/12	2014/15	Comments	
			Actual Data	Actual Data	Target	Actual Data	RAG		Wales Average		Target
Prosperity	Me01	% of all potentially homeless households for whom homelessness was prevented for at least 6 months (Statutory)	87.7	88.3	80.0	93.7	●	66.4	↑	88.00	
	Me02	Average number of days that all homeless families with children spent in Bed & Breakfast accommodation (Local)	1.0	25.5	20.0	2.0	●	22.9	↑	15.0	
	Me03	Average number of days that all homeless households spent in Bed and Breakfast accommodation (Local)	31.03	40.15	55.00	42.75	●	35.57	↓	50.00	
	Me04	Average number of days that all homeless households spent in other forms of temporary accommodation (Local)	71.93	69.21	95.00	92.48	●	159.19	↓	95.00	

Performance Evaluation - Streetcare Services and the Natural Environment

We have made good progress in recent years in improving the local environment, roads and streetscene. Dealing with our waste sustainably continues to be a high priority and in addition to continuing to increase our recycling rates we are also working to minimise the level of waste produced by promoting reuse schemes and investigating alternatives to landfill for disposal of waste which cannot be recycled. We continue to work to deliver cleaner streets, both by education and awareness campaigns and strict enforcement of littering, graffiti, fly tipping and fly posting. Maintaining our highways and keeping traffic moving is a high priority for residents and we will target continued investment in our highways infrastructure and tackle problem parking through the introduction and appropriate enforcement of civil parking regulations.

Why was this a priority in 2013/14?

We need to meet challenging Welsh Government and European targets to reduce the levels of waste sent to landfill and increase the amount of waste recycled. Despite year on year improvements in the recycling rate, Rhondda Cynon Taf did not achieve the Welsh Government recycling target of 52% in 2012/13, and was one of the worst performers when compared to the rest of Wales. Continued failure to meet national targets will have significant financial penalties in years to come if improvements are not made. We understand that living in a pleasant environment is important for people's health and well being. The importance of this to our residents was emphasized during the 2013/14 revenue budget consultation exercise, when out of over 250 people who provided feed back, 2 out of 3 felt waste management and street cleansing should be either a high or medium priority.

In our 2013/14 Plan, we said we would

- **Deal with waste more sustainably by reducing the amount of waste that is sent to landfill and increasing the amount of waste that is recycled, reused or composted**
- **Deliver cleaner streets all year round ensuring a continued focus on enforcement of littering, graffiti, fly tipping and fly posting, and promote civic pride**
- **Deliver a well maintained highway and street environment that meets the needs of existing and future residents**

We said we would deal with waste more sustainably by reducing the amount of waste that is sent to landfill and increasing the amount of waste that is recycled, reused or composted

We commenced the construction of a food waste treatment plant in collaboration with Merthyr Tydfil and Newport Councils, to reduce the amount of biodegradable waste sent to landfill. Planning application approval was received and the contract commenced in January 2014, with works commencing on site in March 2014. The site is planned to be operational in 2015 and its continued development will be monitored as part of the 'Keeping Rhondda Cynon Taf Clean and Green' Action plan for 2014/15.

Fortnightly 'black bin/bag' residual waste collection was rolled out from 3rd June 2013, to encourage participation in the recycling service which remained on a weekly basis. As part of the fortnightly collections, a weekly nappy recycling scheme which residents could 'opt-in' to participate was also introduced. These substantial changes resulted in some initial disruption for a number of reasons, such as the volume of recycling making it difficult to get all the material off the street on the right day. In addition to this there was confusion in some areas over the correct collection day, resulting in some areas having bins/bags out on the wrong day or week and the service missing collections in some instances. Issues with collection days were resolved and a further round review analysis was undertaken where issues had been identified, with further changes implemented. The changes to collection days resulted in a marked increase in customer contacts and complaints regarding refuse collection and recycling in Q1 2013/14. Once the new arrangements had been embedded, complaints reduced significantly during the remainder of the year.

The introduction of the nappy recycling scheme was intended to target families of newborns, with an initial expectation that the scheme would be built up over time following an introductory pilot of 500 - 1,000 residents. However, demand for the scheme exceeded 4,500 requests including a number of residents requesting a weekly service to dispose of incontinence pads. However, the scheme has nevertheless provided a useful service to residents in reducing their residual waste by providing this weekly collection service. New vehicles and route optimization software have been purchased to support improvements in recycling and collections, the impact of these changes will be monitored in our 2014/15 plan.

The service is currently reviewing trade waste collections with a view to introducing evening collections to reduce overheads and ensure minimal disruption to businesses.

Community participation remains key to the success of waste reduction and recycling, and awareness raising initiatives continued throughout the year to encourage residents to participate in reuse and recycling initiatives. In Penderyn, a door knocking initiative saw dry recycling increase from 70.6% in week 1 to 88.1% in week 4 with 90.6% of residents recycling at least once in the 4 week period.

April 2013 saw the launch of the 'Why don't you recycle..? It's time to change' campaign. This included the distribution of a comprehensive user guide for residents which can be seen at www.rctcbc.gov.uk/ResidentsRecyclingGuide. This booklet includes comprehensive information about the services available to residents to reduce, reuse and recycle their waste. It also provided explanations of what happens to our waste and why it is so important to recycle.

A user satisfaction survey at the County Borough's Recycling shop showed positive feedback from the 'Re-uniform' and 'Reboot' recycling initiatives, with parents able to purchase "like new" recycled, washed, cleaned and "bobbled off" uniforms at less than 60% of normal cost. This scheme is an example of the way that the different priority areas of the Council support each other, also linking into the aims of the Social Regeneration plan.

However, the positive progress regarding changes to collections to maximise recycling and community engagement was offset by difficulties in waste processing. In October 2013 "SiteServ", the company we use to process some of our waste, were unable to continue to collect and sort our residual waste and this had to be sent to landfill, which impacted significantly on our performance.

The overall outcomes of our work are mixed. Despite considerable improvements in reducing the amount of municipal waste sent to landfill and increasing the amount of municipal waste recycled since 2010/11, the Council has failed to reach the national recycling target of 52% for the second consecutive year and the amount of municipal waste that we sent to landfill has increased in the last year. This puts the Council at risk of significant financial penalties.

The Council sent 41.6% of municipal waste to landfill in 2013/14. This represents an overall improvement in performance since 2010/11, when we sent over 52% of our waste to landfill, and exceeded our internal target of 48%, performance has decreased since

2012/13 (38.2%) and was below the Welsh average of 37.7%. In comparison to the previous year, this equates to an increase of 1,350 tonnes sent to landfill.

However, our re-use and composting have both increased this year with 94.33 tonnes more waste prepared for re-use and 2,202.25 tonnes more of our waste composted than in 2012/13. The introduction of the fortnightly collection for residual waste has encouraged more residents to take part in our food waste scheme, which has increased the tonnage of food waste collected by 1,259.49 tonnes.

It is also important to note we have reduced the overall waste collected during the year by 5,977.56 tonnes compared to 2012/13, which makes it increasingly challenging to reach recycling targets based on percentage waste, as potentially reusable and recyclable items are no longer being disposed of.

We have estimated that if waste had continued to go to SiteServ for processing, the Council would have recycled, re-used or composted approximately 53.22% of its waste. We are currently working with Amgen Cymru for an alternative option which will enable us to return to target level in 2014/15. Longer term the completion of the waste treatment plant at Bryn Pica, which forms part of our 2014/15 plan 'Keeping Rhondda Cynon Taf Clean and Green' will provide an alternative processing means.

We said we would deliver cleaner streets all year round ensuring a continued focus on enforcement of littering, graffiti, fly tipping and fly posting, and promote civic pride

We worked with partners including Keep Wales Tidy, Community Groups and Schools to identify projects that could be undertaken to tackle specific problems and problem areas within the community. This has included constructing outdoor classrooms, planters, footpaths and the clearance of overgrown land and fly tipping. We continued to work in partnership with RCT Homes, Newydd Housing and Hafod Housing to improve specific areas of concern throughout the housing estates in RCT.

The Cardiff City Cleaning Up The Game project in primary schools.

We delivered a successful project with Year 6 pupils at Tonyrefail Primary school, making them aware of problems with litter, in preparation for them to take part in the Lunchtime Litter Project at Tonyrefail Comprehensive school. Unfortunately, despite

working in partnership with Police Community Support officers and Community First, we were unable to introduce the Lunchtime Litter Project at Tonyrefail Comprehensive School as we were unable to secure the commitment from staff at the school which was essential to the success of the project.

We continued to focus on enforcement of littering, graffiti, fly tipping and fly posting, delivering a programme of patrols and multiagency enforcement operations in problem areas.

There were 3,399 reports of fly tipping and over 99% (3,374) were removed within 5 working days. This is significantly higher than the Welsh Average of 95.03% and represents some of the best performance in Wales. The average time taken to remove fly tipping incidents in Rhondda Cynon Taf was only 0.47 days. There has been an increase in fly tipping incidents recorded since 2012/13 (2,829 incidents of which 2,815 removed within 5 days taking an average of 0.19 days), which can partly be attributed to the introduction of fortnightly collection of residual waste and the introduction of charges to collect bulky waste. The Council's enforcement team will be focusing on household waste issues throughout 2014/15 to ensure that residents understand the importance of disposing of their waste correctly. The Council will also focus on identified fly tipping hotspots to prevent the dumping of rubbish in the County Borough.

6,096 warning letters and 307 fixed penalty notices were issued for environmental offences such as littering and dog fouling. Enforcement aims to reduce the incidents of littering, graffiti, fly tipping and fly posting by raising public awareness and recognition of these offenses and the impact that they have on the County Borough.

An independent survey carried out by Keep Wales Tidy, found that 99.75% of highways and relevant land inspected were of a high or acceptable standard of cleanliness. This is above the Welsh Average of 96.8% and represents some of the best performance in Wales. However, despite quantitative measures demonstrating strong performance, results from the national survey for Wales (a face to face survey of 14,500 people across Wales) showed that only 59% of respondents agreed that the local area is well maintained (Welsh average 70%); 49% agreed the local area is free from litter and rubbish (Welsh average 62%) and 68% agreed the local area is free from graffiti and vandalism. Public perception may be partly influenced by the condition of private land within the area over which the Council has limited control and by a limited number of problem 'hot spots'. There is an ongoing challenge to balance the high importance placed by the public on street cleansing with the financial pressures faced by the Council, managing

expectations while providing cost effective performance which compares favourably across Wales. Continued work in partnership with community groups to tackle specific problem areas, backed by a focus on education and enforcement in 'hot spot' areas and increased monitoring of complaint responses form a key part of our action plan for 2014/15.

We said we would deliver a well maintained highway and street environment that meets the needs of existing and future residents

Investment in our highways has continued to be a priority and we continued a programme of investment to improve the condition of our roads and footpaths. The programme of investment has included resurfacing of 128 streets and 48 footways. We have extensively used environmentally friendly preventative surface treatments which restore the skid resistance of road surfaces as well as sealing the surface to prevent ongoing deterioration. These treatments are carried out at a fraction of the cost and much more quickly than conventional surfacing techniques, reducing travel delays due to roadworks. One of the Council's busiest roads, the A4119 from Junction 34 of the M4 to the A473, was treated in a handful of off peak evening and weekend shifts compared to the 3 or 4 weeks of highly disruptive conventional resurfacing works that would have otherwise been required.

We also delivered the newly constructed Llantrisant Community Route, between Ynysmaerdy and Coed Ely. This route provides safer conditions for walking and cycling, promoting healthier lifestyles, as well as greater social interaction and a more sustainable way of travelling for people living and working in the area. The route also enables wheelchair users to gain access and ties in with the previously constructed Llantrisant Community Route 1-8 (Pontyclun Railway Station – Royal Glamorgan Hospital).

The impact of this work can be demonstrated by an improving trend in the condition of our overall road network. The Council's investment programmes have contributed to a reduction in the percentage of our roads that are considered to be in an overall poor condition, from 10.0% in 2012/13 to 9.94% in 2013/14, above the Welsh Average of 13.2%.

The key priorities for **Street Care Services and the natural environment** in 2014/15 as set out in our Corporate plan are:

- Deliver clean streets so that residents and visitors live in a cleaner and safer environment
- Improve recycling rates through targeting areas of low participation and raising awareness of residents
- Develop a **residual waste treatment plant** with Merthyr Tydfil County Borough Council in line with Welsh Government requirements and to review options to achieve higher levels of levels of recycling through the processes operated by the Service
- Develop a **food waste treatment plant** with Merthyr Tydfil and Newport County Borough Councils in line with Welsh Government requirements and to review options to achieve higher levels of recycling through the processes operated by the Service
- A well maintained highways infrastructure that will support our Prosperity Priority through contributing to the economic, environmental and social development within the County Borough.
- A safe environment for RCT residents through increased protection from flooding and improved road safety awareness and training for our residents within our most vulnerable groups

You can view the detailed action plan for 2014/15 at: www.rctcbc.gov.uk/councilpriorities-cleanandgreen

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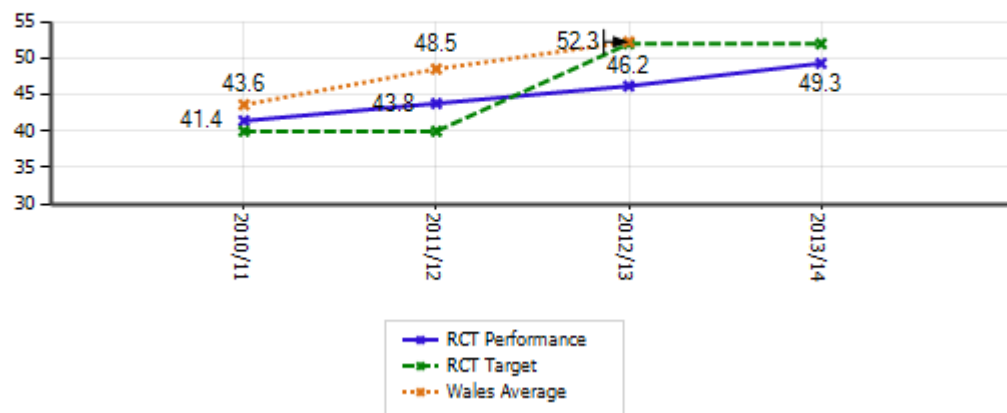
Wales Programme for Improvement

Street Care Services & The Natural Environment 2013/14 Action Plan

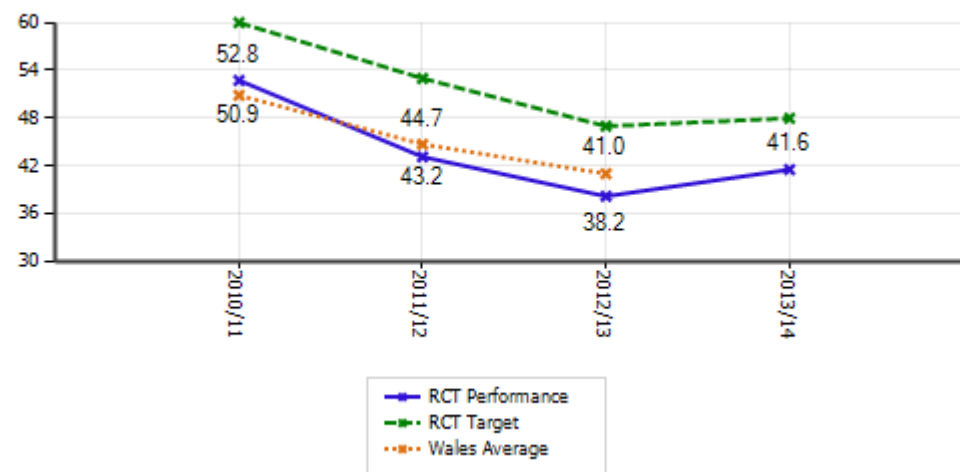
What we aim to achieve: We have made good progress in recent years in improving the local environment, roads and streetscene. Dealing with our waste sustainably continues to be a high priority and in addition to continuing to increase our recycling rates we are also working to minimise the level of waste produced by promoting reuse schemes and investigating alternatives to landfill for disposal of waste which cannot be recycled. We continue to work to deliver cleaner streets, both by education and awareness campaigns and strict enforcement of littering, graffiti, fly tipping and fly posting. Maintaining our highways and keeping traffic moving is a high priority for residents and we will target continued investment in our highways infrastructure and tackle problem parking through the introduction and appropriate enforcement of civil parking regulations

How will we know if we are making a difference:

Key PI(1): % of municipal waste collected by local authorities and prepared for reuse and / or recycling, including source segregated biowastes that are composted or treated biologically in another way (Statutory)



Key PI(2): % of municipal waste sent to landfill (Statutory)



Story behind the data:

Key PI (1) - The graph shows we have improved performance from 41.4% in 2010/11 to 49.3% as at year end 2013/14. Performance since October 2013 has been adversely affected by waste processing issues with one of our suppliers, and our target of 52% for 2013/14 has not been met. Performance at year end is also below the all Wales average of 52.26%.

Despite this, in the current year the amount of waste recycled, reused or composted has increased by 606 tonnes compared to 2012/13. It is considered the introduction of fortnightly refuse collections from June 2013 has helped to encourage / influence more households to use our recycling service. Whilst it is too early to establish if this is a longer term trend a range of initiatives have been introduced, (for example, nappy recycling, on-going development of our community recycling centres and marketing) to help further improve our performance in this area.

Story behind the data:

Key PI (2) - The graph shows that we have reduced the amount of waste sent to landfill from 52.8% in 2010/11 to 41.6% in 2013/14.

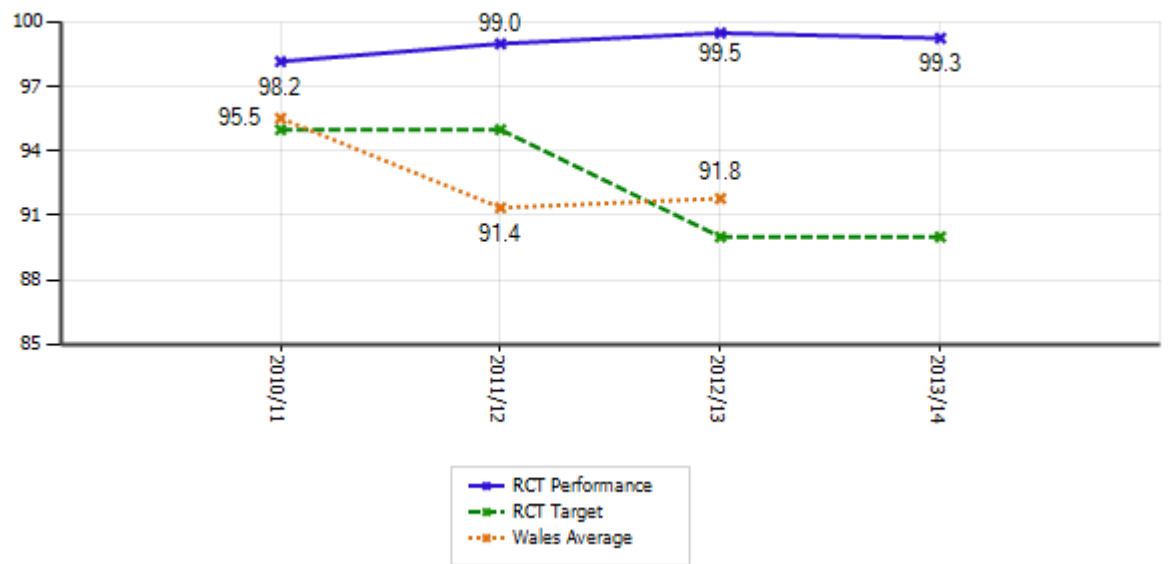
In the current year, the tonnage of waste sent to landfill was 1,350 tonnes more than the same period in 2012/13. More recyclable waste than expected has been sent to landfill this year as a result of processing issues with a supplier. We are currently looking at alternative means of waste processing during 2014/15, and longer term the completion of the waste treatment plant at Bryn Pica in 2015/16 will provide an alternative processing means.

Despite this increase we are within our 2013/14 annual target of 48%, and our performance of 41.6% is slightly below the all Wales average of 41.0%.

Street Care Services & The Natural Environment

How will we know if we are making a difference:

Key PI(3): % of reported fly tipping incidents cleared within Target (5 working days) (Statutory)



Story behind the data:




Key PI (3) – To date, there have been 3,399 reports of fly tipping, of which 3,374 were removed within 5 working days. The average time taken to remove these fly tipping incidents was 0.47 days. In comparison, 2,829 fly tipping incidents recorded last year with 2,815 removed within 5 days taking an average of 0.19 days

Critical Improvement Action 2 - Introduce a range of new / improved recycling initiatives to support an increase in the amount of waste that is recycled






Lead Officer: Nigel Wheeler - Service Director of Streetcare

Outcome 1: To deal with waste more sustainably by reducing the amount of waste that is sent to landfill and increasing the amount of waste that is recycled, reused or composted

Measures

Title	Target	Actual	RAG	Comment
Me01 - % of municipal waste collected by local authorities and prepared for reuse and/ or recycling, including source segregated biowastes composted or treated biologically in another way (Statutory)	52.00	49.31		Re-use and composting have both increased this year with 94.33 tonnes more waste prepared for re-use and 2,202.25 tonnes more of our waste composted than in 2012/13. The introduction of the fortnightly collection for residual waste has encouraged more residents to take part in our food waste scheme, which has increased the tonnage of food waste collected by 1,259.49 tonnes. In addition we have reduced our overall waste collected during the year by 5,977.56 tonnes compared to 2012/13. In October 2013, SiteServ the company we use to process some of our waste were unable to continue to collect and sort our residual waste, so the waste has had to be sent to landfill, which resulted in a decrease in recycling. We have estimated that if the waste continued to go to SiteServ for processing, RCT would have recycled, re-used or composted approximately 53.22% of its waste. We are currently working with Amgen Cymru for an alternative option which will enable us to return to target level in 2014. Current data is below the 2012/13 all Wales average of 52.3%
Me02 - % of municipal waste sent to landfill (Statutory)	48.00	41.56		
Me03 - % of municipal waste received at all household waste amenity sites that is prepared for reuse, recycled or of source segregated bio waste that is composted or treated biologically in another way (Local)	65.00	72.74		
Me04 - % Waste diverted from landfill (Local)		58.44		For information only - no target set
Me05 - Total Tonnage of Food Waste collected (Local)		7024.42		For information only - no target set

Critical Improvement Action 1 - Construct a Food Waste Treatment Plant (in collaboration with Merthyr Tydfil and Newport County Borough Councils) to reduce the amount of bio-degradable waste that is sent to landfill

Title	RAG	Overall Status	Comment
M01 - Contract commencement - Revised Jan 14		Complete	
M02 - Planning application consideration / approval - Jun 13		Complete	
M03 - Planned works commencement - Revised Mar 14		Complete	
M04 - Produce a interim report for Cabinet on the progress made in delivering the Food Waste Treatment Plant - Mar 14		Complete	
M05 - Planned services commencement - Jan 15		On Target	Plant is being constructed and is on target

Critical Improvement Action 2 - Introduce a range of new / improved recycling initiatives to support an increase in the amount of waste that is recycled

Title	RAG	Overall Status	Comment
M01 - Introduce a new weekly Nappy Recycling Scheme (as part of existing weekly recycling rounds and requires households to opt in) - Launch of the scheme - Jun 13		Complete	
M02 - Phase 2 marketing of scheme - Jul 13 onwards		Complete	
M03 - Community Recycling Centres - Identify options to increase the levels of reuse and processing arrangements for recycling materials and prepare a report of findings 'for information' to Cabinet - Revised Mar 14		Complete	
M04 - Carry out a user satisfaction survey to determine the effectiveness of the Community Recycling Centres and report findings to the Environmental Services Scrutiny Committee - Mar 14		Complete	

Critical Improvement Action 3 - Promote reuse and waste reduction through increased public awareness of recycling in order to maximise participation

Title	RAG	Overall Status	Comment
M01 - Work with partners to identify further awareness raising opportunities and optimise the shared use of resources - Mar 14		Complete	
M02 - Work with local businesses to incentivise and increase recycling levels - Mar 14		Complete	
M03 - Continue a programme of activities around food recycling awareness by targeting events and areas to help maximise participation - Mar 14		Complete	

Critical Improvement Action 4 - Roll out fortnightly refuse collection

Title	RAG	Overall Status	Comment
M01 - Undertake borough wide marketing and door knocking activity throughout the year to raise awareness with residents - From May 13		Complete	
M02 - Implement fortnightly refuse collection across the County Borough - Jun 13		Complete	

Critical Improvement Action 5 - Develop a medium term strategy of the disposal and treatment of residual waste

Title	RAG	Overall Status	Comment
M01 - Produce a report for Cabinet setting out a range of options for the disposal and treatment of residual waste - May 13		Complete	
.			

Critical Improvement Action 6 - Assess the impact that the main activities have had during the year to help increase recycling, re-use and composting and reduce waste sent to landfill

Title	RAG	Overall Status	Comment
M01 - Produce a report for Cabinet bringing together the main activities undertaken during 2013/14 and the impact they have helped make - Jun 14		On Target	
.			

Key Priority: Streetcare Services & The Natural Environment - A Cleaner, Greener County Borough

Lead Officer: Nigel Wheeler - Service Director of Streetcare

Outcome 2: To deliver cleaner streets all year round ensuring a continued focus on enforcement of littering, graffiti, fly tipping and fly posting, and promote civic pride



Measures

Title	Target	Actual	RAG	Comment
Me01 - The Cleanliness Index (Local)	70.00	74.86	–	
Me02 - % of highways and relevant land inspected of a high or acceptable standard of cleanliness (Local)	90.00	99.75	–	
Me03 - % of highways and relevant land inspected to a high or acceptable standard of cleanliness (LEAMS survey) (Local)	90.00	96.77	–	
Me04 - % of inspected streets not at an acceptable standard of cleanliness returned to grade A standard within one working day (Local)	85.00	91.18	–	
Me05 - % racist graffiti removed within 1 day (Local)	90.00	97.16	–	
Me06 - % graffiti items removed within target - 5 Days (Local)	90.00	98.33	–	
Me07 - Average number of days to remove fly tipping (Local)	5.00	0.47	–	
Me08 - % of reported fly tipping incidents cleared within 5 working days (Statutory)	90.00	99.26	–	




Critical Improvement Action 1 - Deliver a series of joint projects to engage with citizens to tackle basic environmental problems and raise awareness of civic pride

Title	RAG	Overall Status	Comment
M01 - Work with Keep Wales Tidy to identify a series of projects aimed at tackling specific problems - Mar 14	–	Complete	
M02 - Work with Community groups (e.g. Tre Telynnog Environmental and Communities First) and other partners to tackle specific problem areas - Mar 14	–	Complete	
M03 - Undertake a series of 'litter picks' and 'environmental projects' in partnership with Primary Schools - Mar 14	–	Complete	
M04 - Continue to submit funding bids to support additional specific projects to tackle environmental problems / increase citizen awareness - Mar 14	–	Complete	



Critical Improvement Action 2 - Continue to review and target enforcement activity that encourages public responsibility and awareness

Title	RAG	Overall Status	Comment
M01 - Deliver a programme of patrols and multi-agency enforcement operations in problem areas - Mar 14		Complete	
M02 - Publicise the outcomes from patrols and multi-agency enforcement operations - Mar 14		Complete	


Critical Improvement Action 3 - Revisit the lunchtime litter project at Tonyrefail Comprehensive School to encourage responsible behaviour

Title	RAG	Overall Status	Comment
M01 - Visit Year 6 pupils of Tonyrefail Primary School and work in partnership with local Police Community Support Officers and Community First to encourage support for the litter project at Tonyrefail Comprehensive School - Jun 13		Complete	
M02 - Introduce the litter project in Tonyrefail Comprehensive School (following preparatory work throughout the summer) - Revised Mar 14		Not on target	School unable to participate further in project. Attempts will be made during 2014/15 to find another comprehensive school as part of the enforcement plan to 'Deliver cleaner streets'
M03 - Review success of the project - Revised 2014/15		Not on target	As above

Critical Improvement Action 4 - Implement service changes in line with the Council's 2013/14 budget strategy

Title	RAG	Overall Status	Comment
M01 - Introduce revisions to street cleansing service levels - Apr 13		Complete	
M02 - Introduce charges for Bulky Refuse Collection - Apr 13		Complete	

Critical Improvement Action 5 - Assess the impact that activities have had during the year to help deliver clean streets, tackle basic environmental problems and promote civic pride

Title	RAG	Overall Status	Comment
M01 - Produce a report for Cabinet bringing together the main activities undertaken during 2013/14 and the impact they have helped make - Jun 14		On Target	
.			

Key Priority: Streetcare Services & The Natural Environment - A Cleaner, Greener County Borough



Lead Officer: Nigel Wheeler - Service Director of Streetcare

Outcome 3: A well maintained highway and street environment that meets the needs of existing and future residents


Measures

Title	Target	Actual	RAG	Comment
Me01 - % of principal (A) roads that are in overall poor condition (Local)	7.00	8.06		The decline in performance has been caused by a sharp and unexpected drop off in surface texture on the A4061 and A4233 Bwlch, Rhigos and Maerdy Mountain Roads (3.4km). Consideration is currently being given to having the roads re-surveyed as there is little or no visual evidence of the drop off in texture
Me02 - % of non-principal / classified (B) roads in overall poor condition (Local)	9.00	8.39		
Me03 - % of non-principal / classified (C) roads that are in overall poor condition (Local)	13.00	13.60		
Me04 - The percentage of principal (A) roads and non principal / classified (B and C) roads that are in overall poor condition (Statutory)	9.20	9.94		Performance for 2013/14 is above the 2012/13 all Wales average performance of 13.4%
Me05 - % of maintained street lights 'in light' at any given time (Local)	95.00	95.18		
Me06 - The average number of calendar days taken to repair street lamp failures during the year (Local)	4.00	2.74		



Critical Improvement Action 1 - As part of the Council's Carriageway Investment Programme, continue to improve the Council's highways infrastructure utilising appropriate recycling techniques including energy efficient tarmac and sustainable road surface treatments

Title	RAG	Overall Status	Comment
M01 - Undertake traditional and preventative treatments on Council highways, and monitor against investment programme - Mar 14		Complete	
M02 - Undertake repairs to footways e.g. replacing uneven footpaths with a new surface, and monitor against investment programme - Mar 14		Complete	


Critical Improvement Action 2 - As part of the Council's Structural Investment Programme, continue to strengthen and maintain Council structures in order to ensure safety and reduce hazards

Title	RAG	Overall Status	Comment
M01 - Undertake programmed work on RCT structures and monitor against investment programme - Mar 14		Complete	
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Critical Improvement Action 3 - Street Lighting – continue with the lighting column and cabling replacement programme and improve energy efficiency

Title	RAG	Overall Status	Comment
M01 - Based on an assessment continue with the programme to replace and upgrade concrete and steel lighting columns - Mar 14		Complete	
M02 - Replace reported lights out with a more energy efficient equivalent - Mar 14		Complete	

Critical Improvement Action 4 - Actively contribute to the development of the Council’s future walking and cycling improvements and employee travel planning

Title	RAG	Overall Status	Comment
M01 - Deliver the Ynysmaerdy to Coed Ely Community Route funded through the Welsh Government's Regional Transport Grant - Jan 14		Complete	
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Critical Improvement Action 5 - Assess the impact that activities have had during the year to help keep a well maintained highway and street environment

Title	RAG	Overall Status	Comment
M01 - Produce a report for Cabinet bringing together the main activities undertaken during 2013/14 and the impact they have helped make - Jun 14		Complete	
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Streetcare Services & the Natural Environment - A cleaner, greener County Borough

Outcome 1 - To increase the amount of waste that is recycled, reused or composted, and reduce the amount of waste that is sent to landfill in line with targets set by the European Union											
Theme Title	PI Ref:	Indicator Description	2011/12	2012/13	2013/14			Overall Direction of Performance 2013/14 against 2011/12	2014/15	Comments	
			Actual Data	Actual Data	Target	Actual Data	RAG		Wales Average		Target
Safety	Me01	% of municipal waste collected by local authorities and prepared for reuse and/ or recycling, including source segregated biowastes composted or treated biologically in another way (Statutory)	43.82	46.20	52.00	49.31	●	54.33	↑	55.00	Despite improved performance over the last three years, this remains high risk for the Authority
	Me02	% of municipal waste sent to landfill (Statutory)	43.16	38.21	48.00	41.56	●	37.72	↑	45.00	
	Me03	% of municipal waste received at all household waste amenity sites that is prepared for reuse, recycled or of source segregated bio waste that is composted or treated biologically in another way (Local)	75.0	76.6	65.0	72.7	●		↓	72.0	
	Me04	% Waste diverted from landfill (Local)	50.61	61.81	N/A	58.44	N/A		↑	N/A	
	Me05	Total Tonnage of Food Waste collected (Local)	6229.32	5745.53	N/A	7024.42	N/A		↑	N/A	

Outcome 2 - To deliver clean streets all year round ensuring a continued focus on enforcement of littering, graffiti, fly tipping and fly posting and promote civic pride											
Theme Title	PI Ref:	Indicator Description	2011/12	2012/13	2013/14			Overall Direction of Performance 2013/14 against 2011/12	2014/15	Comments	
			Actual Data	Actual Data	Target	Actual Data	RAG		Wales Average		Target
Safety	Me01	The Cleanliness Index (Local)	75.5	74.7	70.0	74.9	●	73.2	↓	72.2	
	Me02	% of highways and relevant land inspected of a high or acceptable standard of cleanliness (Local)	99.4	99.5	90.0	99.8	●	96.8	↑	95.8	
	Me03	% of highways and relevant land inspected to a high or acceptable standard of cleanliness (LEAMS survey) (Local)	97.6	96.0	90.0	96.8	●		↓	95.0	
	Me04	% of inspected streets not at an acceptable standard of cleanliness returned to grade A standard within one working day (Local)	N/A	95.83	85.00	91.18	●		↓	85.00	
	Me05	% racist graffiti removed within 1 day (Local)	100	100	90	97	●		↓	95	
	Me06	% graffiti items removed within target - 5 Days (Local)	100	100	90	98	●		↓	95	
	Me07	Average number of days to remove fly tipping (Local)	0.33	0.19	5.00	0.47	●		↓	5.00	
	Me08	% of reported fly tipping incidents cleared within 5 working days (Statutory)	99.01	99.51	90.00	99.26	●	95.03	↑	95.00	

Outcome 3 - A well maintained highway and street environment that meets the needs of existing and future residents											
Theme Title	PI Ref:	Indicator Description	2011/12	2012/13	2013/14			Overall Direction of Performance 2013/14 against 2011/12	2014/15	Comments	
			Actual Data	Actual Data	Target	Actual Data	RAG		Wales Average		Target
Safety	Me01	% of principal (A) roads that are in overall poor condition (Local)	9.8	7.6	7.0	8.1	●	4.4	↑	8.7	
	Me02	% of non-principal / classified (B) roads in overall poor condition (Local)	9.5	9.9	9.0	8.4	●	6.1	↑	8.2	
	Me03	% of non-principal / classified (C) roads that are in overall poor condition (Local)	13.6	13.9	13.0	13.6	●	18.9	↔	13.0	
	Me04	% of principal (A) roads and non principal / classified (B and C) roads that are in overall poor condition (Statutory)	11.0	10.0	9.2	9.9*	●	13.2	↑	10.0	
	Me05	% of maintained street lights 'in light' at any given time (Local)	94.41	93.75	95.00	95.18	●		↑	95.00	
	Me06	The average number of calendar days taken to repair street lamp failures during the year (Local)	4.21	3.75	4.00	2.74	●	4.75	↑	4.00	

Footnote:

The RAG status for this indicator was incorrectly stated in the year end Performance Report

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