

## Corporate Plan Monitoring Report - Quarter 1 2017/18

<b>Council Priority:</b>	<b>ECONOMY - Building a strong economy</b>
<b>Lead Director:</b>	<b>Chris Bradshaw</b>

### Challenges and Opportunities linked to this Council Priority

#### 1. Residents will see a responsible approach to regeneration, with new homes being built and job opportunities created...

##### Lead Officer evaluation of progress made to date - Jane Cook

The development of the City Deal has continued, including officers active engagement at the Programme Board. Governance arrangements and working relationships are continuing to develop positively. Work is underway to progress the City Deal themes, including the Housing theme which is led at officer level by RCT. We continue to explore potential funding streams for transport infrastructure improvements, both through external funding and within the 'Making Better Use' Programme.

Following Cabinet approval in March for the work completed to date to help increase housing development, work has progressed in the development of models and engagement with regional partners.

Initial work is underway to develop investment and development strategies within key opportunity areas within the County Borough, to maximise the opportunities presented by bringing together investments by both the private and public sector, and via regional activity of City Deal. We have also led joint working with partners on the use of resources for gathering and reviewing our local development plan evidence base.

Redevelopment of the Taff Vale site in Pontypridd is progressing well, with all site preparation works now complete. Considerable detailed design work has been undertaken and the pre-planning consultation completed.

We have continued to support and facilitate development across our town centres, including offering advice and guidance to a potential developer for the Bingo Hall in Pontypridd and developing a Town Centre Loan Fund.

#### 2. Rhondda Cynon Taf's schools will be amongst the best in the country, with all children achieving the best they can

##### Lead Officer evaluation of progress made to date - Esther Thomas

Delivery of the 21st Century schools 'Band A' projects continues, with construction work underway and progressing to target a number of sites including the new 'through' schools at Tonyrefail, Tonypany and Porth. We are also preparing to bid for further funding as part of the Welsh Government 'Band B' 21st Century project. If successful, this will allow us to consult on a range of potential improvements at additional schools.

Work is progressing to facilitate improvements to school governance, with reviews undertaken on the quality of data reporting, governor annual training programme and electronic communication. These work areas will continue to be developed, in line with the outcomes of Welsh Government consultation.

We continue to provide challenge and support to schools relative to need, and draft categorisation shows there are less schools causing concern and more who have the capacity to support others. Progressing school to school working includes primary school Headteachers developing a safeguarding peer review model to be rolled out later in the academic year.

More detailed information relating to categorisation, attainment and attendance data will be provided in future reports.

**3. There will be a broad offer of skills and employment programmes for all ages****Lead Officer evaluation of progress - Esther Thomas/Deborah Hughes**

We continue to support young people into employment through various schemes in the Council. All recruited individuals onto Apprenticeships, Graduate Scheme and Traineeship Programmes are in post and working within a qualification framework linked to their job role, that will provide them with valuable transferrable skills. The first three Inspire 2 Work courses, supporting vulnerable and hard to reach young people into jobs, are due to start over the summer.

We are utilising a number of opportunities presented through delivering our services to help develop skills and employment progression, for example providing employment opportunities for local people as part of our 21st Century schools construction projects, and providing regular training and work placements for young people in our Catering services.

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## Measuring Success

Measures to support Priority 1 - Residents will see a responsible approach to regeneration, with new homes being built and job opportunities created								
PI Ref	Performance Measure	2014/15	2015/16		2016/17	2017/18		Comment
		Actual	Actual	Wales Average	Actual	Annual Target	Actual	
LPSR103	No. of new affordable homes delivered	117	127	N/A	241	200	Annual data Reported in Q4	
LRGN014b	% vacant retail premises in town centres: Pontypridd	9.0	8.7	13.7	8.8	A decrease would reflect positive performance	Annual data Reported in Q4	
LRGN014a	Porth	14.0	10.8		14.0			
LRGN014c	Aberdare	9.0	9.0		10.4			
LRGN014d	Treorchy	7.0	9.0		5.8			
LRGN015a	Footfall - Average weekly number of visitors (Calendar Year) to: Pontypridd	63,909	63,992	N/A	64,647	An increase would reflect positive performance	Annual data Reported in Q4	
LRGN015b	Aberdare	19,906	19,204		23,465			
LRGN015c	Porth	11,373	11,184		11,037			
LRGN015d	Treorchy	17,510	16,379		15,516			
LRGN019	No. of additional housing units provided during the year	553	569	N/A	716	600	Annual data Reported in Q4	
LRGN016	The stock of registered enterprises/businesses in the Borough	5,210	5,485	N/A	5,745	An increase would reflect positive performance	Annual data Reported in Q4	
LRGN017	The rate of registered enterprises /business births (start ups)	15.1 (785)	14.4 (790)	12.1	16.1 (925)		Annual data Reported in Q4	
LRGN018	The rate of registered enterprises /business deaths (closures)	9.1 (475)	10.9 (600)	9.1	10.4 (600)	A decrease would reflect positive performance	Annual data Reported in Q4	

### Key:

Within <b>Top Quartile</b> performance for all of Wales 2015/16	Performance met or exceeded target	Performance within 5% of the target	Performance below target
Within <b>Bottom Quartile</b> performance for all of Wales 2015/16			

**Bolded PIs denote that an existing Corporate Plan high level measure**

PI Ref	Performance Measure	2014/15	2015/16		2016/17	2017/18		Comment
		Actual	Actual	Wales Average	Actual	Annual Target	Actual	
LPSR101	No. of empty properties brought back into use per annum	114	144	N/A	138	190	Annual data Reported in Q4	
LPSR102	Total number of interventions aimed at bringing long term empty properties back into use	254	324	N/A	536	400	Annual data Reported in Q4	
PSR004	% Private sector dwellings that had been vacant for more than 6 months at 1 <sup>st</sup> April that were returned to occupation during the year	3.37	5.17	11.08	4.90	5.50	Annual data Reported in Q4	
LRGN021	No. of jobs created through grant support programmes	N/A	N/A	N/A	N/A	100	19	For information only. Reported against target at year end.
LRGN009	No. of businesses/ organisations supported through grant support programmes	82	73	N/A	114	90	20	For information only. Reported against target at year end.

**Key:**

Within <b>Top Quartile</b> performance for all of Wales 2015/16	Performance <b>met or exceeded</b> target	Performance <b>within 5%</b> of the target	Performance <b>below</b> target
Within <b>Bottom Quartile</b> performance for all of Wales 2015/16			

**Bolded PIs denote that an existing Corporate Plan high level measure**

**Measures to support Priority 2 - Rhondda Cynon Taf's schools will be amongst the best in the country, with all children achieving the best they can**

PI Ref	Performance Measure	2014/15	2015/16		2016/17	2017/18		Comment
		Actual	Actual	Wales Average	Actual	Annual Target	Actual	
<b>Foundation Phase</b>								
PAM003 (formerly EDU235)	% pupils assessed at the end of Foundation phase (Year 2, typically aged 7) achieving the Foundation phase indicator	81.8	86.3	88.1	87.2	87.9	Annual data Reported in Q2	
LEDU501	<b>% difference between pupils eligible for FSM and non-FSM who were assessed at the end of the Foundation phase (Year 2, typically aged 7) who achieved the Foundation phase indicator</b>	-	-19.5	N/A	-14.4	-14.0	Annual data Reported in Q2	
PAM004 (formerly EDU003)	% of pupils assessed at the end of Key Stage 2 (Year 6, typically aged 11) achieving level 4 or above in the Core Subject indicator (CSI)	84.3	85.8	88.1 <sup>2</sup>	88.5	90.9	Annual data Reported in Q2	
LEDU502	<b>% difference between pupils eligible for FSM and non-FSM who were assessed at the end of the Key Stage 2 (Year 6, typically aged 11) who achieved the Core Subject Indicator (CSI)</b>	-	-20.5	N/A	-12.6	-12.0	Annual data Reported in Q2	
LEDU406 <sup>1</sup>	% 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	62.5	66.7	N/A	66.7	69.57	Annual data Reported in Q3	
29a <sup>1</sup>	% of looked after children achieving the core subject indicator at Key Stage 4	New	New	N/A	7.7	TBC	Annual data Reported in Q4	
<b>Key Stage 3</b>								
PAM005 (formerly EDU004)	% of pupils assessed at the end of Key Stage 3, (Year 9, typically aged 14) achieving the Core Subject Indicator (CSI)	78.4	81.6	84.1 <sup>3</sup>	84.0	86.0	Annual data Reported in Q2	
LEDU242	% pupils eligible for FSM assessed at the end of KS3 (Year 9, typically aged 14) achieving the Core Subject indicator	61.6	65.2	N/A	67.8	71.5	Annual data Reported in Q2	
LEDU407 <sup>1</sup>	% of looked after children assessed at the end of key stage 3, in schools maintained by the local authority, achieving Core Subject Indicator as determined by Teacher Assessment	36.4	38.5	N/A	58.1	60.0	Annual data Reported in Q3	

**Footnotes:**

<sup>1</sup> 2 different datasets are collected to monitor the educational performance of looked after children. Education indicators include those children looked after by RCT Council educated within RCT schools (LEDU406, LEDU407, LEDU411, LEDU012). Social service indicators include all children looked after by RCT Council, including those who are educated outside the authority (29a and 29b). Both data sets have been included as they monitor different aspects of our performance in supporting vulnerable young people.

<sup>2</sup> Wales average data for 15/16 published as 88.1 in National Strategic Indicator set does not include independent schools. Wales average data published as 86.8 by Stats Wales, this includes independent schools in the All Wales figure in addition to local authority maintained schools. 2016/17 all Wales data is available for Education attainment indicators only. The 2016/17 all Wales data quoted in comments is sourced from Stats Wales and also includes independent schools.

<sup>3</sup> Wales average data for 15/16 published as 84.1 in Public Accountability Measures dataset does not include independent schools. Wales average data published as 83.9 by Stats Wales, this includes independent schools in the All Wales figure in addition to Local authority maintained schools. 16/17 All Wales data is available for Education attainment indicators only. The 16/17 All Wales data quoted in comments is sourced from Stats Wales and also includes independent schools.

**Key:**

Within <b>Top Quartile</b> performance for all of Wales 2015/16	Performance <b>met or exceeded</b> target	Performance <b>within 5%</b> of the target	Performance <b>below</b> target
Within <b>Bottom Quartile</b> performance for all of Wales 2015/16			

PI Ref	Performance Measure	2014/15	2015/16		2016/17	2017/18		Comment
		(Academic year 2013/14)	(Academic Year 2014/15)		(Academic Year 2015/16)	(Academic Year 2016/17)		
		Actual	Actual	Wales Average	Actual	Annual Target	Actual	
<b>Key Stage 4</b>								
LEDU339	Average capped points score for pupils in year 11 (typically aged 16), in schools maintained by the local authority <sup>4</sup>	336.5	345.6	343.5	351.2	351.2	Annual data Reported in Q3	
EDU209	% pupils in year 11 (typically aged 16) who achieve the L1 threshold (equivalent to 5 GCSEs grade A* to G or approved equivalent qualification) <sup>4</sup>	93.2	95.7	94.4	96.7	96.7	Annual data Reported in Q3	
LEDU210	% of pupils in year 11 (typically aged 16) who achieved the L2 threshold (5 GCSE C or above, or equivalent) <sup>4</sup>	84.6	87.1	84.1	90.3	82.1	Annual data Reported in Q3	
PAM006 (formerly EDU017)	% of pupils in year 11 (typically aged 16) who achieved level 2 threshold including a GCSE grade A* to C in English or Welsh (first language) and Mathematics <sup>4</sup>	50.5	54.6	58.3	56.6	59.0	Annual data Reported in Q3	
LEDU243	% of pupils entitled to FSM in year 11 (typically aged 16) achieving Level 2 Threshold including a GCSE grade A*-C in English or Welsh (first language) and Mathematics <sup>4</sup>	26.3	27.9	N/A	30.9	34.0	Annual data Reported in Q3	
LEDU411 <sup>1</sup>	% of looked after pupils attending RCT schools in year 11 (typically aged 16) who achieved the L1 threshold (5 GCSE grade G + or equivalent)	77.3	35.0	N/A	64.0	65.6	Annual data Reported in Q3	
LEDU412 <sup>1</sup>	% of looked after pupils attending RCT schools in year 11 (typically aged 16) who achieved the L2 threshold (5 GCSE grade A* - C or equivalent)	New	New	N/A	52.0	53.1	Annual data Reported in Q3	
29b <sup>1</sup>	% of looked after children achieving the core subject indicator at Key Stage 4	New	New	N/A	7.7	TBC	Annual data Reported in Q4	

**Footnotes:**

<sup>1</sup>2 different datasets are collected to monitor the educational performance of looked after children. Education indicators include those children looked after by RCT Council educated within RCT schools (LEDU406, LEDU407, LEDU411, LEDU012). Social service indicators include all children looked after by RCT Council, including those who are educated outside the authority (29a and 29b). Both data sets have been included as they monitor different aspects of our performance in supporting vulnerable young people.

<sup>4</sup> Data for previous years is based on pupils aged 15 and not pupils in Year 11, due to a change in the way national statistics are produced. In addition, a limit to the contribution of non-GCSE qualifications has been introduced; and data now includes all pupils educated other than at school (EOTAS), including those who did not attend a PRU. Change from aged 15 to year 11 cohort has a slight positive impact on results; change to inclusion of EOTAS pupils has a slight negative impact on results. The impact of limiting non-GCSE qualifications cannot be quantified. Although data is broadly comparable, the combined impact of these changes may have slightly decreased reported performance compared to the previous methodology.

PI Ref	Performance Measure	2014/15	2015/16		2016/17	2017/18		Comment
		Actual	Actual	Wales Average	Actual	Annual Target	Actual	
<b>Attendance</b>								
PAM007 (formerly EDU016a)	% of pupil attendance in primary schools (excludes special schools)	94.5	94.8	95.0	94.6	95.3	Annual data Reported in Q2	
PAM008 (formerly EDU016b)	% of pupil attendance in secondary schools excludes special schools	93.2	93.7	93.9	93.9	94.3	Annual data Reported in Q2	
LEDU218	% attendance at PRU/EOTAS provision	80.4	82.2	N/A	82.6	N/A	Annual data Reported in Q2	
LEDU506	% difference in the attendance of FSM / non FSM pupils in primary schools	2.4	2.2	2.6	2.6	<2.6	Annual data Reported in Q2	
LEDU507	% difference in the attendance of FSM / non FSM pupils in secondary schools	5.1	4.6	5.0	4.5	<4.5	Annual data Reported in Q2	
<b>Exclusions</b>								
LEDU409a	No. of fixed term exclusions per 1,000 pupils in Primary schools	7.7	8.8	N/A	13.5	12.91	Annual data Reported in Q2	
LEDU409b	No. of fixed term exclusions per 1,000 pupils in Secondary schools	81.8	89.4	N/A	72.0	98.4	Annual data Reported in Q2	
LEDU410c	Average No. of days lost through fixed term exclusions (All Schools)	2.2	2.4	N/A	2.1	2.2	Annual data Reported in Q2	

**Key:**

Within <b>Top Quartile</b> performance for all of Wales 2015/16	Performance <b>met or exceeded</b> target	Performance <b>within 5%</b> of the target	Performance <b>below</b> target
Within <b>Bottom Quartile</b> performance for all of Wales 2015/16			

Measures to support Priority 3 - There will be a broad offer of skills and employment programmes for all ages

PI Ref	Performance Measure	2014/15	2015/16		2016/17	2017/18		Comment
		Actual	Actual	Wales Average	Actual	Annual Target	Actual	
<b>PAM009</b> (formerly LEDU223)	<b>% 16 year olds (Yr 11) leaving school who are known not to be in education, training or employment</b>	3.9	3.7	2.0	1.0	1.0	Annual data Reported in Q2	
<b>LEDU225</b>	<b>% 18 year olds (Yr 13) leaving school who are known not to be in education, training or employment</b>	5.9	6.4	3.1	4.1	4.0	Annual data Reported in Q4	
LCAP011	Number of NEET young people entering employment upon leaving the Inspire 2 Work programme	N/A	N/A	N/A	N/A	Baseline Year	Annual data Reported in Q4	
LCAP012	Number of NEET young people entering training or education upon leaving the Inspire 2 Work programme	N/A	N/A	N/A	N/A	Baseline Year	Annual data Reported in Q4	
LCAP013	Number of NEET young people gaining a qualification upon leaving the Inspire 2 Work programme	N/A	N/A	N/A	N/A	Baseline Year	Annual data Reported in Q4	
LCAP007	Number of economically inactive adults entering employment as a result of Communities for Work (CfW) intervention	N/A	N/A	N/A	N/A	Baseline Year	4	For information only
LCAP008	Number of long term unemployed adults entering employment as a result of Communities for Work (CfW) intervention	N/A	N/A	N/A	N/A	Baseline Year	4	
LCAP010	Number of NEET young people entering employment upon leaving the CfW programme	N/A	N/A	N/A	N/A	Baseline Year	11	
LCAP002	No. of people supported that have entered employment – Communities First	N/A	N/A	N/A	317	238	126	For information only. Reported against target at year end.
LCAP003	Number of adults gaining a qualification – Communities First	N/A	N/A	N/A	1,018	764	237	For information only. Reported against target at year end.

**Key:**

Within <b>Top Quartile</b> performance for all of Wales 2015/16	Performance <b>met or exceeded</b> target	Performance <b>within 5%</b> of the target	Performance <b>below</b> target
Within <b>Bottom Quartile</b> performance for all of Wales 2015/16			

**Bolded PIs denote that an existing Corporate Plan high level measure**

**Footnote:**

<sup>6</sup> 2016/17 Wales Average Figure



Population & Contextual Measures - For information only		2013/14	2014/15		2015/16		2016/17		Target 2020
		Actual	Actual	Wales Average	Actual	Wales Average	Actual	Wales Average	
<b>PMe01</b>	<b>No. and % of economically active people aged 16 and over, who are unemployed</b>	10,900 9.5	7,900 7.2	6.8	6,900 6.1	5.4	5,800 5.2	4.4	Wales Average
<b>PMe02</b>	<b>% of people aged 18-24 claiming out of work benefits (including JSA)</b>	8.2	5.2	4.5	4.7	4.0	4.2 <sup>5</sup>	3.4 <sup>5</sup>	Wales Average
<b>PMe03</b>	<b>No. and % of economically active people in Rhondda Cynon Taf</b>	116,600 77.0	109,600 72.1	74.4	114,300 75.1	75.3	111,800 73.9	74.8	Wales Average

**Footnotes:**

<sup>5</sup> Data refers to July 2017

<b>Council Priority:</b>	<b>ECONOMY - Building a strong economy</b>
<b>Lead Director:</b>	<b>Chris Bradshaw</b>

<b>Challenges and Opportunities linked to this Council Priority</b>	<b>1 - Residents will see a responsible approach to regeneration, with new homes being built and job opportunities created...</b>
<b>Lead Officer</b>	<b>Jane Cook</b>

<b>Actions that will deliver Priority 1</b>		<b>Milestones/Sub Actions that will help to achieve overarching Action</b>	<b>Delivery Date</b>	<b>Progress to date</b>	<b>Overall progress to date on Action</b>
RGNP01	Actively engage with the other South East Wales Councils over the next 10 years to maximise the benefits to the region and the residents of RCT of the new Capital Region City Deal	<b>Develop and support of City Deal process/projects and delivery.</b>			
		Participate in, and influence, the City Deal Programme Board	Ongoing	<b>On Target</b>	
		Consider implementation of both regional and local delivery of economic development; regeneration and planning	Sep-17	<b>On Target</b>	Supporting regional colleagues in developing business support and regeneration City Deal themes, but regional delivery is still some way off.
		<b>Lead the City Deal Housing theme</b>			
		Develop and recommend a City Deal Housing Fund to the Joint Cabinet	Sep-17	<b>On Target</b>	Work on developing the Housing Fund is progressing well
		Coordinate with transport; skills; planning and other CCRC work streams	Ongoing	<b>On Target</b>	This is a clear role for the City Deal Programme Board which addresses this through regular "Theme Lead" meetings.
		Work with Welsh Government to ensure that housing programmes and initiatives align	Ongoing	<b>On Target</b>	Working relationships developed with Welsh Government Housing officials, and engagement with Valley's Task Force support officials is ongoing.
		Work with public, private and 3rd Sector housing providers to increase the delivery, quality and range of housing	Ongoing	<b>On Target</b>	The Housing Theme has been developed into workstreams which are progressing well and involve engagement with housing providers
		Prepare a strategic plan for Regional Housing delivery, including Market Assessment	Dec-17	<b>On Target</b>	

Actions that will deliver Priority 1		Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Progress to date	Overall progress to date on Action
CSTP04	Actively engage with the other South East Wales Councils over the next 10 years to maximise the benefits to the region and the residents of RCT of the new Capital Region City Deal	<b>To undertake the forward planning of transport infrastructure, which through the City Deal and other funding streams supports economic growth.</b>			
		Identify, assess, develop and programme transport related capital infrastructure schemes such as Active Travel, park and ride/share, public transport, road safety, road improvement and safe routes in communities schemes	Dec-17	On Target	Reviewed and assessed bids that did not receive funding in 2017/18. Fed assessed schemes into the 'Making Better Use' Programme.
		Prepare funding bids for transport related capital infrastructure schemes as approved by Cabinet to Welsh Government and other funding agencies.	Jan-18 or as directed by Welsh Govt	On Target	Reviewed and assessed bids that did not receive funding in 2017/18 and determined whether to re-submit. This will be undertaken in conjunction with an assessment of those projects within the 'Making Better Use' Programme that could be externally funded.
RGNP02	Assist the development of employment and housing areas, either existing or allocated in the LDP, through partnership working, to maximise the delivery of homes and jobs to support the economy. Enable relevant landowners (including Welsh Government) to promote development on their sites	<b>Ensure that Services positively respond to the evolving regional planning position and also continue to develop local strategy and promote development</b>			
		Continue to work collaboratively with other South East Wales authorities to bring together, methodologies, evidence and other ways of working	Mar-18	On Target	RCT led in delivering a workshop held in Cardiff in June that investigated joint methodologies for collecting Development Plan evidence. RCT is working closely with Bridgend Council in terms of resources for reviewing our LDP information
		Gather evidence to monitor housing delivery in RCT and submit as part of the Joint Housing Land Availability Study (JHLAS)	May-17	Complete	Joint Housing Land Availability Housing Study was submitted to Welsh Government in this quarter.
		Gain delegated approval and submit the Local Development Plan (LDP) Annual Monitoring report to Welsh Government	Oct-17	On Target	
		Continue to promote the development of allocated employment sites and monitor all operational employment sites within the County Borough and produce an annual survey report to ensure our evidence base is up to date	Mar-18	On Target	

Actions that will deliver Priority 1		Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Progress to date	Overall progress to date on Action	
RGNP03	Develop strategies for investment and development in key strategic opportunity areas within Rhondda Cynon Taf to maximise development opportunities in the City Deal regional context	<b>M4 Corridor between Llanilid and Pencoed:</b>				
		Complete a preferred framework and strategy for investment and development	Sep-17	On Target		
		Work with partners to promote opportunities	Mar-18	On Target		
		<b>A4419 corridor from the M4 to Coed Ely:</b>				
		Complete a preferred framework and strategy for investment and development	Sep-17	On Target		
		Work with partners to promote opportunities	Mar-18	On Target		
		<b>A465 to build on the existing energy related developments around Hirwaun Industrial Estate and Bryn Pica:</b>				
		Complete a preferred framework and strategy for investment and development	Sep-17	On Target		
		Work with partners to promote opportunities	Mar-18	On Target		
		<b>Metro Area:</b>				
		Prepare a framework to maximise opportunities for investment in and around the Metro area	Sep-17	On Target		
RGNP03	Develop strategies for investment and development in key strategic opportunity areas within Rhondda Cynon Taf to maximise development opportunities in the City Deal regional context:	<b>Treforest:</b>				
		In collaboration with partners, develop a programme of projects for <i>Treforest, Edge of the City, Heart of the Region</i> for Cabinet and produce an outline strategy consideration	Sep-17	On Target		
		Adopt the Local Development Order	Sep-17	On Target		
		Develop, in collaboration, Treforest Growth	Mar-18	On Target		
		Work with partners to deliver projects and promote the opportunities which this key strategic opportunity area offers	Mar-18	On Target		

Actions that will deliver Priority 1		Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Progress to date	Overall progress to date on Action
RGNP03	Facilitate housing development and increase the number of new affordable houses built in the County Borough	<b>Facilitate Housing Development</b>			
		Seek Cabinet approval to proceed to the next stage of housing investment initiative	Jun-17	<b>Complete</b>	Approved by Cabinet 9th March 17
		If approval is granted, Establish funding sources to support the initiative	Jul-17	<b>On Target</b>	
		Establish mechanism for prioritising sites for investment	Jul-17	<b>On Target</b>	
		Establish monitoring and investment framework	Sep-17	<b>On Target</b>	
		Work with partners to promote the opportunities this key investment opportunity offers	Mar-18	<b>On Target</b>	
		<b>Increase the number of new affordable homes built in the County Borough</b>			
		Review current approaches to funding affordable housing with the aim of identifying opportunities to maximise existing funding	Nov-17	<b>On Target</b>	Work ongoing to identify opportunities to increase the supply of all types of housing. This is part of the City Region project and Welsh Government's Innovation Housing Fund.
		Identify new and innovative mechanisms to fund affordable housing	Dec-17	<b>On Target</b>	
		Consult with key stakeholders and partners on Affordable Housing Plan and publish an affordable Delivery Plan	Mar-18	<b>On Target</b>	
HOUP04	Facilitate housing development and increase the number of new affordable houses built in the County Borough	<b>Improve the standard and make the best use of the existing housing stock by increasing the number of empty properties brought back into use across the County Borough</b>			
		Review, consult and relaunch the existing empty property strategy	Mar-18	<b>On Target</b>	

Actions that will deliver Priority 1		Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Progress to date	Overall progress to date on Action	
RGNP04	The larger town centres of Aberdare, Llantrisant/Talbot Green, Pontypridd and Treorchy will see significant investment through Welsh Government, private sector and Council funding to improve access infrastructure. We will continue to work with business and local communities to ensure that the town centres benefit from growth, with a tailored package of support to help them adapt successfully to a changing world.	<b>Lead the redevelopment of the Taff Vale Site</b>				
		Conclude all site preparation works	Jun-17	Complete		
		Complete detailed planning process	Jul-17	On Target		
		Start main construction works	Nov-17	On Target		
		Secure occupiers	May-19	On Target		
		Complete development	May-19	On Target		
		Design and gain planning permission for a pedestrian link bridge	Sep-17	Not on Target	Dates for this project have been revised due to amendments to project programming. Revised delivery date May 18.	
		<b>Facilitate and support the redevelopment of Pontypridd YMCA</b>				
		Conclude site preparation works	Jun-17	Target Missed	Commencement of site preparation works were delayed by issues relating to utilities supply. Revised delivery date October 17.	
		Complete procurement process	Jan-18	On Target		
		Commence construction	Mar-18	On Target		
Support the grant aided redevelopment of the Boot Hotel, Aberdare in line with grant terms, conditions and timescales	Mar-18	On Target				
RGNP04	The larger town centres of Aberdare, Llantrisant/Talbot Green, Pontypridd and Treorchy will see significant investment through Welsh Government, private sector and Council funding to improve access infrastructure. We will continue to work with business and local communities to ensure that the town centres benefit from growth, with a tailored package of support to help them adapt successfully to a changing world.	Support the redevelopment of the Bingo Hall	Jun-17	Complete		
		Submit a Heritage Lottery Fund Bid for a programme of improvements to Llantrisant Town Centre	Dec-17	On Target		
		Maximise potential opportunities presented by the Building for Future Funding	Nov-17	On Target		
		Develop a Town Centre Loan Fund	Dec-17	On Target		
		Subject to Welsh Government announcement, support and facilitate the development of Business Improvement District (BID) applications.	Sep-17	Not on Target	Welsh Government has not yet announced their plans for this initiative	
		Subject to Welsh Government announcement, support and facilitate the development of Town Centre Partnership applications.	Sep-17	Not on Target	Welsh Government has not yet announced their plans for this initiative	
		Complete the Pontypridd Regeneration Framework, a programme of growth and improvement for the area, and present to Cabinet	Sep-17	On Target		
		If approved by Cabinet, identify sources of funding to deliver priority projects within the Pontypridd Regeneration Framework	Mar-18	On Target		

Actions that will deliver Priority 1		Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Progress to date	Overall progress to date on Action
T&CP01	Promote Rhondda Cynon Taf as a Visitor destination	Subject to Cabinet support, launch the new RCT Destination management Hub and Tourism Association	Jul-17	Complete	
		Develop a new 3 year Tourism Action plan for RCT	Mar-18	On Target	
		Develop and analyse a focussed marketing campaign that promotes RCT as a visitor destination, including investigating the use of tourism social media platform, and review the success of the campaign	Feb-18	On Target	
		Establish and deliver a programme of events, demonstrating value for money, outcomes for residents and contributions to the local economy	Mar-18	On Target	
		Maximise and improve the sponsorship of events within RCT	Ongoing	On Target	

<b>Council Priority:</b>	<b>ECONOMY - Building a strong economy</b>
<b>Lead Director:</b>	<b>Chris Bradshaw</b>

<b>Challenges and Opportunities linked to this Council Priority</b>	<b>2 - Rhondda Cynon Taf's schools will be amongst the best in the country, with all children achieving the best they can</b>
<b>Lead Officer</b>	<b>Esther Thomas</b>

<b>Actions that will deliver Priority 2</b>	<b>Milestones/Sub Actions that will help to achieve overarching Action</b>	<b>Delivery Date</b>	<b>Progress to date</b>	<b>Overall progress to date on Action</b>
EDUP0 1 Continue to work in partnership with schools to raise standards and close the achievement gap between disadvantaged pupils and their peers. The focus will be on improving the quality of leadership and teaching through effective school to school support	<b>Improve the quality of leadership in schools, in collaboration with the Central South Consortium (CSC)</b>			
	Evaluate leadership development programmes	Review Mar-18	<b>On Target</b>	Leadership development continues to be a priority. CSC programmes are currently being evaluated. Alongside these, the LA continue to commission INSIGHT to deliver a leadership programme - this has come about following positive evaluations and the impact of this programme on the quality of leaders in our schools.
	Further explore opportunities for collaboration & new models of leadership including federations & all age schools across the County Borough	Review Mar-18	<b>On Target</b>	We will continue to explore the potential for Federation if appropriate, through 'Band B' 21st Century schools projects and voluntary aided schools.
	Further develop the peer review programme as appropriate	Review Mar-18	<b>On Target</b>	The peer review model continues to develop across the region. Primary School Headteachers are currently devising a safeguarding peer review model which will be rolled out during this academic year
	Develop a strategy for improvement across Welsh Medium schools and registered early years providers which is led by the sector	Review Mar-18	<b>On Target</b>	The initial pilot has been successful and all schools were keen to continue into this academic year.
	<b>Identify reasons for and challenge in school and between school variance in performance, in collaboration with Central South Consortium</b>			
	Review the effectiveness and efficiency of the Challenge and Review framework in supporting schools in inverse proportion to need and adjust accordingly	Review Mar-18	<b>On Target</b>	Draft categorisation shows there are less schools causing concern and more who have the capacity to support others
	Review the target setting policy in line with new performance measures and performance maintaining high expectations at pupil level	Review Mar-18	<b>On Target</b>	This work is on target for the secondary sector; in the primary sector new performance measures are yet to be announced nationally.



Actions that will deliver Priority 2		Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Progress to date	Overall progress to date on Action	
EDUP0 1 & 02	Continue to work in partnership with schools to raise standards and close the achievement gap between disadvantaged pupils and their peers. The focus will be on improving the quality of leadership and teaching through effective school to school support	Intervene swiftly where there is insufficient progress, with clear roles, evidencing impact of action	Review Mar-18	On Target		
		Secure improvement at pace in red and amber support schools, reflecting what works through effective intervention	Review Mar-18	On Target		
		Improve the quality and consistency of teacher assessment	Review Mar-18	Not on Target	Awaiting further guidance from Welsh Government to progress this work.	
		Continue to further develop regular, timely and high quality school level data and analysis with schools, working with the CSC to become more effective and reduce duplication	Review Mar-18	On Target		
		Improve the processes supporting recruitment and retention of school governors who have the necessary skills to facilitate improvements to school governance, and improve the methods by which we communicate with governors	Review Mar-18	On Target	Reviews have been undertaken on the quality of data reporting, the governor annual training programme and electronic communication. In addition, 7 governing body self evaluations have been completed. These work areas will continue to be developed.	
		<b>Improve attainment and attendance</b>				
		Further develop effective working links with schools to deliver a streamlined approach to tackling absenteeism	Dec-17	On Target	Wellbeing Days re-established to support schools by offering focused data-led presentations and good practice opportunities. Supported self evaluation sessions conducted with the majority of secondary schools to assist with their planning for 2017/18 academic year.	
		Collaborative working with wider partners to tackle absenteeism more effectively and consistently across the Central South Wales region.	Mar-18	On Target	Director-led CSC Attendance Forum established in place of the original Regional Strategic Attendance Group. Terms of Reference have been revised and an outline of a work plan drafted to focus the work of the forum for the coming 9 months.	
		Review the systems that are currently in place for identifying, tracking and locating pupils referred to as children missing from education (CME)	Mar-18	On Target	Process reviewed and determined fit for purpose. All information will now be held on Capita, even for those who have never been registered in an RCT school, to effectively track and monitor all pupils where a CME query has been raised.	
		Raise attainment of vulnerable groups of learners by working in partnership with CSC to establish shared priorities for improvement	Jul-17	On Target	Termly meetings are undertaken with School Improvement to identify areas of concern and agree a plan of action to address. Work plan developed by CSC Inclusion Leads	
Adapt the wellbeing data pack for specialist settings	Jul-17	On Target				

Actions that will deliver Priority 2		Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Progress to date	Overall progress to date on Action
EDUP0 2	Continue to work in partnership with schools to raise standards and close the achievement gap between disadvantaged pupils and their peers. The focus will be on improving the quality of leadership and teaching through effective school to school support	Develop a wellbeing self-evaluation tool for schools and central services	Jul-17	Complete	
		Review effectiveness of EOTAS provision	Jan-18	On Target	
		Develop a continuum of professional learning pathways for all school based staff through hub/lead schools linked to the New Deal Pioneer Developments	Review Mar-18	On Target	These areas are currently the focus of work within the Central South Consortium
		Work with Higher Education to provide classroom based initial teacher training and induction for NQTs	Review Mar-18	On Target	
		Identify regional lead schools across the age range who can support the improvement of teaching and learning in RCT, in particular for literacy and numeracy	Review Mar-18	On Target	
		Evaluate the success of the WG funded Seren Network to increase the numbers of pupils in RCT accessing the UK's most respected universities	Nov-17	On Target	
		Continue to support & develop the RCT MAT programme to provide opportunities and support for high achieving pupils at KS3, KS4 and 5	Review Mar-18	On Target	
		Develop MAT programme into KS2	Review Mar-18	On Target	
		Improve Educational Outcomes for Children Looked After (CLA) - working with Children's Services, rigorously evaluate outcomes for CLA, ensuring effective targeting of resources	Review Mar-18	On Target	
		Review and remodel the Children Looked After Education team in collaboration with Children's Services to ensure structure is fit for purpose	Jun-17	Complete	New structure determined which will be in place with effect from September 2017.

Actions that will deliver Priority 2	Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Progress to date	Overall progress to date on Action	
EDUP03	Continue to work in partnership with schools to raise standards and close the achievement gap between disadvantaged pupils and their peers. The focus will be on improving the quality of leadership and teaching through effective school to school support	<b>Promote the social inclusion and wellbeing of all children and young people</b>			
		Undertake a review of the Restorative Action in Schools (RAIS) project	Jul-17	On Target	Evaluation of the RAIS project is underway and findings will be discussed during July
		Develop a sustainable model for the future development of restorative approaches	Sep-17	On Target	Development of this model will be informed by the findings of the review.
		Continue to support and challenge schools to ensure that children and young people are supported to overcome barriers to attendance, engagement and participation in learning.	Mar-18	On Target	
		Review the range of indicators and data sets included in the Vulnerability Profile to ensure they remain fit for purpose and are providing schools with the means to identify those at risk of disengagement and support schools to integrate this data into their planning and evaluation cycles	Mar-18	On Target	
		Reduce the attendance gap between FSM / non-FSM pupils - Continue to closely monitor the attendance of FSM / non FSM pupils and challenge and support schools to close the gap accordingly	Sep-17	On Target	New reporting mechanism established to assist in tracking the progress of FSM pupils during the academic year in schools. These reports will be used to support underachieving schools and/or schools where the gap is widening.
		Work with Central South Consortium to develop and grow expertise across the region in effective strategies to close the attainment gap for children eligible for FSM and evaluate progress	Review Mar-18	On Target	Ongoing work with strategic advisors within Central South Consortium
		Reduce the attainment gap between boys and girls - Improve the literacy skills of boys in the Foundation phase, KS2, KS3 and KS4 in collaboration with the Central South Consortium	Review Mar-18	On Target	

Actions that will deliver Priority 2	Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Progress to date	Overall progress to date on Action	
EDUP04	Continue to invest in improving school buildings and facilities, to ensure the County Borough's pupils have the learning environment fit for the 21st Century	<b>Complete delivery of 'Band A' 21st Century schools projects:</b>			
		Extension and refurbishment of Treorchy Comprehensive School	Sep-18	On Target	Construction work is underway and is on programme for completion at agreed dates
		Creation of a 3-16 School for Tonypandy	Sep-18	On Target	
		Creation of a 3-19 School for Tonyrefail	Sep-18	On Target	
		Creation of a 3-16 School for Porth	Sep-18	On Target	
		New Primary School for Cwmaman	Sep-18	On Target	
		Completion of new 'all through' primary school in Cymr	Aug-18	On Target	
		Remaining Band A Rhondda Schools (YGG Llwyncelyn extended capacity, YGG Tonyrefail relocation, refurbishment/upgrade of Ferndale Comprehensive and relocation of Tai Centre)	Sep-18	On Target	Work on these schools to be undertaken in Summer 2018 as planned
Establish transitional 5 months delegated budgets for the Band A schools.	Mar-18	On Target			

Actions that will deliver Priority 2		Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Progress to date	Overall progress to date on Action	
EDUP04	Continue to invest in improving school buildings and facilities, to ensure the County Borough's pupils have the learning environment fit for the 21st Century	Establish delegated budgets for the 3 new Middle schools, 1 new English Primary and 2 extended / relocated Welsh Medium Primary Schools.	Sep-18	On Target		
		Disestablish existing schools and move into new schools	Sep-18	On Target		
		Support new schools to produce staffing structures	Sep-18	On Target		
		Establish permanent Governing bodies for all new schools	Sep-18	On Target		
		Delivery of new sustainable transition arrangements with all associated schools	Sep-18	On Target		
		<b>Begin planning for potential 'Band B' 21st Century schools projects, dependent on Welsh Government funding</b>				
		Submission of 'Band B' school organisation programme to WG	Jul-17	On Target	Documentation being finalised and will be submitted to WG by the deadline of 31st July 2017.	
		Produce Business cases for Band B programme	Apr-18	On Target		
		Produce school statutory proposal documentation	Apr-18	On Target		
		<b>Deliver additional improvements outside the 21st Century schools programme:</b>				
		Improve pupil school admissions and in-year transfers by continuing to increase the number of online applications and monitoring and challenging in year transfers, helping to prevent disruption to pupils' education	Dec-17	On Target	In 2016/17, 78% (6,341) of applications were made online. Online applications for September 2018 open on 4th September 2017. We are continuing to advertise the online process.	
		Carry out a strategic review of special school provision to ensure provision is fit for purpose	Jul-17	On Target	Post 16 provision has been developed for Maesgwyn Special School with effect from November 2017. The Tai transition class has been relocated at Ty Gwyn site to provide additional capacity for Key Stage 2 pupils.	
		Deliver the school modernisation programme to improve the condition of existing school buildings	Mar-18	On Target	Continuous rolling programme utilising funding from the Council's capital programme, 21st Century schools and any other funding streams that may become available.	
		Continue to modernise the delivery of school meals by removing dining centres at 3 further schools	Mar-18	On Target		
Introduce a new Service Level Agreement (SLA) for all secondary schools to modernise secondary school meal provision	Mar-18	On Target	All secondary schools have signed up to the SLA for 17/18			

<b>Council Priority:</b>	<b>ECONOMY - Building a strong economy</b>
<b>Lead Director:</b>	<b>Chris Bradshaw</b>

<b>Challenges and Opportunities linked to this Council Priority</b>	<b>3 - There will be a broad offer of skills and employment programmes for all ages</b>
<b>Lead Officer</b>	<b>Esther Thomas/Deborah Hughes</b>

<b>Actions that will deliver Priority 3</b>		<b>Milestones/Sub Actions that will help to achieve overarching Action</b>	<b>Delivery Date</b>	<b>Progress to date</b>	<b>Overall progress to date on Action</b>
EDUP03	Deliver the 'Inspire 2 Work' European Social Fund Programme in RCT, aligning with existing arrangements to support vulnerable and hard to reach young people into work	Ensure the effective targeting of European Social Fund (ESF) 'Inspire to Work' programme	Mar-18	On Target	All Inspire 2 work vacancies have been filled and staff appointed. The first three inspire 2 work courses have been coordinated and are due to start over the summer, with each programme delivered for 13 weeks.
		Extend the engagement of young people in education, employment and training post 16 by reducing the numbers of young people in Tiers 2 and 3 by moving them into Tier 4 or 5	Mar-18	On Target	
		To ensure that young people enrolled onto the Inspire 2 Work have access to a wide range of training and learning opportunities	Mar-18	On Target	
		Provide tailored support for Children Looked After and Young People with care and support needs through the 'Inspire to Work' programme	Mar-18	On Target	
EDUP03	Deliver a single employability pathway for over 25s throughout Rhondda Cynon Taf	Deliver a pre-employability programme designed to enhance the skills of people who are unemployed or economically inactive.	Review Mar-18	On Target	
		Continue to work with employers to develop bespoke employability training for people who are unemployed or economically inactive under the Employment Routes Programme.	Review Mar-18	On Target	
		Provide opportunities for people who are unemployed or economically inactive to gain work placements.	Review Mar-18	On Target	
		Provide opportunities for people who are unemployed or economically inactive to gain qualifications.	Review Mar-18	On Target	

Actions that will deliver Priority 3		Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Progress to date	Overall progress to date on Action
EDUP03 HRP03	To deliver a range of projects that provide high quality career advice, work experience and job outcomes to support the worklessness agenda.	Extend the engagement of young people in education, employment and training post 16 by locating young people identified as Tier 1 (unknown to services) by Careers Wales	Mar-18	On Target	
		To implement a range of programmes such as apprenticeship schemes, traineeship and graduate programme.	Sep-17	On Target	
		To implement work experience opportunities to develop work skills in line with national initiatives such as Get Britain Working.	Sep-17	On Target	
		To work in partnership with Universities providing 6-8 week placement opportunities for students	Mar-17	Complete	3 university placements arranged fir 2017/18.
		Deliver a range of employability programmes to young people informing them about areas of growth , skills and qualities required for sustainable employment	Mar-18	On Target	
		Provide an up to date Health & Safety vetting work experience database.	Ongoing	On Target	
EDUP03	To deliver a range of projects that provide high quality career advice, work experience and job outcomes to support the worklessness agenda.	To work in partnership with Welsh Government to implement their 30 hour education/childcare offer for eligible 3 and 4 year olds to support working families and encourage non-working parents into employment	Sep-17 onwards	On Target	Promotion of the offer via social media, press releases, website and attendance at school and community meetings and events has been undertaken and is ongoing. The online application portal for parents opened on 3rd July. To date, all but one of the applications meet the eligibility criteria. The scheme is on course to start in September 2017.
		Provide opportunities for disadvantaged young people to gain experience and qualifications working within RCT Catering services	Sep-17	On Target	An apprentice has been appointed and will start work in September and the commercial kitchen in Ty Trevithick will be opened up in the autumn term providing regular work experience and formal training for young people.
CPSP01	To deliver the European funded Communities For Work (CfW) programme to improve the long term prospects of families.	Embed the Communities for Work programme within the Communities and prosperity service.	Oct-17	Complete	The programme is fully embedded within the Communities and Prosperity Service. The programme forms part of the service's single employment pathway to ensure we have a coherent approach to supporting people into employment.
		Deliver the Communities for Work Programme to achieve the targets agreed with Welsh Government	Ongoing	On Target	Employment targets remain challenging, however the project has met or exceeded quarterly targets for enrolment and qualifications. Over time it is anticipated that the improved levels of qualification will lead to employment outcomes which are recorded as participants exit the project. All claims to date have been approved and therefore paid.

Actions that will deliver Priority 3	Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Progress to date	Overall progress to date on Action	
EDUP03	Deliver a range of employment and development opportunities through our 21st Century schools programme	Provide a range of apprenticeship opportunities as part of construction projects in our 'Band A' 21st schools programme	Mar-18	On Target	Some local people have already been appointed to work at the construction sites and more apprenticeships are being planned. Local suppliers and contractors have also been invited to meet with the main contractors and some sub-contracts have already been awarded to these local companies
		Provide opportunities for employment for local people who are long-term unemployed as part of construction projects in our 'Band A' 21st Century schools programme	Mar-18	On Target	
		Deliver Science, Technology, Engineering and Maths (STEM) based projects at schools in collaboration with contractors	Ongoing	On Target	
		Ensure a range of apprenticeship, training and employment opportunities for local people are provided as part of our 'Band B' 21st Century schools programme	from March 18	On Target	