



# Corporate Performance Report 2016-17

Rhondda Cynon Taf County Borough Council



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

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## Planning the Way Ahead

This is the Council's Corporate Performance Report. It sets out our priorities for 2016-17 and how we performed in 2015-16.

Let us know what you think of this report, our plans to focus on priorities and also how you have been affected by our work to improve services in 2015-16. **Get in touch:**



- **Via the web:**  
[www.rctcbc.gov.uk/sayit](http://www.rctcbc.gov.uk/sayit)



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languages and formats on request.

4, 5, 40: images made by Freepik.com

This document contains the Council's priorities for 2016/17 and performance of 2015/16 priorities and should be considered as the Council's first and second stage reporting prepared under Part 1, of the Local Government Measure 2009 – Wales Programme for Improvement.



## A message from the Leader of the Council

Welcome to the Council's Corporate Performance Report. This report brings together how well we delivered our priorities last year and sets out our plans to deliver our priorities in 2016/17. It contains a huge amount of information and you will be able to see for yourself how the Council is doing, including what the auditors think.

I hope you find this report useful and that it helps you to understand and challenge what we are doing; it also includes links to more detailed reports and data for people who would like more information. I especially hope that you use the information to tell us where you think we are doing well and where we can do better. The data about the Council's performance overall tells us that despite austerity, we are continuing to improve, with many of our services amongst the best in Wales.

We have made particularly pleasing improvements in keeping our vulnerable adults safe and keeping our streets clean, where we have achieved the highest possible performance. We continue to support improvement in our education results with Key Stage 4 results last year the best ever achieved in Rhondda Cynon Taf, alongside a general improvement in other results in the majority of schools. We are also among the best Councils in Wales for making sure that children in our care leave school with qualifications. But, we also know we still need to do more to improve.

We have also improved services which haven't performed well previously. For example in terms of the numbers of our carers being offered an assessment and the amount of waste our residents recycled, last year we were below the Welsh average. This year, we exceeded our own targets and are now amongst the best in Wales.

As a result of ongoing investment in Leisure centres through the RCT Invest programme we are providing new, improved facilities and equipment with the aim of attracting more members and visitors who will in turn benefit from improved health and wellbeing. We know that our marketing activity to promote leisure is already delivering results in respect of this aim.

Despite our improvements, we also know that if we are to meet our future goals, there are some services where we need to get better more quickly as performance is currently amongst the lowest in Wales. Although we are improving, this includes the high number of people we support in care homes instead of helping them to remain in their own homes. It also includes the length of time it takes for us to help people leave hospital and return to their home or care home.

As a result of austerity and the budget reductions we have faced, we have successfully worked locally with our communities to sustain services which may have been threatened with closure. Positive examples of our RCT Together approach include the Muni Arts Centre in Pontypridd, Maerdy Library and the Cynon Valley Museum. Through RCT Together,

we will continue to engage and work with our communities to improve the sustainability of services and facilities and ensure services remain as accessible as possible to all residents, no matter who runs them.

With the opening of Lido Ponty, the National Lido of Wales in summer 2015, traders have reported improved business. We are also making sure that Rhondda Cynon Taf is best placed to take advantage of the opportunities available nationally through working in partnership with nine other local Councils to sign the Cardiff Capital Regional City Deal, which will attract £1.2billion in investment to the region, to improve public transport and bring economic growth.

Early signs are that we will need to find around £57million worth of savings between 2017 and 2019, and with our budgets shrinking and demand for services increasing, we need to continue to change what we do so that we focus on what matters, which is improving the lives of our residents. Last year, faced with an initial budget gap of almost £20million we were able to make the vast majority of the necessary savings away from frontline services through reductions to senior management and the realisation of efficiencies. We will continue this approach moving forward and will make the most of the resources we have, including through targeted investment and also working with others to get the best results. We have put in place new priorities for the next five years and more detailed plans about how we will make progress in these priorities in the next year. We have set a budget to make sure that we can pay for the work we plan and put in place a more streamlined management structure to make sure that more of budget goes towards service delivery.

Finally, we could not do any of this work without the continued commitment of staff, councillors and partners. I would like to put on record my personal thanks to everyone who is working hard to make Rhondda Cynon Taf one of the most successful Councils in Wales so that our residents get the best possible services.

I hope this Performance Report helps you understand how the Council is approaching the challenges and opportunities it faces. Please let us know what you think of our progress and plans, tell us what matters to you and give us your ideas about what we can do to further improve the positive impact of the Council's work.

*A. Morgan*

**Councillor Andrew Morgan**  
Leader, Rhondda Cynon Taf Council

# 1 section

## Delivering our Priorities in 2015-16

In June 2015 the Council agreed six improvement priorities for 2015-16 after people told us they would make the biggest difference to their lives. These were:



### Making RCT Safer

1. Protecting people from harm and tackling anti-social behaviour
2. Keeping Rhondda Cynon Taf clean and 'green'



### Making RCT Healthier

3. Supporting vulnerable adults and older people to live independently
4. Keeping all children and young people safe



### Making RCT more Prosperous

5. Providing a top quality education - 'Every School a Great School'
6. Improving our communities

Details of what we planned to do were set out in our **Corporate Performance Report for 2015-16**.

We also ensured that these priorities would also make a positive contribution to the longer term plan for changes to the whole of Rhondda Cynon Taf, which we agreed with our partners in 2013. These were set out in a document called '**Delivering Change**'.

Since then, we have been working to deliver the plans that the Council put in place to tackle these priorities. Our work has been reviewed and checked by Councillors every 3 months and at the same time, reports have been put on the Council's website so that everyone can see the progress for themselves. We are now coming to the end of the reporting year, so this report contains an assessment of how we have performed in these six priorities over the past year and the difference our work has made to the people that live, work and visit Rhondda Cynon Taf.

**This report also tells you what we are going to do in 2016-17.**  
**Our priorities for 2016-17 are:**



### ECONOMY

*Building a strong economy*



### PEOPLE

*Promoting independence and positive lives for everyone*



### PLACE

*Creating neighbourhoods where people are proud to live and work*



## Setting our Priorities 2016-17

Over the last year, Councillors have continued to make the tough choices and difficult decisions needed so that the Council can prioritise services, particularly for those who are most vulnerable, whilst continuing to make the savings needed to balance the books.

There have also been a number of changes to the way we work so that we continue to get better at providing services and better able to respond to change quickly, for example:

- we have changed the way that committees are structured so that Councillors are better able to challenge and check progress and focus on improving outcomes for the residents of Rhondda Cynon Taf,
- we have put in place a smaller more focused structure in the Council, with fewer managers,
- we put in place a set of new priorities for Rhondda Cynon Taf, which residents, staff and partners have told us matters most to them and took account of the progress we made last year. How we will deliver these new priorities:
  - o **Economy** - Building a strong economy
  - o **People** - Promoting independence and positive lives for everyone
  - o **Place** - Creating neighbourhoods where people are proud to live and work

has been challenged and examined by Councillors before being set out in the Council's new Corporate Plan, '**The Way Ahead**' which was agreed by Council on **24 February 2016**.

This new Plan will give us the direction for everything we need to do in the Council and with others between now and 2020.

The Corporate Plan also sets out the key principles we will follow, which are:

- o Providing essential services well;
- o Helping people and communities to help themselves;
- o Building a sustainable County Borough; and
- o Living within our means.

These principles need us to carefully plan what we do so that we can work with others where it is best to do so, and make sure that we put in place services that will help problems from happening or getting worse.

As part of these planning arrangements, the Council agreed to allocate an additional £21million investment to make sure we can deliver the **investment priorities**.

- Every single service honestly assessed how it was doing, by answering three main questions that helped us to consider the difference that our services make to the lives of our residents:
  - o **How well are we doing?**
  - o **How do we know?**
  - o **How can we improve things further?**

The answers to these questions helped to confirm and shape our new priorities. We also looked at if, and how, **services need to change**. By looking at and challenging what we know about our services and the needs of our residents and communities, now and in the future, we can better understand how and what we need to change to focus on improving what matters most.

- We are also considering the long term effect of what we do so that we not only meet the needs of residents now but also make sure that the needs of future generations can be met.



# 3 section

## How are we performing?

Our data is telling us that overall, the Council has improved over the past two years and during that time it was also the fourth most improved council in Wales. However, despite these improvements, there are some services where we are in the bottom quartile in Wales and we need to do better.

## Comparing our performance with the rest of Wales:



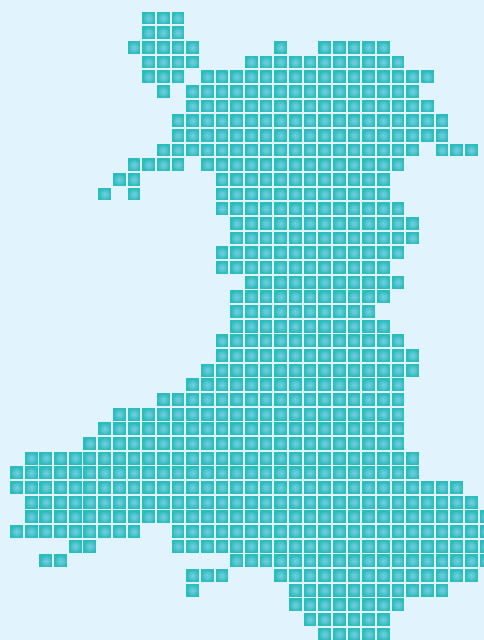
### We are among the best in Wales (*Top Quartile*) for:

1. Making sure that children in our care had less than 3 placements during the year, bringing more stability into their lives
2. Visiting children in our care, in line with regulations
3. Pupils leaving school with qualifications
4. Pupils in our care leaving school with qualifications
5. Pupils assessed at Key Stage 3, aged 14, in Welsh (first language)
6. Assessing the needs of Carers of adults
7. The number of adults over 60 holding a bus pass
8. The high proportion of our older residents that we support in the community
9. Delivering disabled facilities grants quickly, so helping people to maintain their independence
10. Adult protection referrals where the risk has been managed
11. The cleanliness of our highways that are inspected
12. The amount of waste we reuse or recycle
13. Removing reported fly tipping within 5 working days



### We need to improve (*Bottom Quartile*):

1. The number of visits to our public libraries
2. The number of visits to our leisure centres
3. Additional affordable housing units provided
4. Food establishments that are broadly compliant with food hygiene standards
5. The length of time it takes for us to help people leave hospital and return to their home or care home
6. The high numbers of our residents that we support in care homes
7. We are in the bottom quartile for issuing statements of special education need within timescales. But in RCT residents get a service without the need for a statement which provides a better service which isn't shown in the national figures.



### In summary:



We were among the top quartile in Wales for 13 indicators.



We were among the bottom quartile in Wales for 7 indicators.



We met 21 of own performance targets, although for 1 of these indicators our performance was among the bottom quartile in Wales.



We improved our performance in 29 of the indicators.



Our performance fell for 8 of the indicators.

For much more information on how we have performed over the last year and to see updates during the year, visit **RCT Council performance**.

Throughout this report, where we have compared our 2015-16 performance with other councils in Wales, we have used the latest all **Wales information** relating to 2014-15, unless we say otherwise. When the 2015-16 all Wales information becomes available we will provide an up to date comparison to Councillors as part of our regular performance reports and also put this on our website in September. You can see more detail about how Councils across Wales compare at **My Local Council**.

# 4

section



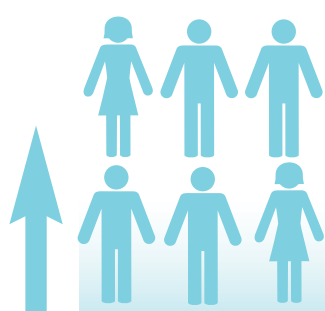
**safety:** physical, emotional,  
occupational, housing,  
enforcement, psychological,  
environmental, social.

# SAFETY

## Protecting people from harm and tackling anti-social behaviour

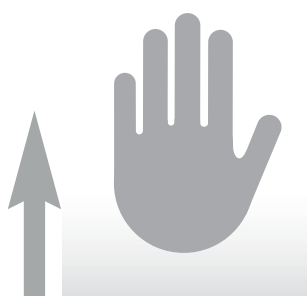
We made good progress in the last year. Our early work with young perpetrators of domestic violence has started and we have received funding from the Police that will mean that we can extend our work across Rhondda Cynon Taf. We are working with women in the criminal justice system as well as identifying women who are vulnerable or are victims of domestic abuse and need help. We have also been working with Merthyr Tydfil Council to support high risk perpetrators of

domestic abuse to challenge their behaviour and reduce risk to victims. More clients experiencing domestic abuse felt safer as a result of our work, and we met our target of 85%. We also know that more victims of anti-social behaviour feel safer as a result of our work. We have made full use of the new powers and tools under the Anti-social Behaviour, Crime and Policing Act 2014 which allows us to deal with issues more robustly to protect people from harm.



85%

85% of victims of anti-social behaviour we work with feel safer as a result of our work, an improvement since last year and more than the 80% we expected.



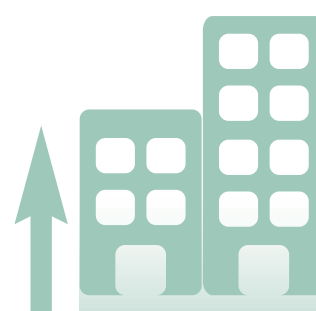
75%

75% of people we work with are no longer committing anti-social behaviour, a small improvement from 73% last year and meeting our annual target.



68%

68% of the people we work with said that they were reducing their substance misuse which is better than the 67% we expected.



144

We have helped to bring 144 empty privately owned residential houses back into occupation which is significantly more than our target of 75.



## How have we used information to help keep vulnerable people in our communities safe?

**By targeting our work in the places and with the groups that can make the most difference, working in partnership with the police, including:**

- targeting first time offenders aged 18-21 so that we can provide them with early help to stop them reoffending,
- starting to work with 18-25 year olds to help them reduce offending and re-offending,
- helping women who are repeat offenders by getting involved and supporting them as early as possible,
- delivering services from the Oasis Centre, which, due to its town centre location, is more accessible to people experiencing domestic abuse,
- collecting and using information that tells us if and how our work is making a difference.

One of our projects to help reduce the number of women reoffending started in April 2016, later than we planned, but we are confident that once this is in place it will provide more help to keep women from offending and reoffending.

**By supporting vulnerable and repeat victims of Anti-social Behaviour and tackling that behaviour.**

We have changed the way we assess victims. Each individual now has their own unique plan to keep them safe and these changes have resulted in more vulnerable/repeat victims saying that they felt safer as a result of our help.



## CASE STUDY

### **Supporting High Risk/Vulnerable Victims of Anti-social Behaviour**

For 6 months, X was a victim of anti-social behaviour and had been experiencing a number of issues including damage to her property and alleged harassment from her ex partner who lived in a flat in the same block. An Anti-social Behaviour Victim Officer was called to make an assessment of the woman's case when the problems started to get worse. Some of the incidents were very serious and so evidence was collected and the ex partner was served with a restraining order not to make any contact at all in any way with X until August 2016.

As a result of the support received from the Council's ASB Victim Officer X's home was made safe and for greater peace of mind she received help to move house. X's new house has also had window and door alarms fitted and personal alarms and a security pack provided.

X has since told us that she has not had any further problems with her ex partner.

### **By making sure that Domestic Violence services in Cwm Taf meet the needs of our service users in 'Project Drive'.**

Together with Merthyr Tydfil Council we are challenging the behaviour of people that commit domestic abuse.

Project Drive is a new approach which will tackle the root cause of Domestic Abuse by holding perpetrators to account and helping them to change their behaviour so that victims, children and families are at less risk of harm. This will build upon the success of our work that we started last year.

### **By reducing the risk of harm from the misuse of substances.**

We now have a Harm Reduction Co-ordinator whose job it is to develop, record and monitor information about substance misuse poisonings across Rhondda Cynon Taf and Merthyr, some of which lead to the death of users. This gives us the information we need to be clear about what is happening in the area so that we can improve what we do to reduce the number of deaths in the future.

### **By providing vulnerable and inactive residents more opportunities to get exercising.**

As part of a 'Joint Care Management Programme' designed to promote healthier lifestyles and avoid unnecessary joint pain, we have been providing gentle exercise to people who need operations to improve their health and avoid the need for other medical care.



#### **Feedback from clients who completed the Joint Care Management Programme at Sobell Leisure Centre:**

*"I found the Community Joint Care Programme really invaluable. It came as a life saver to me last year when I was very depressed and unable to even know where to start.*

*I can really recommend this programme for anyone who needs encouragement to change their life for the better. As well as improvement in my physical well-being, it has also had a big impact on my mental health".*

We have also worked with Public Health Wales to deliver programmes that focus on providing support and information to our residents who are over 50 years old to improve their health and wellbeing. This included piloting a 10 week 'Falls Awareness' course with 'RCT Homes' which included presentations from dietitians, physiotherapists, Age Cymru as well as information sessions with Drink Wise Age Well, RNIB, RNID Cymru, Age Connects Morgannwg and Vision Products. Feedback from this pilot was positive with residents saying they were "happy with the course", "learnt a lot" and "enjoyed the learning".

## **How did we target support addressing the specific needs of the communities?**

### **By looking at the Housing and Health needs of Tylorstown residents including:**

- launching the first Housing & Health Action Area in Rhondda Cynon Taf and carrying out in depth surveys to find out the housing and health needs of the people in that area,
- using what residents have told us to inform how we will invest in housing over the next two years so that we can help to remedy damp homes for asthma sufferers or deal with hazards in the homes of older people so that they have fewer falls.

### By using Welsh Government funding for 'Vibrant and Viable Places' programme to put in place improvements.

As part of the funding we received, we aimed to put in place a housing project in Pontypridd that would bring accommodation above shops back to use. This is called the 'Homes Above Retail Premises' scheme (HARP). We have not completed as many as we originally planned as the costs were higher than we estimated. However, the first six flats have been completed and are already let, with twelve more flats being made available during 2016.

We planned to deliver a 'Heat & Save' scheme which makes energy efficient measures available free of charge to householders. Not as many people as we thought were interested in 'Heat and Save' so in December 2015 we agreed with the Welsh Government to introduce a replacement boiler scheme instead. There have already been 170 expressions of interest from households, from which 107 homes in Pontypridd have benefitted. The boiler replacement scheme will continue in 2016-17.

United Welsh Housing Association has been awarded the contract to bring 24 empty properties back into use as affordable housing throughout 2016-17. This is part of the 'Homestep Plus' project, which is a low cost ownership scheme designed so that empty houses can be renovated and made available for residents to buy at below market price. The first property to be purchased and refurbished as part of this scheme to support first-time buyers, boost the housing market and deal with the issue of empty homes, is now on the market. First time buyers have the chance to snap up the home in Doddington Place, Trallwyn, for less than £57,000.

### By responding effectively to the new powers within the Anti-social Behaviour, Crime and Policing Act 2014.

We continually work with partners, including the Police, to help keep people safe by managing and reducing anti-social

behaviour and this will carry on in 2016-17. A new law '**Anti-social Behaviour, Crime and Policing Act 2014**' has been introduced. As part of meeting the requirements of this law, we have worked with our partners to develop the **South Wales Community Trigger**.

The **Community Trigger** is a way for victims of ongoing anti-social behaviour, who have reported incidents to one or more organisation, to request a review of their case where they feel the actions taken have not been adequate.

When a resident activates the Community Trigger, organisations get together to share information, review what they have done and take steps that will, hopefully, stop these incidents happening.

In 2015-16, there were no Community Triggers activated. We feel this is a positive result, as it suggests that victims, residents and our Councillors are satisfied that their complaints have been responded to and did not feel the need to take further action by activating a Community Trigger.

### By improving services aimed at returning long term empty properties to use.

We have focused on bringing properties that have been empty for a long time, back into use. Councillors have looked at this in depth as part of their work programme and have put in place a range of ways to help tackle this problem, which will be progressed during 2016-17. This includes, better communication with property owners, letting people know more about the problems caused in the community as a result of properties being left empty, putting in place a new Empty Property Strategy and also reviewing Council Tax discounts that are currently applied to empty properties.

You can see more detailed information about our progress in Protecting people from harm and tackling anti-social behaviour in our [performance evaluation](#).

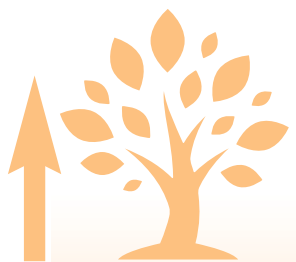
## Keeping Rhondda Cynon Taf clean and 'green'.

Overall, last year we made good progress in this priority. By working with residents in areas where recycling was low, raising awareness through our campaigns and improving the recycling facilities that are available to our residents, we achieved our best ever recycling result and are on target to meet the Welsh Government recycling target of 64% by 2018. Despite changes to services, the streets of RCT continue to be amongst the cleanest in Wales and in 2016-17, we will continue to tackle litter, graffiti, fly tipping and fly posting. Maintaining our highways so that we keep traffic moving is a high priority for residents and last year we invested more in these services. As a result of a wide ranging programme of work we improved and repaired roads, bridges and pavements; tackled potholes and replaced street lights so that they are more energy efficient.



60%

60% of household waste has been recycled. This is our best result ever and is above the Welsh Average.



100%

100% of all of our streets inspected by Keep Wales Tidy were found to be a high or acceptable standard of cleanliness, among the best in Wales.



100%

100% of streets that our inspectors found were not of an acceptable standard were returned to grade A within 1 day.



8.6%

8.6% of roads were in poor condition which is fewer than last year and better than the Welsh average.



## How did we increase the amount of Waste recycled to 60%?

### By raising awareness and working closely with residents in communities where information showed us that recycling was lowest including:

- actively raising awareness and encouraging residents to reuse and recycle,
- helping more residents to recycle waste in six areas where we knew that recycling was low, i.e. Cae Fardre, Penrhys, Cilfynydd, Rhydyfelin, Llanharry and Abercwmboi,
- raising awareness of recycling where other communal collection points are located, e.g. Dan y Cribbyn and Buarth y Capel Ynysyawl,
- working with residents where recycling is already high, e.g. Talbot Green, to make sure they are recycling everything they can e.g. batteries and polystyrene,
- using funding from 'Waste Awareness Wales' to run food waste campaigns in Cynon Valley and Taf areas where wheelie bins are used,
- placing stickers on all household refuse bins in RCT to remind residents that they should place only non recyclable materials in these bins,
- continuing our 'Love Food Hate Waste' campaigns.

### By providing up to date information for residents on our recycling schemes, and how to dispose of waste responsibly including:

- continually updating the Council's website with information e.g. to let people know holiday collection arrangements and additional recycling collections e.g. Christmas trees,
- publicising progress towards our national recycling targets,
- holding town centre events in Aberdare, Pontypridd and Tonylandy,
- holding three supermarket events: Asda, Aberdare; Tesco, Upper Boat & Co-op, Treorchy, distributing recycling

bags, promoting Christmas related recycling and telling residents about the changes to the collection days over the Christmas holidays,

- opening a new Community Recycling Centre in Llantrisant.

### By raising awareness on environmental issues with schools, residents and community groups including:

- holding 79 educational sessions and receiving 857 visitors in the Bryn Pica Visitor Centre where we transfer much of our recycling,
- holding the 2015 'Love Where You Live' Awards showcasing some of the excellent work being done within the community to improve our local environment,
- promoting 2016 'Love Where You Live' awards,
- collecting 3 tonnes of Christmas Cards and 1 tonne of Easter Egg packaging as part of school challenges.

### By developing waste treatment facilities for food and residual waste

In October, by working with Merthyr Tydfil and Newport Councils, we opened a food waste treatment plant in Aberdare. This plant can recycle 22,500 tonnes of food waste and generate renewable energy electricity to over 1,500 homes as well as fertiliser for farmland.

RCT has led negotiations with three other Councils to put in place a 25 year contract to collect waste that cannot be recycled or composted. The contractor, 'Viridor,' started to receive this residual waste from RCT, which is processed for recycling in Cardiff, in April 2016. This contract means that even more of our waste is recycled and less waste is created.



## How did we endeavour to keep our streets clean all year round and work to prevent littering, graffiti, fly tipping, fly posting and non-compliance of recycling and waste collections?

### By continuing to beat our targets -

for keeping our streets clean and comparing well with the rest of Wales, and continuing to keep tackling dog fouling, litter – including smoking related waste, fly-posting, fly-tipping, graffiti and other waste, a high priority.

### By undertaking targeted cleansing operations in problem areas including:

- working with the University of South Wales to tackle waste and recycling issues with the student community in Treforest,

- putting in place a Community 'Green Team' to work with communities and schools on projects e.g. bird hides and planted areas in schools, where pupils can learn about environmental topics and transforming derelict land into allotments, with the community taking over the ongoing maintenance,
- Working more closely with Pontypridd Town Council to keep Pontypridd clean and tidy.

However, during their inspections last year, 'Keep Wales Tidy' found that dog fouling had increased. Residents have also identified this as an issue. To help tackle this we have:

- employed 19 Enforcement and Awareness Officers who actively tackle those responsible for environmental crimes such as littering and allowing dog fouling, and issue a £75 Fixed Penalty Notice (FPN) to those who have committed such offences,
- installed more dog fouling bins, there are now 1,100 bins across the County Borough,
- put in place additional signs in key locations and more enforcement patrols to raise awareness about being a responsible dog owner,
- introduced a campaign ‘Who Done it?’ and a supporting ‘Who’s watching you?’ video to identify people suspected of environmental crimes, highlighting another form of anti-social behaviour.
- increasing the number of our surveillance cameras in fly tipping hot spots in remote areas,
- continuing to work with ‘Keep Wales Tidy’ and ‘Fly Tipping Action Wales’ on clean ups in the local area.



## How did we ensure that our highways network is well maintained and well managed?

### By strengthening and maintaining highways structures to ensure safety and reduce hazards including:

- investing £1.9million to improve the condition of our bridges,
- completing repairs on the Upper Boat Bridge and the Royal Oak Bridge, Abercynon. Progress has been slower on the Aberaman and Fiddler’s Elbow Bridges because the work clashed with utility supplier work, and other road schemes outside of RCT,
- replacing the bridge a Rhiwsaesson and the access bridge to Barry Sidings Country Park in Hopkinstown.

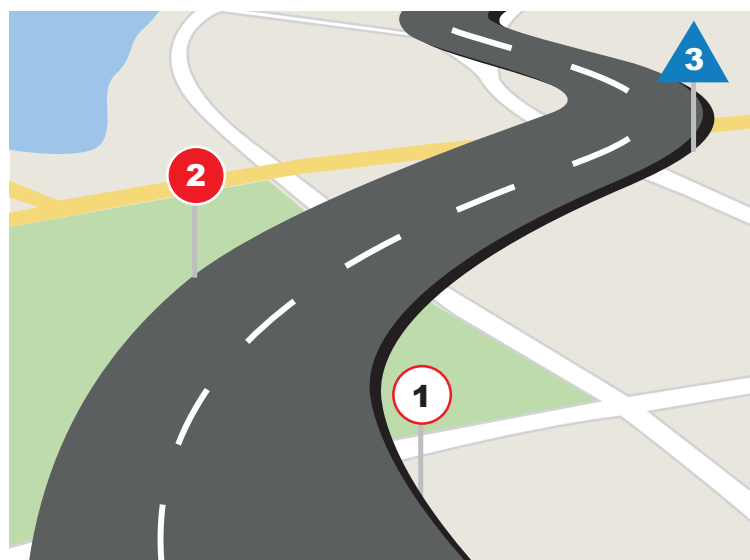
### By improving the Council's highways infrastructure utilising appropriate recycling techniques including energy efficient tarmac and sustainable road surface treatments, including:

- tackling pot holes and winter road damage, repairs to streetlighting, safety fencing, drainage, highway accessibility improvements, car parks and structures with investment of £6.5million,
- improving more than 80 streets,
- resurfacing Rhigos Mountain Road and the A4054 Gyratory, Treforest,
- renewing footways including Dean Street, Aberdare, Bute Street, Treorchy and Brynau Road, Taffs Well,
- converting 4,000 street lights to energy efficient units, reducing the energy costs and overall carbon emissions of our street lights.

### By delivering traffic management schemes that contribute to making the use of our roads safer and less congested including:

- improving the Upper Boat Gyratory, to manage the queues that build up onto the A470, and improve bus and journey times and reliability,
- putting in place ‘Safe Routes in the Community’ works in Maerdy with the installation of two new pedestrian crossings; 20 mph zones and traffic calming measures,
- making junction improvements at an accident black spot in Nantygwyddon Road, Gelli, to improve road safety.

You can see more detailed information about our progress in Keeping Rhondda Cynon Taf clean and 'green' in our [performance evaluation](#).





**In 2016-17, we will continue our work to create neighbourhoods where people are proud to live and work. How we will do this is set out in our PLACE plan which also shows how RCT will contribute to a Wales where communities live happily together in a globally responsible Wales.**



### **So that Rhondda Cynon Taf's communities are more resilient and involved**

#### **Among other things, we will:**

- involve local communities in developing our library service,
- work with local community groups to support them in running buildings and providing services for the local community, including continuing our work with the Muni Arts Centre and Cynon Valley Museum.

#### **You will know if we have made a difference because**

- local people and community groups will tell us what they think.

### **To keep Rhondda Cynon Taf clean and attractive, with well-maintained roads and pavements, flowing traffic, increased recycling and less waste sent to landfill**

#### **Among other things, we will:**

- invest a further £20 million to improve the condition of roads and highway infrastructure, transport infrastructure, drainage improvements and waste management,
- work with residents to further increase recycling by targeting areas of low participation,
- target 'hot spot' areas to reduce littering and dog fouling.

#### **You will know if we have made a difference because**

- we will recycle 62% of our waste,
- we will stay among the best in Wales for clearing fly tipping.

### **So that Rhondda Cynon Taf will be amongst the safest places in Wales, where people get along together and residents feel safe**

#### **Among other things, we will:**

- reduce anti-social behaviour caused by alcohol misuse through delivering the Community Alcohol Partnership programme for Porth and target underage sales,
- work with partners to increase awareness of and reporting of hate crime.

#### **You will know if we have made a difference because**

- repeat victims of anti-social behaviour will feel safer as a result of our support,
- people we have trained will be more confident in how to identify and report hate crime,
- residents will feel safer.

### **So that you continue to value Rhondda Cynon Taf's parks and green spaces**

#### **Among other things, we will:**

- keep park users informed of pitch condition and maintenance works through communicating with sports clubs and via social media,
- continue to invest in our play areas and 3G sports pitches.

#### **You will know if we have made a difference because**

- residents will be satisfied with our parks and open spaces for leisure, enjoyment and sport.

**You can see how we will be progressing this work in 2016/17 in our new Place Plan.**

*“ We continue to engage and work with our communities to improve the sustainability of services and facilities and ensure services remain as accessible as possible to all residents ”*



# 5

section



**health:** vulnerable, support,  
independence, respect,  
family, protection, caring.

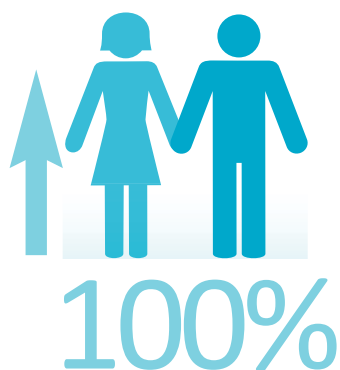
# HEALTH

## Supporting vulnerable adults and older people to live independently.

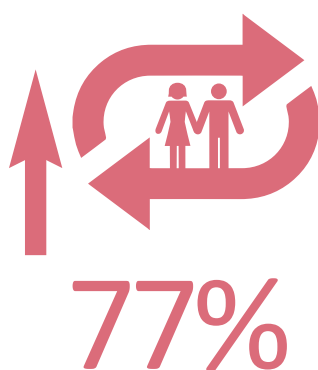
In the majority of areas our performance improved but we didn't achieve everything we set out to do, mostly because of the amount of work that needed to be done, including preparing for a new law, the Social Services and Wellbeing (Wales) Act which came into force from April 2016.

We haven't supported as many people to live in the community as we planned and at 81.3% this is also less than the Welsh average. We are also below the Welsh average for the amount of people in residential care at 23.1 per thousand population and we are continuing to take steps to tackle these areas. However, we have met our targets and improved in other service areas.

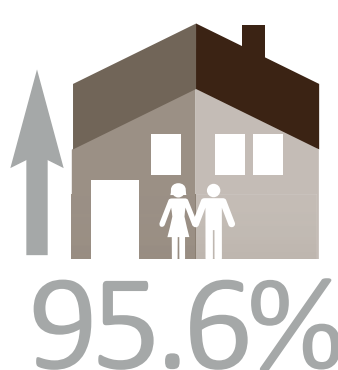
In its most recent **Performance Evaluation Report (2014-15)**, the Care and Social Services Inspectorate Wales (CSSIW) identified areas where we had made progress including the development of an Extra Care facility, development of the Multi Agency Safeguarding Hub (MASH) and the quality of our domiciliary care/reablement service. It also identified areas where we need to do better including reducing delayed transfers of care, increasing the number of people's care plans that we review on time, how we monitor adult safeguarding and improving integration of services with partners in Health. Progress in these areas and our plans for 2016-17 is set out below.



100% of adult protection referrals had their risks managed.



77% of people who received a reablement package needed no further services. This is better than expected and above the Welsh Average.



95.6% of people who provided feedback about their reablement package told us we helped them to remain independent.



100% of Carers are being offered an assessment in their own right.



## How did we safeguard adults whose circumstances make them vulnerable?

### By making sure that we have the right governance arrangements in place for safeguarding adults including:

- launching the **Cwm Taf Safeguarding** website so that people can access the information they need to be able to get help for themselves and for others.
- strengthening the way we monitor and report how we safeguard adults.

### By continuing to work with our partners to implement the Multi Agency Safeguarding Hub (MASH) across the Cwm Taf region including:

- formally launching the 'MASH'. Based in Pontypridd Police Station, the MASH allows social care professionals, health, probation and the police to work together better to help to keep people safe,
- As well as responding to concerns about adults and children, the MASH is also dealing with concerns about people with learning disabilities and people with mental health problems.

### CASE STUDY

#### How is MASH making a difference?

MASH received information that a female, X, aged 30, with a significant learning disability, who lives with an aunt, has attended her respite care home with bruising to her arms and chest and a black eye and saying that her 'aunty did it'.

Information was quickly gathered from her social worker and the respite care home which showed that there have been previous incidents of unexplained bruising and concerns about the quality of care X receives from her aunt, but the situation is not straight forward as X's behaviour can be challenging.

Following discussions between Safeguarding Officer and Police colleagues in MASH, specialist police spoke to X, which led to the arrest of her aunt. X was taken into the care of the Council while further investigations took place.

The involvement of MASH meant that people from different organisations could work together closely and quickly to protect X and identify a potential criminal offence.



## How did we give adults and older people who need support a greater choice and control within available resources, through prevention and greater integration with health?

**By developing a new strategy and operating model to improve the way in which adult social care is arranged and provided, in line with the new Social Services and Wellbeing Act.**

We are making progress in planning the changes to the way Social Services will be delivered in RCT in line with the new law. We are now at the point of consulting with people about our plans for the changes.

**By continuing to expand current intermediate care and reablement services to support more timely discharge from hospital and help more people live independently including:**

- continuing to target resources to give people the practical help and confidence to help them to help themselves,
- working with hospitals to get people home, safely and with support although we recognise that this is an area that we must continue to improve,
- working with Merthyr Tydfil Council and the University Health Board, to make it easier for people to get all the services they need when they leave hospital from one service. We already do this in RCT but the new arrangements will be across the whole Cwm Taf area.

**By continuing to shift more of our investment from traditional services to services that promote independence, and support individuals and communities to find solutions for themselves including:**

- helping people to use direct payments to pay for the care they need rather than have the Council organise care for them. Making direct payments does not suit everyone who is receiving care and there are fewer people receiving these payments than we thought. However, they can provide greater flexibility to those that use them,
- continuing to work with others to support networks and wellbeing services outside the Council to help people and communities to help themselves,
- working with others to provide an advice service and directing them to services, activities and groups to support their independence,
- developing the first dementia-friendly village in Rhondda Cynon Taf in Maerdy. This means that people with dementia are understood, respected, supported, and confident they can contribute to community life.

### CASE STUDY

#### ***Maerdy – A Dementia Friendly Village***

*Through the Community Capacity Fund, partners have launched services for people affected by dementia in the Maerdy area. Some of the services include:*

- *a Singing Group, called 'Singing for the Brain®', designed specifically for people with dementia,*
- *a cafe group, which have activities to help people with dementia to stay as well as they can, keep their independence and stay connected to their local community,*
- *providing specific help for Carers of people with dementia.*

*There will also be 'Dementia Friends', an Alzheimer's Society programme which aims to change people's views of Dementia by raising awareness of the condition and the small ways that people and the local community can become Dementia Friendly.*

**By developing a new commissioning model for home care that is reablement focused to ensure that people are helped to regain and retain their independence throughout the time they require care services.**

What this means is we have set out how we will work together with Merthyr Tydfil colleagues to make sure that when we renew contracts for Home Care Service there is a greater focus on helping people to live as independently as possible at home. These new contract arrangements will be in place by September 2016.

**By developing and implementing a model to provide information, advice and assistance to help people know what support is available to them and to help assist them make informed decisions about their future care and support needs.**

What this means is we have looked at the information, advice and assistance services and also asked people how they can be improved so that we can provide better information to people when they are making decisions about their future care and support needs.

### By working with Partners to increase the supply of alternative accommodation and support models for vulnerable people to remain in their own homes for longer and reduce the number of people in long term residential care.

This includes working with Hafod Housing to develop the first Extra Care facility in Rhondda Cynon Taf in Talbot Green, which will help people to live independently, and has built-in flexibility to adapt to changing needs as people grow older and their health deteriorates. Although we have made good progress the opening has been delayed from April to July 2016.

#### CASE STUDY

##### ***Ty Heulog Extra Care Facility - A show apartment is now available for viewing***

*Ty Heulog has 40 self-contained apartments, 16 one bedroom and 24 two bedroom apartments. Each apartment is designed to be accessible to people with disabilities or wheelchair users and helps people to live independently with their own front door. Telecare technology is in place so that people can live safely and with confidence and, where necessary, care staff will be able to monitor people who have dementia or other health problems. By putting in place 24-hour care and support services Ty Heulog provides long term housing and reduces the need for residential care. By putting in place two bedroom apartments, couples who may otherwise have been separated because of the care needs of one partner can stay together. The on-site staff care team will in these cases complement the support that the couple provide to each other.*

*Ty Heulog has areas for laundry, assisted bathing, treatment and day care which will serve the needs of the people living there and also be available to other people from the local community. It also has other facilities for leisure activities, hairdressing, health visiting, information technology and information about other services will also be available. There is also a restaurant and spaces where people can socialise.*

*More public spaces are away from residents' apartments, so that they can continue to feel safe and secure in their homes.*

We also said we would develop an accommodation strategy for vulnerable adults together with an implementation plan. We haven't made the progress we would have wanted to complete this work which is now carried forward into our 2016-17 plans.

### By developing and implementing a common eligibility criteria for access to care and support that will be applied to vulnerable adults in line with the Social Services and Wellbeing Act.

What this means is all adults at risk will be treated and assessed in the same way no matter where in Wales they live. All staff are being trained to make sure they are clear about what they have to do.

### By ensuring people's needs are assessed in a timely manner and the care provided is appropriate including:

- improving the way we review Care Plans has meant that we now review them more quickly than we did last year. This has brought us in line with the Welsh average and no longer among the worst in Wales,
- offering more carers an assessment of their needs, and
- providing all Carers who have had an assessment of their own needs, with a service, a great improvement from last year.

### By redesigning the model for commissioning learning disabilities services, in order to support greater focus on personal independence and more effective use of resources.

What this means is that we have put in place arrangements that will provide better services for children and adults with a Learning Disability. These arrangements will focus on helping people to be independent, especially children that are moving into adult services.

However, we have continued to provide individual support to help people remain independent.

#### CASE STUDY

##### ***Supporting people with learning disabilities into employment***

*M, an adult with a learning disability was brought up in a family with parents who were very heavy drinkers but wasn't known to social services. When his parents passed away, M tried to live at home but he became homeless living on the streets and abusing alcohol. A member of the community rang social services. M was moved into supported living away from the area he had lived all his life to give him a fresh start. M agreed to counselling and adjusted to a new way of living.*

*As a result of this and other help M received from our Transition Team, he started voluntary work which helped him to complete training and gain certificates. He works well alongside other workers and his confidence has grown. M no longer drinks alcohol and has turned his life around, he is now a contented person who no longer needs support from the Transition Team.*

You can see more detailed information about our progress in Supporting vulnerable adults and older people to live independently in our [performance evaluation](#).

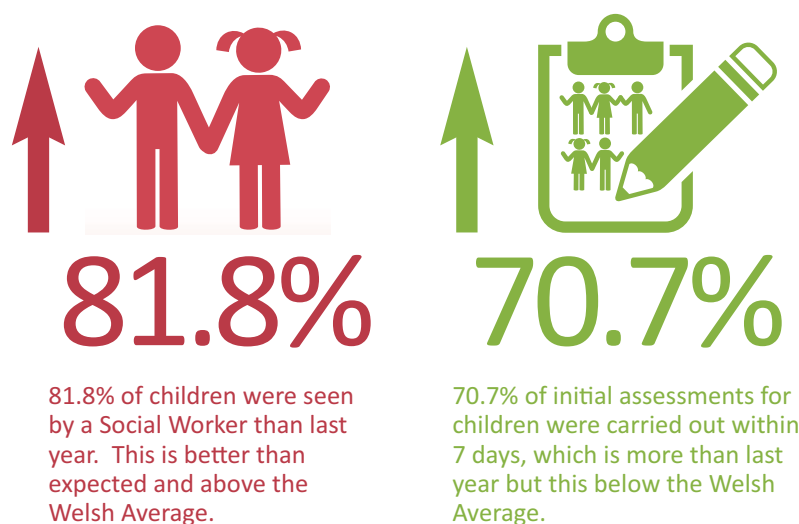


## Keeping all children and young people safe

Performance overall is improving, but the pace of change needs to be maintained if outcomes for children are to be further improved. Although we have seen a slight decrease in demand for some of our services, demand for Children's Services is still high with 3,765 referrals in 2015-16 compared to 3,102 in 2014-15. The number of children looked after remains high as does the number of children on the child protection register.

In its most recent **Performance Evaluation Report (2014-15)**, the Care and Social Services Inspectorate Wales (CSSIW) identified areas where we had made progress including reducing our numbers of looked after children, improving our reviews and visits to our in house foster carers, our assessments of young carers and the creation of a post to oversee prevention and early intervention.

It also identified areas for us to improve including further improvements to the timeliness of our initial assessments, reviewing our use of unqualified workers for looked after children and improving the impact of prevention and early intervention to reduce need for statutory intervention. More detail is available in the pages below.



### How did we ensure that children safely remain within families when it is in the child's best interest?

There is an increasing demand for services to keep children safe in RCT and we are improving our data so we have more accurate information available to help us. Despite the increase in demand and referrals, the number of children looked after by the Council is falling. 222 children were brought into our care in 2015-16, which is slightly more than the 218 anticipated, but continues the trend of falling numbers.

Owing to national and local shortages of qualified Social Workers, we monitor the number of qualified Social Workers and unqualified but suitably skilled Care Managers we employ. During 2015-16 we recruited more qualified Social Workers. However, despite these shortages, we made sure that as far as possible where children were at most risk or in greatest need, they were allocated a Social Worker e.g. in Child Protection cases 99.4% of cases were allocated to a Social Worker. All our Looked after Children had support, although only 69.2% were allocated to a Social Worker, which is fewer than the 80% we planned. Although we missed our target, those looked after children that were allocated to suitably skilled Assessor Care Manager were in long term stable placements and were assessed as very low risk of harm.

#### By ensuring that interventions are proportionate and timely including:

using the 'MASH' to receive safeguarding concerns about children from professionals such as teachers and doctors as well as members of the public and family members via our contact centre. In the same way as we have been able to keep adults safer, we are also able to build up a fuller picture more quickly, to help keep children safe. In 2016-17, we will continue our early work to check how the 'MASH' is making a

difference. From the information so far, it appears that children are better protected as a result of the way professionals are working more closely and sharing information more quickly.

#### CASE STUDY

##### **Helping to keep Children Safe - Multi Agency Safeguarding Hub 'MASH'**

*Family: Twin A, Twin B and Sibling C*

*Hospital staff told 'MASH' that they had concerns about injuries that they found to Twin A. MASH looked at ways to keep the children safe but when they found the second twin also had injuries, they immediately started child protection arrangements. All three children were placed in foster care, the twins were placed together and their sibling was placed nearby so that the children could keep in contact.*

##### **'MASH' helped because**

- The referral from the hospital came to 'MASH' within 24 hours of the children being seen.
- All relevant information regarding the family gathered quickly by 'MASH'.
- Next steps agreed within 2 hours with all 'MASH' professionals kept informed and involved.
- 'MASH' arranged for all 3 children to attend hospital for a medical.

##### **Outcomes for Children:**

*Following their initial placement in foster care, the children were placed with their grandmother.*

We also provided more intense support to families in high risk situations through the Integrated Family Support Team (IFST) which also provides support for families where there are concerns about domestic abuse.

## CASE STUDY

### ***Integrated Family Support Team (IFST)***

*M was referred to MASH following concerns raised in a Multi Agency Risk Assessment Conference about domestic abuse in her marriage to husband C. C had been charged with common assault against their 2 year old son and M told her social worker that there was a history of domestic violence in their relationship. M's son was placed on the Child Protection Register.*

*When M was referred to IFST, she had separated from C and didn't want to resume the relationship. M was assessed as being able to provide good basic care for her son. However, there were concerns about her ability to cope with stressful situations owing to her history of mental health problems including self harm. Professionals were concerned that at times of stress, M may struggle to protect her son.*

*IFST started to work with M to help her tackle her fluctuating mood, increased anxiety and low self esteem. M is coping well with treatment and support from IFST and as a result:*

- *has joined groups where she takes her son more regularly and is getting more involved in these groups,*
- *is spending more time focusing on her son and less time worrying,*
- *has improved moods, and*
- *herself and her son appear more stable and settled.*

### **By strengthening Safeguarding arrangements across all RCT services including:**

- setting out what must be done by all staff and Councillors if they see a child, or adult at risk, being abused,
- training all staff and Councillors so that they know what to do if they see a child, or adult at risk, being abused.

### **By creating more cost effective placements, such as adoptive parents and Special Guardianship Orders.**

The Council is now part of the National Adoption Service in Wales. By being part of this national service, we hope to improve how we recruit and support adoptive placements and to get children into these placements more quickly. It is too early to say if this new service is working, but we do know that this year there are fewer children placed for adoption, not more and we need to find out for sure why. But, we do know that Courts are putting in place Special Guardianship Orders and kinship carers.

A Special Guardianship is a formal court order which allows parental control over a child by people other than the parents. This could be a grandparent, close relative or even a family friend. Kinship care and Special Guardianship can provide stability for a child without legally separating them from their parents, giving them chance to build a firm foundation for a lifelong permanent relationship and providing them with the opportunity to remain within their extended family.



## **How did we ensure that our statutory assessment and care planning duties were delivered in accordance with legislative requirements and prescribed targets?**

At the end of 2015-16 there were 458 children on the Child Protection Register, which is more than last year. This means that as well as more referrals to the Council, we have more initial assessments to complete so that we know what a child needs to keep them safe. We have kept up with the demand for services and have completed more of the assessments more quickly. However, despite our improvements we are still below the Welsh average and we know we have to do more to improve further.

Although there were more detailed assessments needed, we completed more of them within the national timescales of 35 days, and performed better than the Welsh average. We also took less time to deal with those more detailed assessments where we didn't meet the national timescales. We dealt with these within 59 days which again is better performance than the Welsh average.

### **By agreeing an operating model and staffing structure that is effective in achieving the outcomes required to deliver the vision for Children's Services and meet the requirements of the Social Services & Wellbeing (Wales) Act 2014.**

What this means is we are changing the way Children's Services are delivered so that:

- children, young people and families are able to get the right help as early as possible,
- we stop problems from getting worse so we don't have to rely on high cost, specialist support services to put things right,
- children, young people and their families are supported to help themselves to achieve their full potential and improve their well-being and quality of life.

You can see more detailed information about our progress in Keeping all children and young people safe in our [performance evaluation](#).



**In 2016-17, we will continue our work to promote independence and positive lives for everyone. How we will do this is set out in more detail in our PEOPLE plan which also shows how RCT will contribute to a resilient and healthier Wales.**



**To make sure Health and Social Care services are personalised and integrated, with more people supported to live longer in their own homes**

**Among other things, we will:**

- implement the Social Services and Wellbeing (Wales) Act 2014 requirements and complete planned changes to adult social care services including arrangements for information, advice and assistance,
- work with partners to continue to develop new arrangements for home care, accommodation with support and day services, continuing to focus on reablement and intermediate care services as well working with others to develop community networks of support,
- work with partners to put in place new arrangements for services for people with learning disabilities, (complex needs and autism) and their families and also develop arrangements that keep people safe, builds community support, focuses on early intervention and prevention and helps people to live fulfilling lives in their own homes,
- continue to respond effectively to adults at risk.

**You will know if we have made a difference because**

- more adult protection enquiries will be completed more quickly,
- adults who have received information, advice & assistance will get the help they need,
- adults who complete a period of reablement will need less support 6 months later,
- fewer people assessed by adult social care will require help directly from the Council,
- fewer people will be admitted to residential or nursing care, and
- more people will be using a direct payment to manage their own care arrangements.

**So that Rhondda Cynon Taf's children and young people receive a great start in life**

**Among other things, we will:**

- implement the Social Services & Wellbeing (Wales) Act 2014 and complete the changes planned for children's services,
- work with children and young people who need care and support so that they reach their full potential,
- continue to improve how we respond when we first receive requests for assistance,
- with partners, make sure that the Multi Agency Safeguarding Hub (MASH) is working as it should,
- provide Information, Advice & Assistance Services so that children, young people and families have access to the right support at the right time with the right people,
- where safe to do so, keep children within their families and reduce the number of children who need to be looked after, and
- make sure that children that cannot live with their parents live in suitable accommodation within RCT.

**You will know if we have made a difference because**

- families will be supported so that fewer children & young people will need statutory Children's services support,
- more children & young people whose names are removed from the Child Protection Register will no longer need further support from statutory Children services,
- the number of children and young people becoming 'looked after' will continue to fall, and
- those children and young people that are 'looked after' will spend less time in our care.

## **To redesign Local Services so that they are integrated and efficient**

### **Among other things, we will:**

- ensure that the move from childrens to adult social care is improved and enables young people to have increased control over their lives,
- make substance misuse services easier to access across Cwm Taf,
- minimise the impact of poverty by reviewing our approach to Tackling Poverty,
- continue to improve housing by delivering the Housing and Health Action Area in Tylorstown and Penrhys, and
- continue to install energy efficient insulation measures to homes across RCT to help residents reduce their energy bills and reduce fuel poverty.

### **You will know if we have made a difference because**

- more people we work with will reduce their substance misuse.

## **So that Rhondda Cynon Taf will be amongst the safest places in Wales, where people get along together and residents feel safe**

### **Among other things, we will:**

- work together with partners to prevent violence against women, domestic abuse and sexual violence.

### **You will know if we have made a difference because more people we work with will:**

- experience no abuse,
- report that they feel safer,
- report their quality of life is better, and
- be confident about accessing support in the future.

**You can see how we will be progressing this work in 2016/17 in our new People Plan.**

# 6

section



**prosperity: education,  
community, teaching,  
learning, finance, homes,  
employment.**

# PROSPERITY

## Providing a top quality education - "Every School a Great School".

Overall, we made good progress in the last year. Key Stage 4 results were the best ever achieved in Rhondda Cynon Taf, with improved results in the majority of schools. We continued to reduce the gap with the Wales average in many of our qualifications such as the number of pupils achieving A\*- C grades at GCSE or equivalent in English/Welsh, Maths and Science. We completed the new Aberdare Community School and improved facilities at many others to provide the best possible learning environments for our pupils. However, although the majority of our schools performed well, not as many schools as we had anticipated, achieved the highest standards in Estyn inspections. Findings:

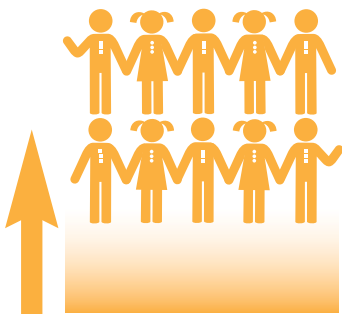
- 57.6% of schools are 'Good' or 'excellent' for current performance, which is better than our target but below the Wales average.
- 68.2% of our schools have prospects for improvement that are at least 'good', this is less than last year but still above the Wales average.

Support for our most vulnerable pupils ensured that more young people are now in education, training or employment. However, there is still a gap in achievement between pupils receiving free school meals and those who do not.

We set ambitious targets for qualifications and although we didn't quite meet them all, these targets have driven significant improvements.

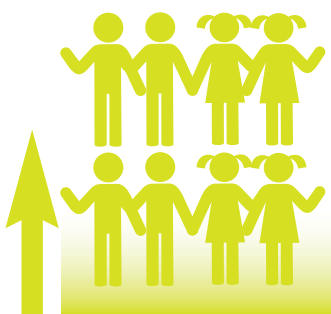
To deliver much of this work we worked in partnership with the Central South Consortium (CSC), which also provides support and challenge to schools on behalf of four other local authorities: Merthyr Tydfil; Bridgend; Cardiff and the Vale of Glamorgan, and is held to account through stringent governance arrangements. The Central South Consortium was **inspected by Estyn** in February 2016.

Leadership and management, improving quality and partnership working were judged to be good. Support for school improvement and resource management were both judged to be adequate. There was no local authority Estyn inspection for Rhondda Cynon Taf during 2015-16, but inspections of individual schools can be viewed on the **Estyn website**.



86.3%

86.3% of our 7 year olds achieved outcome 5 in the foundation phase and we are nearer to the Welsh Average.



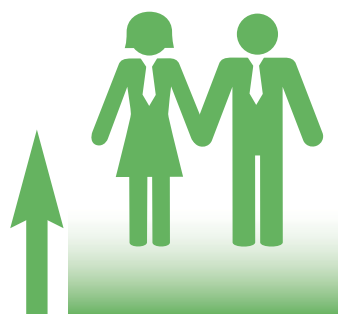
85.8%

85.8% of our 11 year olds achieved the Core Subject Indicator, but this is still below the Welsh Average.



81.6%

81.6% of our 14 year olds achieved Level 5 or above in the Core Subject Indicator. We are now nearer the Welsh Average.



54.6%

54.6% of our 16 year olds achieved grades A\*-C, at GCSE including English/Welsh and Maths, our best ever results and getting nearer to the Welsh Average.



### How did we build great school leadership?

By working with the Central South Consortium to provide leadership development and support and challenge schools, including:

- supporting current Headteachers from our primary and secondary schools to further develop their leadership skills through an Executive Headship programme, with two of these Headteachers going on to support schools in need of help,

- newly appointed Headteachers participating in a new headship programme,
- sixteen teachers attending the Transforming Leadership Programme. Teachers that have participated in the past have helped to strengthen leadership in schools experiencing difficulties,
- setting challenging targets for the quality of current leadership and the potential for future leadership,
- putting in place the right level of support and challenge in schools to help them improve, with more focus on classroom and school based support including schools working with each other,

- CSC organising support or intervention in those schools that need to make more progress more quickly,
- for those schools needing the highest level of support, regular meetings between the Headteacher and Chair of Governors and the Director of Education and school improvement officers to make sure the schools are making the progress they need at the pace required, and
- providing School Governors with the information they need to carry out their roles effectively.



## How did we make sure our schools provide high quality teaching and learning?

**By supporting schools to work together to become self-improving and develop standards of teaching, including:**

- making better use of the skills and knowledge of teachers within schools to improve standards in their own schools,
- developing school to school working so that schools can support and challenge each other to raise standards,
- having six of our schools providing specific support to other schools that are facing challenging circumstances,
- having seven of our schools which are recognised as being excellent in particular areas, providing professional development programmes to support other schools across the region,
- using various training programmes to improve teaching and learning in schools e.g. 'Teach first' graduate scheme to fast track high achieving graduates into teaching and the 'Improving Teacher Programme' to improve teaching in identified schools, and
- working with Welsh Government to improve the reliability of teacher assessment so that more accurate comparisons can be made between schools.

**By providing challenge and support to primary Schools to raise standards, especially in schools that need to improve the most.**

### CASE STUDY

#### **Challenging and Supporting Cilfynydd Primary**

*In Autumn 2012, Cilfynydd Primary was categorised by Inspectors as one of our schools most in need of improvement, with below average results and, attendance levels that were lower than most. By the following autumn, the situation in the school had not improved and there were problems with senior management and pupil behaviour was very poor. Standards were low compared*

*to other schools, there were no successful systems in place and staff appeared demoralised.*

*Various steps were put in place to help the school to improve including:*

- *putting in place a new acting Headteacher,*
- *programmes to improve teaching and learning,*
- *a consistent approach to assessment for learning across the school,*
- *a better system to set and monitor more ambitious individual targets for pupil progress, and*
- *regular meetings with staff to discuss progress and any support or intervention needed.*

*A further Estyn inspection took place, nine months after the 'acting' Headteacher started, and deemed the school to be 'Adequate' and in need of monitoring. The Inspectors made further recommendations, which were accepted by the school.*

*When Estyn revisited the school in June 2015, the Inspectors found that as a result of the steps the school had put in place,*

- *pupil behaviour across the school had improved dramatically,*
- *behaviour strategies were consistent across the school with three clear rules which were known and understood by all,*
- *attendance had improved, and*
- *pupil standards had increased at the end of Key Stage 2.*

*As a result of the hard work of all the school staff, school governors, the consortium and the Council, in autumn 2015, Inspectors found that Cilfynydd Primary School was 'Self Improving', which means the school is effective with good outcomes for learners, and school leaders take action to address areas that need improvement.*

**By providing challenge and support for secondary schools to raise standards and to meet the demands of the new GCSE and GCE examinations -**  
in particular in English, Welsh, Mathematics and Science.



### By increasing opportunities for more able young people across RCT to reach their potential, including:

- supporting more able and talented young people in applying to Oxford and Cambridge Universities. In 2015-16, 8 RCT pupils secured Oxbridge places, 4 more than in 2013-14 and 2 more than 2014-15. This compares well with national averages,
- putting in place a specialist programme of tutorials and events for 200 of our most able Year 12 students. We are also helping with the practicalities e.g. admissions processes, arranging visits to Universities and providing information on university finances. We will be tracking these 200 pupils to see how they progress,
- putting on a More Able and Talented Conference for the most able Year 9 students before they started Key Stage 4, to show them that university is open to them, giving them encouragement to succeed.

### By improving Academic Results in 2014-15 including:

- more pupils having achieved the foundation phase indicator over the last four years. This resulted in RCT now being ranked 14th in Wales compared to 21st in 2014,
- improving Key Stage 2 performance (age 11) in the Core Subject Indicator over the last six years, but we are still below the Wales average and ranked 19th in Wales so we still have more work to do,

- making significant improvements in Key Stage 3 performance (age 14) in the Core Subject indicator over the last 5 years (59.2 to 81.6), with the level of improvement in RCT greater than the Wales average. Despite this improvement, there are still too many children not making sufficient progress and we will continue to focus to make sure that all pupils who can, are able to achieve Level 5 at the end of year 9 as well as increasing the numbers of pupils achieving Level 6 and above,
- achieving the best ever key stage 4 results for secondary schools in Rhondda Cynon Taf. The number of pupils aged 16 achieving the Level 1 and Level 2 thresholds has improved and both results are now above the Wales average,
- improving performance against the Core Subject Indicator (5 GCSEs A\* to C including English/Welsh, Mathematics and Science), although this is still below the Wales average, and
- nine of our schools no longer being monitored by School Inspectors because of the improvements they had made. Although one fell short and now needs significant improvement.

Despite these improvements, our results are generally still below the Wales average. Whilst not an acceptable excuse, social deprivation still has a significant impact on educational outcomes, and Rhondda Cynon Taf has the third highest level of pupils eligible for free school meals in Wales.



## How did we promote wellbeing and engagement of all learners, ensure pupils attend school regularly and provide a learning environment that meets the needs of all learners?

### By continuing to work with schools to support young people to overcome barriers to attendance, wellbeing and engagement including:

- developing strong partnerships between Ysgol Hen Felin and Coleg Y Cymoedd and establishing on-site provision for 2 classes of post 16 learners from Ysgol Hen Felin. This has provided enhanced opportunities for special school learners to access the college campus and to plan for their seamless transition into the college at post 19. As a consequence 22 students successfully integrated into the college in 2015 and 14 will be transitioning into college courses in 2016,
- improving the delivery of Education Otherwise than at School (EOTAS) provision by restructuring the individual and group tuition service, strengthening partnerships with schools and tracking learners outcomes more robustly,
- putting in place new and improved arrangements for our secondary Pupil Referral Unit (PRU) so that it is better equipped to deliver a wide range of curriculum and vocational options. Relocation to the former Aberdare High School in July 2016 will ensure that the facilities available are fit for purpose and that outcomes will continue to improve, and
- putting in place arrangements for a wider review of all special school provision across RCT in September 2016.

### By reducing the number of young people not in education, employment or training through better use of information and early intervention including:

- identifying and targeting all young people most at risk of disengaging with education, employment or training, and providing them with targeted services to support them in continuing their education or finding work,
- adapting these methods to help identify and prevent children from becoming Looked After and by working with them earlier, and
- working with partners to help vulnerable learners who are starting college e.g. providing learning coaches.

### By working with schools and the Central South Consortium to narrow the gap in attainment between pupils eligible for free school meals and other pupils including:

- focusing on improving the achievement of pupils who are disadvantaged or living in poverty by sharing good practice between schools; further developing the role of the Looked After Children's Co-ordinator to make sure schools have



policies in place to support Looked After Children; and setting targets for schools specifically for improving outcomes for this group of pupils,

- introducing a project in which ten Primary schools within valley communities in RCT work together to find ways to work with and help pupils living in deprivation. We will be better able to check what difference this project has made to pupils who need this extra help in 2017, and
- testing new ways to help pupils that most need it in three of our schools, Ferndale, Treorchy and Ysgol Gyfun Cymer. These new ways will then be introduced across RCT with the three schools used to provide training and support to others.

## CASE STUDY

### **Ferndale Community School - Closing the Gap**

*Ferndale is the smallest comprehensive secondary school in RCT with 670 pupils, located in a valley with high levels of unemployment. 38% of pupils are eligible for free school meals, the highest in RCT.*

*Some of these pupils are disadvantaged in a number of ways, e.g. they may not be able to do their homework because there is no electricity at home and some parents believe that education can make no difference and so pupils lack confidence. Many of the pupils entitled to free school meals also have special educational needs.*

*As a result of work in the school specifically to 'close the gap' between the achievement of young people eligible for free school meals and those not eligible, there have been improvements in numeracy and literacy scores, more pupils achieved the Level 2 threshold at KS 4 and the school*

*has been the most improved school in the area for the last two years.*

*The School achieved this by:*

- *setting targets to stretch pupils,*
- *working with children in small groups,*
- *encouraging competition through a house system and sport,*
- *regular testing so that pupils become less fearful and better prepared for exams,*
- *giving all children access to the same sort of experiences that children with less deprived backgrounds enjoy, such as going to the seaside and visiting museums,*
- *using different approaches to meet the different reasons that affect school attendance and lateness, and*
- *better supporting the teachers to deal with the difficulties faced by children because of their backgrounds.*

Overall outcomes for pupils eligible for free school meals in RCT are not improving as quickly as those pupils not eligible. The gap in achievement is still too wide at the Foundation phase and Key Stages 2, 3 and 4. Work to address these gaps remains a priority for the Council and the Central South Consortium.

However, attendance levels for pupils eligible for free school meals (eFSM) have risen over the past 5 years and it is hoped that this will have an impact on future attainment levels.



## How did we provide a learning environment fit for the 21st Century, providing the best possible facilities to inspire children to learn?

Although we met our target to reduce the number of surplus places in Primary Schools, we missed our target for secondary schools. This is because one of our schools had more than 25% unfilled places compared to last year, when it was 22%. This was influenced by a number of factors including parental choice of schools which we can't accurately predict, as well as a slight fall in the number of secondary school pupils. The number of pupils is projected to rise, and as projects in our 21st Century school building programme are completed, the number of surplus places will fall.

### **By delivering modern learning facilities and the best possible breadth and depth of curriculum for all our students, including:**

- completing Aberdare Community School, the first school jointly funded through Welsh Government's 21st Century Schools and the RCT Education programme,
- creating 'through' schools from ages 3-16 and 3-19 and working hard to make sure that there are good links and improved change arrangements with other Primary schools by doing things like setting up clubs for year 5 and 6 pupils,

so that those who will transfer to the 'through' school from other Primary schools are not disadvantaged,

- progressing with plans and designs for our three new Middle, or 'through' schools at Tonyrefail, Porth and Tonypandy where work will start by early 2017,
- improving sixth form facilities at Treorchy Comprehensive, and expanding and remodelling Y Pant Comprehensive where work is underway,
- completing an extension at Treorchy Primary school to accommodate pupils moving from Pentre Primary school, and remodelling work at Trerobert Primary school including internal alterations, a new classroom, assembly hall, toilets and external landscaping,
- expanding Llwynycrwn Primary School, demolishing the school's junior block and replacing it with a new building to replace the out dated facilities,
- improving the curriculum choices available to students. For example, making modern foreign languages and separate sciences accessible to all students, and
- making our schools more cost effective in the longer term, through better use of school buildings and savings in building maintenance and running costs by making school buildings more energy efficient.

## CASE STUDY

### Aberdare Community School

The new Aberdare Community School, which replaced Aberdare Girls School, Aberdare High School for Boys and Blaengwawr Comprehensive, opened in September 2015. The school provides new leisure facilities for use by pupils and the community to replace the outdated Sobell Leisure Centre.

The new school can hold 1,620 pupils. The building has a light and open entrance with areas which can be used for independent learning away from the classrooms. The school uses the latest technology e.g. Wi-Fi and i-pad equipped classrooms which allows for learning in internet cafes. It also has a science theatre, dance studio, recording studio and sound booths for recording oral work in English and Modern Foreign Languages.

The school is linked to the new Sobell Leisure Centre and positive outcomes for the Leisure Centre include 500 more gym members, including 30 junior members. There is also a new skate park and playground and all weather pitch, and the facilities are being used by local groups such as theatre, sports and church groups who are forming close partnerships with the school. The school is now more accessible with improved vehicle and pedestrian access and improvements to nearby roads.

This project cost £59million which was funded by the Council and Welsh Government. The Council saves over a £1million every year in running costs, as well as the savings

made on the maintenance of the previous school buildings. The number of surplus places has also decreased from 1,085 to 295.

The first set of Key Stage 4 results for 2014-15, when the three schools combined but before the new school opened, showed that more pupils at the new Aberdare Community school achieved the Core Subject Indicator, than the combined results of the 3 previous schools in 2013-14. However, performance at other Key Stages was more mixed, with a slight fall in results in some areas. Whilst it is still too early to judge the impact of the new school on pupil outcomes, we are closely monitoring progress.

Early feedback suggests that staff, parents and pupils are very happy with the new facilities. We will monitor closely over a number of years to check progress and benefits for all.

The community has also benefited from the 21st Century Schools programme in other ways, for example, making sure that the building contractors took on apprentices has provided training and employment opportunities for young people in the area. Also, by sharing facilities, our school buildings are being used after the end of the school day for leisure activities. Sharing with other services e.g. basing police community support officers in schools, is also allowing closer links to be made with the community.

You can see more detailed information about our progress in [Providing a top quality Education in our performance evaluation](#).

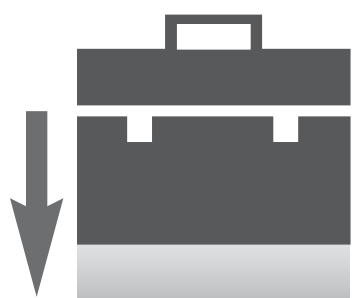
## Improving our Communities.

We made good progress in the last year, but we still have much to do. We have continued to provide young people and working age adults with education and training opportunities to improve their future employment prospects. We have also put in place a new 'Tackling Poverty Service' so that we can better help those people facing complex problems and in most need within our communities. With increased numbers of homeless presentations, too many families had to spend time in bed and breakfast accommodation.

We completed the restoration of the Grade II listed Pontypridd Lido in the summer 2015, with traders reporting improved

business as a result of the Lido opening. We also supported the development of a Business Improvement District in Pontypridd, which will generate additional funding through a rate levy to improve and promote the area. In Aberdare, a town centre 'health check' was completed which can be used to attract future funding, and we have worked to improve the appearance of empty high street properties.

In partnership with 9 other local Councils we signed the Cardiff Capital Regional City Deal, which will attract £1.2billion in investment to the region to improve public transport and bring economic growth.



479

479 people found work with the help of a community work and enterprise club, which is fewer than we thought and less than last year.



2,048

2,048 qualifications were achieved by people on community learning programmes, fewer than last year.



40

40 town centre improvements to property in Aberdare and Pontypridd.



3,719

3,719 people have secured over £2million additional income as a result of help from our Welfare Rights Advice service.



## How did we provide opportunities for young people and working age adults to enter employment, education and training?

**By providing opportunities in the community to support skills development and improve employment opportunities in a number of different ways including:**

- replacing job clubs with more community focused work/enterprise clubs, although it is too early to evidence the effect of these changes,
- helping to get unemployed adults with low skills back into work using various support programmes,
- holding a Careers Fair during National Apprenticeship Week, to help raise awareness of Apprenticeships, Graduate programmes and other vacancies in leading Global, UK and local companies. We also provided information on the Apprenticeship posts available in the Council during 2016-17 i.e. 30 new Apprenticeships including posts in Administration, Finance, Mechanic (HGV), Housing Energy, ICT, Civil Engineering and Building Control,
- providing people with the opportunity to speak directly to potential employers through other Job and Career Fairs, and gain helpful advice and support on how to progress their chosen career path. Over 1,000 people, including year 10 pupils attended the events.



### **People who attended Job and Career Fairs told us:**

*‘the event was helpful’, ‘interesting’ and ‘it has given me confidence to move on in my job search’. There was also positive outcomes for participants including being offered an interview, ‘brilliant, thank you’, getting involved in volunteering, and being invited to induction programmes.*

*However, others told us that the event was ‘a waste of money and effort’ and ‘boring’ and that ‘Job Centres had forced attendance’.*

**By providing opportunities for young people to positively engage in education, employment and training to secure better future job outcomes and reach their potential including:**

- recruiting 29 new apprentices to the Council’s Apprenticeship scheme,
- 6 young people taking up traineeship in Vision Products, Pontyclun, which provides employment for people with disabilities,
- recruiting 8 young people leaving care into a training programme, providing them with placements in different parts of the Council, and
- supporting 92 young people on a 13 week programme to improve their confidence, social skills and employability through ‘Your Future First’.



### **‘Your Future First’ participants told us:**

*“.....I am so glad I took part and received the support I did to improve my confidence and self esteem”.*

*“.....I have enjoyed this course a lot because it was fun and I got to do new things that I wouldn’t have had chance to do. Now I am more confidence to do more things.”*

*“ I’m kind of going to miss waking up for the course, its been nice to meet new people. Everyone was helpful and great. I’m going to have to change my routine again. I loved this course thank you all”*

**By completing the review and redesign of specialist learning disability employment and training programmes to ensure more sustainable job outcomes and more effective use of resources.**

We have not yet completed our review and redesign of the learning disability employment and training service because we merged the review for RCT with wider work that now includes Merthyr, as part of the Cwm Taf region. This work to create a greater range of employment opportunities for people with learning disabilities is continuing and the changes will be implemented in 2016-17.

An example of how we already support employment, education and skills for adults who have learning disabilities.

## CASE STUDY

### ***Learning Curve helping adults with learning disabilities with employment, education and skills.***

*The Horticultural and Catering Centre in Llwynypia forms part of the Rhondda Cynon Taf-wide 'Learning Curve'. Twenty six individuals receiving our services aged between 18 and 70, work at the centre, growing flowers and preparing hanging baskets which are used to decorate the community. The centre provides all the flowers for Llantrisant Town Council and also decorates and landscapes RCT Homes' housing complexes.*

*As well as securing essential work experience and skills, and enjoying social time with their peers, the individuals also work towards qualifications and accreditations, including City and Guilds certificates, from Coleg y Cymoedd and Rhondda Cynon Taf Council.*

*The Centre also hosts a Catering section, where a further 16 individuals receiving services prepare up to 80 meals a day for others who use the day centre. They are also securing catering accreditation and qualifications through their work. One of the students, has secured employment in the kitchen at Wetherspoons in Pontypridd thanks to the skills and experience he has secured through 'Learning Curve'*



## How did we provide advice and information so that people better understand the financial choices that are available to them, and are able to improve their financial capability at earlier stages in their lives?

**By ensuring that people needing help are supported to maximise their income and improve their ability to financially support themselves, -**

by continuing to financially support RCT Citizen's Advice Bureau which provided 3,791 people with debt, money and advice services during 2015-16.

## CASE STUDY

### ***Helping people to obtain what they're entitled to.***

*With help from the Citizens Advice Bureau in applying for a Personal Independence Payment, Ms C was awarded the enhanced daily living component and the enhanced mobility component.*

**By working with our Partners to tackle the causes and impact of poverty, exclusion and inequality in Rhondda Cynon Taf.**

Since we put in place a plan to tackle poverty last year, there have been changes to the way we tackle the causes and effects of poverty across RCT. The changes have brought together

three separate schemes so that the Council better links residents with services, helping them to gain the confidence they need to improve their lives and supporting communities to help themselves.

The changes were put in place during April and May 2016, so it is too early to establish progress but this work remains a priority for the Council and progress will be closely monitored. These changes have also meant that work in Communities First areas to prevent homelessness, has also been delayed, but work is in hand and will continue during 2016-17.

**By working with our Partners to mitigate the impact of changes to Universal Credit in Rhondda Cynon Taf as part of ongoing Welfare Reform.**

We planned to work with the Department for Work & Pensions (DWP) to develop a framework of support services to help people manage planned changes to Universal Credit. The guidance on Universal Credit and its implementation was issued by the DWP in late December 2015, which meant that the start of our work was delayed. There has also been a delay in agreeing a framework with DWP to ensure that those people impacted by the changes to Universal Credit from March 2016, are provided with the appropriate levels of support and assistance. This framework has since been implemented and an evaluation of its impact will be undertaken during 2016-17.





## How did we prevent homelessness and provide services that meet the housing needs of individuals and families?



### By expanding the supply of specialist accommodation and housing support to meet the needs of homeless and vulnerable people including:

- putting in place accommodation to meet the needs of the increasing numbers of single homeless men, in the former Martins Close housing scheme, and
- completing a review of housing support to vulnerable people that will help to inform how we provide housing related support to vulnerable people.

However, our work on the Old Bakery and Ty Rhondda schemes for homeless young people started later than anticipated and will be completed in September 2016 and not March as we had anticipated.

### By further developing the Council's approach to prevent and relieve homelessness in accordance with the Housing (Wales) Act 2014 including:

- extending access to independent Housing Advice at the Council's Housing Advice Centre from three to five days per week,
- introducing practical ways to help prevent homelessness, e.g. helping to keep tenancies maintained for offenders in prison, assisting in the payment of rent arrears where specific criteria are met and paying court fees to suspend eviction proceedings or delay an eviction date,

- helping to make more private rented sector accommodation available by targeted incentives for private landlords including guaranteed rent, one off payments, furniture packs and bonds/rent in advance, and
- advertising private rented sector properties on the 'Homefinder RCT' website.
- The national homelessness measure has been withdrawn by Welsh Government and the replacement measure shows that we have successfully prevented homelessness in 56% of the applications submitted.

### CASE STUDY

#### ***Helping to Prevent Homelessness***

*Mrs J, has significant mental health needs. When she received a notice of eviction,*

- *the Council paid off her outstanding rent arrears, including her legal costs so she wasn't evicted,*
- *with help, Mrs J applied for a Discretionary Housing Payment (DHP) which covered the rent arrears that caused the eviction,*
- *Mrs J agreed to receive help in relation to her mental health needs, and*
- *Mrs J was helped to move to an affordable smaller property in an area closer to her family for support. This has helped improve her mental health and general well being and provided her with long term tenancy sustainability.*



## How did we develop sustainable town centres which contribute to the economy of the County Borough?

### By assessing the impact of the programme of property improvements in Aberdare and Pontypridd via the Townscape Heritage Initiative and Townscape Enhancement Programme.

- Helping to generate new jobs in Pontypridd and Aberdare by implementing Pontypridd and Aberdare Townscape Enhancement Programmes (TEP) and the Aberdare Townscape Heritage Initiative (THI) which has
- made the towns more attractive,
- encouraged private sector confidence in further investment,
- worked closely to support the private sector to improve business premises, and
- brought vacant floor space back into use in order to create and accommodate jobs.

We assessed the impact of the programme in Aberdare by using the results of an independent survey of visitors and businesses who were mostly pleased with the changes, for example “Lovely town, nice variety of shops”. We will use all comments and suggestions to inform what we do in future developments.

### By restoring and opening Pontypridd Lido as a regional visitor attraction that will help the economic growth of Pontypridd and the surrounding area.

Since ‘Lido Ponty’ opened in August 2015, it has provided free swimming for all visitors, which is continuing in 2016. From what Traders in Pontypridd have told us, business has improved as a result of the Lido opening although we are closely monitoring progress to check that this is the case.

### By officially launching Pontypridd as a Business Improvement District on 1 April 2016, which will help the development of the Pontypridd and the surrounding area.



**Jo Gamborini, co-owner of Princes Cafe and Vice Chair of the ‘Your Pontypridd’ Steering Group**

*“The success we have collectively achieved in agreeing to become a Business Improvement District is very pleasing”*

*“.....Rhondda Cynon Taf Council, Pontypridd Town Council and the Police, who have all been extremely supportive throughout the process, and gives us a real opportunity to work in unison for the benefit of Pontypridd in the future”*

*“Pontypridd can now look forward to the benefits associated with Business Improvement Districts and the future for the town looks bright!”*

### By working with Traders and Partner Organisations in Aberdare and Porth to improve the Town Centre Environment and encourage trade including:

- completing a ‘health check’ for Aberdare, which can be used to attract future funding and to check future progress,
- developing a new online App for Aberdare and Porth town centres which allows businesses to promote themselves and attract visitors using offers and deals,
- delivering a secure radio system for businesses and licensed premises in Aberdare to share information on anti-social behaviour, and improve the town centre environment,
- improving the appearance of 2 vacant units and a ‘gap site’ in Canon Street, which has prompted positive feedback from visitors to Aberdare.

### And in June 2015, we adopted supplementary planning guidance (SPG) for flats which will further support the renovation of existing Town Centre buildings.

Despite it being the first year of implementation, this is being used to bring about positive changes and impacts to planning applications and further improve flat proposals e.g. changes from rear to main street access.





## How did we encourage and facilitate investment in Rhondda Cynon Taf to strengthen the economy and create jobs, by working with business, developers, partners and funders, to help deliver initiatives which contribute to economic growth?

**By enhancing the planning process, ensuring that new, large commercial and residential developments in Rhondda Cynon Taf make a positive contribution towards the provision of employment and training opportunities.**

In June 2015, supplementary planning guidance on employment and skills was adopted by the Council. This guidance requires large scale developers to produce employment and skills plans as part of their planning obligations, providing valuable employment opportunities for our residents including work experience placements and apprenticeships.

**By helping businesses to develop on Treforest Industrial Estate, and support the development of Rhondda Cynon Taf as a location for investment and business growth through new and innovative planning initiatives.**

This means that it will be easier to set up or expand businesses because the area will have 'blanket' planning permission already in place so there will be less red tape. Progress has been delayed as a result of complex flood modelling work that needs to be agreed by Natural Resources Wales before Cabinet and the Welsh Government can consider making the necessary arrangements.

**By reviewing the Local Development Plan for Rhondda Cynon Taf to ensure it continues to meet the needs of residents and businesses in the future.**

To give certainty to developers that RCT has a clear vision for its land use, as well as keeping development away from protected areas or those with environmental issues e.g. flooding.

**By analysing the regional economy and targeting support to exploit gaps in development including:**

- working with the nine other South East Wales Councils together we have secured a City Deal for the Cardiff Capital Region with Welsh Government and UK Government, securing an investment of £1.229billion to unlock significant economic growth across the Cardiff Capital Region. This will have a positive impact on the regional economy such as improvements to transport and digital infrastructure, skills development and business support, and
- leading on regional work to identify and guide support activities and programmes to develop e.g. manufacturing and tourism.

**By supporting the ICT sector in Rhondda Cynon Taf to develop and grow through bespoke support to ICT including:**

- developing a regional focus group for business clusters within the ICT sector,
- helping local businesses understand, adopt and exploit superfast broadband to benefit their business, and
- helping to obtain grant support so that 178 businesses become broadband connected.

**By facilitating the development of the Lady Windsor Colliery Site in Ynysbwl including:**

- completing site analysis and investigations including an ecology review and traffic surveys to inform future development,
- working on a masterplan so that we can obtain outline planning permission, and
- consulting with local residents on a way forward.

**By encouraging Small and Medium sized Enterprises (SMEs) to do business with the Council, and improve our ways of working with them including:**

- improving how we advertise contracts so that we encourage small businesses to apply for small scale contracts, and
- introducing e-trading to improve electronic ordering, invoicing and payments.

You can see more detailed information about our progress Improving our Communities in our [performance evaluation](#).



**In 2016-17, we will continue our work to Build a strong economy. How we will do this is set out in more detail in our ECONOMY plan which also shows how RCT will contribute to a prosperous Wales.**



**So that Rhondda Cynon Taf's schools will be amongst the best in the country, and with all children achieving the best they can.**

**Among other things, we will:**

- continue to develop excellent leadership and management in our schools,
- work with the Central South Consortium to develop ways of supporting disadvantaged children so they can achieve to the best of their ability and close the 'gap' with their classmates,
- support the wellbeing of children and young people in our schools, helping them to overcome barriers to attending school and participating in learning, and
- continue to invest in improving school buildings and facilities to provide a learning environment fit for the 21st Century.

**You will know if we have made a difference because**

- more pupils will achieve 5 GCSEs at grade A\* to C including English/Welsh and Maths, including more of those pupils eligible for Free School Meals, and
- more pupils eligible for Free School Meals will achieve the expected outcome in the Foundation Phase Indicator, reducing the gap between them and their classmates.

**So that we provide a broad offer of skills and employment programmes for all ages.**

**Among other things, we will:**

- work with our partners like Job Centre Plus, Careers Wales and Coleg y Cymoedd to support people into work,
- target European funding to support those young people most in need to access support and training,
- organise and deliver courses for adults which improve their literacy, numeracy and digital literacy skills,
- organise a range of employability courses for learners in Communities First areas, and
- provide a range of options within the Council to support young people to develop their careers, including apprenticeships, traineeships, graduate programme and work experience.

**You will know if we have made a difference because**

- more young people leaving care will be in education, training and employment 12 months later, and
- fewer young people will leave school and become 'NEET' (Not in education, training or employment).

**So that residents see a responsible approach to regeneration, with new homes being built and job opportunities created.**

**Among other things, we will:**

- work with other councils to deliver a City Deal for South East Wales, bringing investment and jobs into the region,
- work with businesses to continue to improve our town centres,
- focus on the renovation of empty properties, through targeted campaigns for loans and grants, and
- provide more affordable homes.

**You will know if we have made a difference because**

- more people will visit our town centres and there will be fewer empty shops, and
- new affordable homes will be built and empty properties brought back into use.

## 7 section



**budget:** income, expenditure  
revenue, finance, resource,  
economy, efficiency.

# BUDGET

## Making best use of our budget.

**In 2015-16 we had a budget of £456.5million, and had to make savings of £16.4million. We have less money to spend in 2016-17. This is how our budget of £454.8million for 2016-17 was shared out across the Council's services.**

- Schools: £145million - to pay for the running costs of nursery, primary, secondary and special schools, for example, teaching and non-teaching staff, and building costs such as electricity, gas and repairs and maintenance;
- Education & Lifelong Learning: £30.8million - to pay for services such as libraries, Youth Service, the Council's Music Service and services that support children with additional learning needs;
- Community & Children's Services: £133.3million – to pay for services that look after the needs of vulnerable children and adults including employing social workers and also Trading Standards services and leisure centres;
- Frontline Services: £42.3million – to pay for the cost of rubbish/recycling collections and their disposal, cleaning streets and repairs and resurfacing of roads;
- Corporate Services & Chief Executive's Division: £29.3million - to pay for services such as council tax and housing benefit services, One4All centres and the Council's telephone contact centre and support service functions like finance, human resources and legal support; and
- Authority wide budgets: £74.1million – to pay for the cost of borrowing money to invest in Council assets such as buildings, schools, roads and bridges along with our contribution to the South Wales Fire Service and other important areas such as the payment of audit fees and bank charges.

We had some difficult decisions to make during 2015-16 to find £16.4million worth of savings. Where possible, we made savings that did not affect the services we provide directly to you, but this was unavoidable in some cases. We also know this will become more difficult in the years ahead as we continue to make the savings needed due to cuts made by the UK Government. Early signs are that we will need to find £57million worth of savings between 2017 and 2019.

If we are to make these reductions to our budget to meet the future cuts in funding from the UK Government, it will be important that the Council, residents and partners continue to work together to find solutions. Through 'RCT Together', we are involving residents and communities to explore different ways of delivering services and using land and buildings. For example, by working together and using the RCT Together approach, a new Muni Working Group made up of Community Groups is working to make the Muni Arts Centre in Pontypridd grow as a thriving community hub.

Despite these challenges, we cannot standstill, and last year we made some significant investment decisions amounting to over £21million which are being implemented during 2016-17.

These include:

- £6.5million in our Highways, including bridge repairs, retaining walls, culverts and road resurfacing,
- £4.6million in Transport Infrastructure, helping to improve accessibility, reduce congestion on our roads, encourage sustainable travel and improve road safety,
- £2million to improve schools buildings,
- £1.7million to help housing, regeneration and bringing empty properties back into use,
- £1.5million for the Taff Vale Development in Pontypridd,
- £1.4million in our Leisure Services e.g. improvements in Abercynon Leisure Centre, Rhondda Sports Centre and Bronwydd Swimming Pool, and
- £1million to make Council facilities more energy efficient, saving money in the long term.

Other investment priorities include apprenticeship and graduate schemes, waste recycling centres, town and village centres and green teams, play areas, flood alleviation and ICT infrastructure.

**We are working hard to make the best use of our budget and we are well placed to meet the challenges we face, but don't take our word for it, read what our independent regulator, the Wales Audit Office, said about us in its most recent [report in June 2016](#).**

**In summary it says:**

"With a strong corporate focus upon the effective use of its resources, supported by strengthened service planning and governance arrangements, the Council is well placed to overcome some significant future challenges".

We welcome this comment as it means that the hard work and the tough decisions being made now will help us in the future.

As we have set out throughout this report, we know where we need to improve and we will also make sure we show the WAO our work in the areas in which they are looking for progress. This includes:

- how we overcome the "significant challenges to implement the Social Services and Well Being (Wales) Act 2014",
- providing assurance that our "improvement priorities inform decisions regarding resource allocation" and
- continuing to strengthen how we make decisions and making sure that we know what difference our service changes are making to the residents of Rhondda Cynon Taf.

# OUR WORK

## Important Themes that underpin our work



### Working now for the well-being of future generations

The **Well-being of Future Generations (Wales) Act 2015**, came into force in April 2016. This new law provides a common vision and sets seven well-being goals for all public, private and voluntary sector organisations in Wales:

The Act means that these organisations, including the Council, need to show how they are working towards the goals and in turn, improving the social, environmental, cultural and economic wellbeing of Wales. This Council will set out how our services will do this for Rhondda Cynon Taf by April 2017.

The Act also sets out that the Council must be part of a partnership with other organisations in Cwm Taf (Rhondda Cynon Taf and Merthyr Tydfil). This partnership will bring organisations together to improve the well-being of people that live and work in Cwm Taf both, now and in the future. This partnership is called the Public Services Board, which has met for the first time in May 2016.

By May 2018, the Public Services Board must also publish a 'Well-being Plan', which shows how it aims to improve the social, economic, cultural and environmental well-being of Cwm Taf by working in partnership. Although RCT is already working in partnership as part of our Single Integrated Plan, this new Act means that working together is now law and will mean a different way of working with each other and with communities.

Put simply, the Act means that every public organisation in Wales must show that it is working for the well-being of future generations.

For the Council, this means we will continue to:

- consider the long-term effect of what we do, so that we balance what RCT needs now with what it is likely to need in future,
- work with others where it can help us to meet our objectives,
- organise our services so that they prevent problems from getting worse or happening at all,
- involve people in the way we plan, deliver and check our services are making a difference, recognising that the people delivering and receiving services often know best, and
- consider how what we do effects other organisations and groups working in the communities we serve.

This report contains many examples of where we are already meeting the requirements of the Act. During 2015-16, our Councillors and Officers have received training so that when they planned their services for 2016-17, they could show they contribute to the seven national well-being goals and how they can best arrange what they do to meet those goals.

But, we will need to continue to make sure that the Act runs through everything we do so that we can clearly show how we are contributing to the well-being of future generations.

You can find out more about the Well-being of Future Generations (Wales) Act and what it means for you by watching a short video produced by Welsh Government, search for the Act on [www.youtube.com](http://www.youtube.com) or **Megan & the Wellbeing of Future Generations Act**.

### Equality

#### Addressing Negative Attitudes and Behaviours

We have started to roll out Dignity and Respect training to staff across the Council, ensuring they are aware of their responsibilities around their attitudes and behaviours to different groups in society. To date, we have trained staff in Vision Products, six of our residential care homes and in Communities First teams. Communities First staff have also committed to the **#NoBystanders** pledge to challenge negative attitudes within the community and workplace.

We continue to work with South Wales Police and the Community Safety partnership to raise awareness of Hate Crime and 'Mate' crime with staff, schools and the people that use our services.





## CASE STUDY

### ***Social Worker who had attended Hate Crime Awareness training.***

*In 2014, a Social Worker who had attended Hate Crime Awareness training, contacted the Police Hate Crime Officer. She was concerned that a family was experiencing anti-social behaviour because they all had physical and mental disabilities. The child had initially been targeted by youths in the local park, but this got worse when they went to her home and targeted the whole family by shouting abuse and throwing things. The situation got to the stage that the child was having nightmares and was convinced that they would get into the house.*

*By working together, the Police, Social Worker, the School and RCT homes made sure*

- *the child was offered ongoing counselling by the school,*
- *the Police put in place a safeguarding plan,*
- *RCT Homes installed CCTV, considered housing options and put in place a home safety kit,*
- *the family were referred to other organisations that could help including victim support, and*
- *the family were also encouraged to report all incidents as they hadn't in the past.*

*As a result of the help the family received, they remained at their address and did not experience any further issues until late 2015. During this time as part of the plan to support the family, they received weekly reassurance visits from the local PCSO and joint visits from the Hate Crime Officer and the RCT Community Cohesion Coordinator.*

*In late 2015, the family had another experience. However, the police were able identify the two young people who were subjecting the family to abuse. They were spoken to in relation to their behaviour and were referred to the RCT Community Safety service. The Police also went to an assembly in the school the two young people attended to talk about diversity and hate crime, to help to change attitudes and reinforce with pupils that hate crime and anti-social behaviour is unacceptable.*

*From the involvement of organisations working together following the initial contact, the family received the help they needed before it got any worse and a criminal offence was committed.*



**In recognition of our ongoing commitment and work towards sexual orientation equality, the Council has been included in Stonewall's Top 100 employers.**

### **Delivering Time to Change Wales pledge**

We continue to tackle the shame, secrecy and discrimination around mental health. We hold monthly 'Time to Talk' sessions across the Council to raise awareness of the need to discuss mental health. We have provided our managers with awareness raising training on mental health with a focus on being open and supportive when dealing with staff with mental health concerns. As a result of this work we have been highly commended in the GMB President's Leadership Awards for Equality 2016.

### **Gender Pay**

We are continuing to make sure that everyone who works for the Council is treated equally through our ongoing work on the 'WAVE' project, (Women Adding Value to the Economy) which is funded by the European Social Fund through Welsh Government.

As part of this project, we have started to look at how we recruit and select people for jobs to check if there is anything that we are doing, that we are unaware of, that could affect the decisions we make. We have also looked at working hours and patterns and are recommending changes that will provide more flexibility, from which all staff could benefit.

### **Improving our monitoring arrangement so that we can check that what we are doing is making a difference**

We have asked all our Managers to show how they are delivering equal and fair services to the residents of Rhondda Cynon Taf, and we will do more to challenge this next year by analysing information from and about our service users. We have also strengthened our data collection and analysis and have more and better information about our workforce. This is really important as our staff numbers are falling and we need to make sure we have staff with the required skills and experience to continue to deliver services now, and are being trained and developed to deliver services in the future. For example, we are not always clear about why people are leaving the Council, except where they are not leaving as part of service changes. We will be contacting these people so that we can find out why they left the Council, and will use this information to inform any changes that may help to us to keep staff in the future.

## What are we going to do next year?

Our work programme for 2014-17 is set out in our **Strategic Equality Plan**, which we are currently updating.

In the meantime we will continue to:

- work with the newly formed Community Cohesion Group to raise awareness of hate crime and monitor crimes and incidents, as well as engage with the public on their experiences,
- continue to improve our monitoring arrangements by collecting better information so that we can check the progress and results of our work, and the impact of our policies,
- build on the ongoing work around mental health awareness and seek opportunities to include in Human Resource policy and delivery,
- continue to implement the WAVE action plan to make sure that we do what we can to make sure that everyone in the Council is treated equally, and
- carry out further work with services to establish how they are providing equal and fair services.

You can see more detail about our work and progress in our **Annual Equality Report** which was presented to Cabinet in March 2016.

## Welsh Language

### Accessing services in the language of your choice

As a result of a law in Wales called the **Welsh Language (Wales) Measure 2011**, from 30 April 2016, all Councils in Wales must work to a set of standards about the way we use the Welsh Language both within in our organisations and in our communities. RCT has to comply with 171 standards from a list of 176.

The standards relate to different areas of our work but the main conditions that we need to meet are:

- the Welsh language should be treated the same as the English language in Wales, and
- people who deal with the Council, including those who work for us, have the legal right to do so in Welsh if they choose to do so.

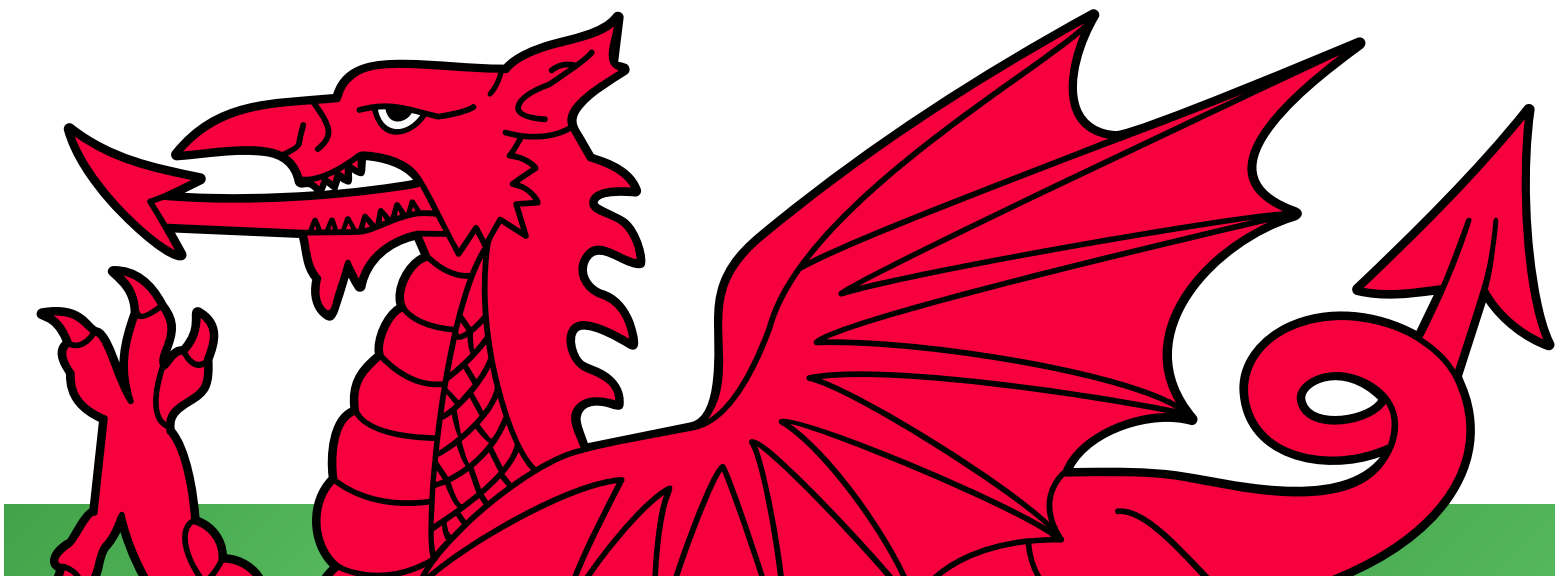
There is a Welsh Language Commissioner in place who reports directly to the First Minister and makes sure that all organisations covered by Welsh Language Measure meet these conditions, including working to the standards. There are several ways the Commissioner can make sure the Council does what it needs to do, including mystery shopping, asking for us to show what we do, turning up unannounced to see for themselves and even impose a penalty of up to £5,000 every time we don't do what we should do.

Last year the Commissioner's representatives inspected all Councils and other public bodies, and in September 2015 issued us with a 'Compliance Notice' which sets out which of the Welsh Language Standards we have to meet and by when. Since then, we have been looking at what needs to be done to make sure we don't break the law and have made progress in

- making Online payments accessible in Welsh,
- making sure that all our brochures, documents, publicity and signs are bilingual,
- training basic Welsh to reception staff in our eight main offices, so that they can deal with Welsh language queries from the public, and signpost to an appropriate officer if required,
- providing training and information to all staff so that they know what they need to do in their services in order to meet the standards where they work, and
- making sure that all of our recruitment procedures are available in Welsh for people who wish to apply for Council vacancies in the medium of Welsh.

We recognise that we need to do more to implement all the new standards, and in the early part of 2016-17, an action plan was agreed. This included identifying the Welsh language skills of Council staff, and ensuring that all our staff can access Welsh language support tools on their computers. This will further improve the way we offer services in Welsh to our customers. However, we know we can't do everything at once so during 2016-17 we will be asking residents what is most important to them so that we can see which of the standards we need to focus on first, and at the same time put in place a longer term plan. In the meantime we will continue to:

- improve on-line access and social media in Welsh, and
- train our staff to deal with customers in Welsh, particularly in our libraries and leisure, arts and drop-in centres.





## How we are listening to the Residents of Rhondda Cynon Taf

Over the last year we have continued our work to make information easier to find and understand. By making sure that our information is clearer, more user friendly and easy to read we hope that everyone, whatever their age, can better understand the issues and challenges faced by the Council.

We have included more information in our reports, provided easy to read summaries which also contain 'Frequently Asked Questions', made more use of social media and of our online **Engagement Hub**, which makes it easier to see what residents are being asked about in surveys and road shows and other events. We have also made more use of the partnership engagement twitter account @cwmtafconsult, to make residents and other stakeholders aware of all partner consultation and engagement activity, including event listings and surveys.

More recently, we have used '**RCT Together**' to introduce a refreshed approach when involving residents and communities in the future delivery of services and facilities. 'RCT Together' is about involving residents, so that the Council and communities work together to look at different ways to deliver services and manage buildings, which would allow them to continue in the future. This approach will continue during 2016-17.

Over the last year, residents have been invited to:

- 13 drop in sessions with Cabinet Members to discuss service change proposals e.g. Libraries and youth services,
- 3 Town Centre 'Roadshows' to take part in a new interactive budget simulator as part of the discussions on the budget challenges facing the Council, and
- use social media, to get better and more up to date information about things that matter to them e.g. road closures, upcoming events and changes to bin collection arrangements. We have also been able to respond directly to residents when they ask a question, raise a concern or report a problem.

We are also continuing to conduct consultations and surveys so that we get views from as many residents as possible. We are grateful to everyone who provides feedback to help us shape the services we deliver. We want you to continue to give us your views about our plans and our work so that we can better prioritise areas to change and/or improve. Please see our contact details on page 2 to get in touch.

The Welsh Government sometimes tells us to consult with our residents, but mostly we ask you for your views because it is a

fair and right thing to do. Getting your views and opinions helps us to check 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 know that by involving you directly and more regularly, we get a better understanding of your needs and expectations. It also means that you get more information about the challenges and choices we face, for example, because of what you told us, we didn't introduce single staffed libraries, nor did we reduce the number of Council subsidised local bus routes.

We ask people for their views in different ways, e.g. through on-line surveys, questionnaires and also talking about issues with established interest groups. We also take opportunities to talk to people at Council events such as the 'Big Bite' and other events, such as the Town Centre Roadshows. As part of our commitment to ask and listen, we use your views to help us to check if what we do is making a difference to the lives of people that live and work in Rhondda Cynon Taf. Your views have also helped to inform this Corporate Performance Report.

We are improving how we engage with young people, by setting up a Young Persons Forum across RCT. This Forum will be made up of young people representing their schools who in turn will report back to their School Councils so that young people can be more involved in important issues that affect them. We are also continuing to work with the five Older Persons Forums across RCT so that the views of older people are known and taken into account.

We have continued to work with our partners to coordinate, promote and develop consultation and engagement, making best use of the opportunities to consult with local people, and share the information they provide. We have introduced a consultation '**Hub**' which helps residents respond online to our consultations, and also see the reports and action taken as a result.

We know we still have more to do and are continuing to look at ways we can improve how we involve residents in what we do, and in 2016 we have plans to:

- get more views from residents e.g. through Town Centre Roadshows and surveys,
- make it easier for residents to get involved in checking what the Council is doing and how well we are progressing,
- make more use of Social Media as a way to communicate and consult with our residents, and
- develop the Young Persons Forums so that they have the opportunity to give us their views.