ECONOMY - *Building a strong Economy*

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

Our **ECONOMY** plan is continuing the developments in Rhondda Cynon Taf and is also focussed on projects, which will enhance the long-term prospects for the County Borough, such as the Cardiff Capital Region City Deal and development of other strategic key areas, which will benefit from the City deal improvements, such as areas around key transport routes.

Economic regeneration has a positive influence in **preventing** a wide variety of problems and supporting individual well-being. Development in our key strategic sites and improved transport links will provide more employment opportunities for residents of all ages and abilities so that they can achieve their aspirations and help to keep them and their families out of poverty. Redevelopment of key sites such as Taff Vale will revitalise neglected areas and bring people into our town centres, making them vibrant and attractive places to visit and helping to reduce related antisocial behaviour. The City Deal approach will strategically develop infrastructure to prevent bottlenecks in transport and mismatch in housing supply and demand created by population growth, which will stifle economic growth. Increasing affordable housing will help prevent homelessness and also the wide variety of health and social issues arising from unsuitable housing.

We recognise that our vision for Rhondda Cynon Taf is closely linked to the prosperity and success of the wider South Wales region. We are **collaborating** with other South Wales Councils, businesses and higher education providers in different ways to deliver economic growth for the region. By **collaborating** with partners towards these shared goals, jointly making decisions and pooling resources we are better able to deliver an **integrated** approach, which avoids duplication and allows partners to develop complementary approaches for business and skills development, which in turn will promote the success of the areas. We can ensure that resources are targeted where they will deliver maximum benefits.

Involvement of stakeholders and our residents is vital in ensuring that our regeneration projects deliver the best possible outcomes. We will be continuing to work with local businesses, education institutions, training providers, individuals and communities to shape and support projects for the benefit of everyone. This involvement ranges from informing strategic priorities such as the City Deal to local issues like improvements to Llantrisant town centre and activities for all ages in our theatres.

Our plan to ***Build a Strong Economy*** is closely linked with the way we will deliver our other well-being objectives. For example, Regeneration projects will provide opportunities for enhanced community facilities and involvement, linking with 'Place' creating neighbourhoods where people are proud to live and work' and 'People' by improving the life chances of our resident by increasing the opportunities to find work within Rhondda Cynon Taf or to commute more easily to work else where in the region.

Our work in this priority, both now and in the future, will contribute to the seven national Well-being Goals, in particular a Prosperous Wales, a More Equal Wales and a Wales of Cohesive communities.

ECONOMY - *Building a strong economy*

To which of the Council's challenges and opportunities, as outlined in the Council's draft Corporate Plan, will this action respond?	Priority 1 - Residents will see a responsible approach to regeneration, with new homes being built and job opportunities created…

Actions that will deliver Priority 1		Ref	Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Responsible Officer
RGNP1A01	Actively engage with the other South East Wales Councils over the next 10 years to maximise the benefits to the region and the residents of RCT of the new Capital Region City Deal	RGNP1A01	**Develop and support of City Deal process/projects and delivery.**		
		RGNP1A01M01	Participate in, and influence, the City Deal Programme Board	Ongoing	Jane Cook
		RGNP1A01M02	Consider implementation of both regional and local delivery of economic development; regeneration and planning	Sep-17	Jane Cook
		RGNP1A02	**Lead the City Deal Housing theme**		
		RGNP1A02M01	Develop and recommend a City Deal Housing Fund to the Joint Cabinet	Sep-17	Jane Cook
		RGNP1A02M02	Coordinate with transport; skills; planning and other CCRCD work streams	Ongoing	Jane Cook
		RGNP1A02M03	Work with Welsh Government to ensure that housing programmes and initiatives align	Ongoing	Jane Cook
		RGNP1A02M04	Work with public, private and 3rd Sector housing providers to increase the delivery, quality and range of housing	Ongoing	Jane Cook
		RGNP1A02M05	Prepare a strategic plan for Regional Housing delivery, including Market Assessment	Dec-17	Jane Cook

Actions that will deliver Priority 1		Ref	Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Responsible Officer
RGNP1A01	Actively engage with the other South East Wales Councils over the next 10 years to maximise the benefits to the region and the residents of RCT of the new Capital Region City Deal		**To undertake the forward planning of transport infrastructure, which through the City Deal and other funding streams supports economic growth.**		
		CSTP04A01M01	Identify, assess, develop and programme transport related capital infrastructure schemes such as Active Travel, park and ride/share, public transport, road safety, road improvement and safe routes in communities schemes	Dec-17	Charlie Nelson
		CSTP04A01M02	Prepare funding bids for transport related capital infrastructure schemes as approved by Cabinet to Welsh Government and other funding agencies.	Jan-18 or as directed by WG	Charlie Nelson
RGNP2	Assist the development of employment and housing areas, either existing or allocated in the LDP, through partnership working, to maximise the delivery of homes and jobs to support the economy. Enable relevant landowners (including Welsh Government) to promote development on their sites	RGNP2A01	**Ensure that Services positively responds to the evolving regional planning position and also continues to develop local strategy and promote development**		
		RGNP2A01M02	Continue to work collaboratively with other South East Wales authorities to bring together, methodologies, evidence and other ways of working	Mar-18	Gareth Davies
		RGNP2A01M03	Gather evidence to monitor housing delivery in RCT and submit as part of the Joint Housing Land Availability Study (JHLAS)	May-17	Gareth Davies
		RGNP2A01M04	Gain delegated approval and submit the Local Development Plan (LDP) Annual Monitoring report to Welsh Government	Oct-17	Gareth Davies
		RGNP2A01M05	Continue to promote the development of allocated employment sites and monitor all operational employment sites within the County Borough and produce an annual survey report to ensure our evidence base is up to date	Mar-18	Gareth Davies

Actions that will deliver Priority 1		Ref	Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Responsible Officer
RGNP2	Develop strategies for investment and development in key strategic opportunity areas within Rhondda Cynon Taf to maximise development opportunities in the City Deal regional context:		**M4 Corridor between Llanilid and Pencoed:**		
		RGNP3A01M08	Complete a preferred framework and strategy for investment and development	Sep-17	Jim Bailey
		RGNP3A01M09	Work with partners to promote opportunities	Mar-18	Jim Bailey
			A4419 corridor from the M4 to Coed Ely:		
		RGNP3A02M08	Complete a preferred framework and strategy for investment and development	Sep-17	Chris Jones
		RGNP3A02M09	Work with partners to promote opportunities	Mar-18	Chris Jones
			A465 to build on the existing energy related developments around Hirwaun Ind Est and Bryn Pica:		
		RGNP3A03M08	Complete a preferred framework and strategy for investment and development	Sep-17	Jim Bailey
		RGNP3A03M09	Work with partners to promote opportunities	Mar-18	Jim Bailey
			Metro Area:		
		RGNP3A04	Prepare a framework to maximise opportunities for investment in and around the Metro area	Sep-17	Gareth Davies

Actions that will deliver Priority 1		Ref	Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Responsible Officer
RGN	Develop strategies for investment and development in key strategic opportunity areas within Rhondda Cynon Taf to maximise development opportunities in the City Deal regional context:		**Treforest:**		
		RGNP3A06M01 & 2	In collaboration with partners, develop a programme of projects for *Treforest, Edge of the City , Heart of the Region* for Cabinet and produce an outline strategy consideration	Sep-17	Jane Cook
		RGNP3A06M03	Adopt the Local Development Order	Sep-17	Simon Gale
		RGNP3A06M04	Develop, in collaboration, Treforest Growth	Mar-18	Jane Cook
		RGNP3A06M05 & 6	Work with partners to deliver projects and promote the opportunities which this key strategic opportunity area offers	Mar-18	Jane Cook
RGN	Facilitate housing development and increase the number of new affordable houses built in the County Borough		**Facilitate Housing Development**		
		RGNP3A05M01	Seek Cabinet approval to proceed to the next stage of housing investment initiative	Jun-17	Simon Gale
		RGNP3A05M02	If approval is granted, Establish funding sources to support the initiative	Jul-17	Simon Gale
		RGNP3A05M03	Establish mechanism for prioritising sites for investment	Jul-17	Simon Gale
		RGNP3A05M04	Establish monitoring and investment framework	Sep-17	Simon Gale
		RGNP3A05M05	Work with partners to promote the opportunities this key investment opportunity offers	Mar-18	Simon Gale
			Increase the number of new affordable homes built in the County Borough		
		HOUP04A01M01	Review current approaches to funding affordable housing with the aim of identifying opportunities to maximise existing funding	Nov-17	Jennifer Ellis
		HOUP04A01M02	Identify new and innovative mechanisms to fund affordable housing	Dec-17	Jennifer Ellis
		HOUP04A02M02	Consult with key stakeholders and partners on Affordable Housing Plan and publish an affordable Delivery Plan	Mar-18	Adam Provoost

Actions that will deliver Priority 1		Ref	Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Responsible Officer
RGN	Facilitate housing development and increase the number of new affordable houses built in the County Borough	HOU-P4A01	**Improve the standard and make the best use of the existing housing stock by increasing the number of empty properties brought back into use across the County Borough**		
		HOUP03A02M03	Review, consult and launch the existing empty property strategy	Mar-18	Jennifer Ellis
RGN	The larger town centres of Aberdare, Llantrisant/Talbot Green, Pontypridd and Treorchy will see significant investment through Welsh Government, private sector and Council funding to improve access infrastructure. We will continue to work with business and local communities to ensure that the town centres benefit from growth, with a tailored package of support to help them adapt successfully to a changing world.	RGNP4A01	**Lead the redevelopment of the Taff Vale Site**		
		RGNP4A01M01	Conclude all site preparation works	Jun-17	Jane Cook
		RGNP4A01M02	Complete detailed planning process	Jul-17	Jane Cook
		RGNP4A01M04	Start main construction works	Nov-17	Jane Cook
		RGNP4A01M05	Secure occupiers	May-19	Jane Cook
		RGNP4A01M06	Complete development	May-19	Jane Cook
		RGNP4A05	Design and gain planning permission for a pedestrian link bridge	Sep-17	Peter Mortimer
		RGNP4A02	**Facilitate and support the redevelopment of Pontypridd YMCA**		
		RGNP4A02M01	Conclude site preparation works	Jun-17	Peter Mortimer
		RGNP4A02M02	Complete procurement process	Jan-18	Peter Mortimer
		RGNP4A02M03	Commence construction	Mar-18	Peter Mortimer
		RGNP4A04M01	Support the grant aided redevelopment of the Boot Hotel, Aberdare in line with grant terms, conditions and timescales	Mar-18	Peter Mortimer

Actions that will deliver Priority 1		Ref	Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Responsible Officer
RGN	The larger town centres of Aberdare, Llantrisant/Talbot Green, Pontypridd and Treorchy will see significant investment through Welsh Government, private sector and Council funding to improve access infrastructure. We will continue to work with business and local communities to ensure that the town centres benefit from growth, with a tailored package of support to help them adapt successfully to a changing world.	RGNP4A04M02	Support the redevelopment of the Bingo Hall	Jun-17	Peter Mortimer
		RGNP5A03	Submit a Heritage Lottery Fund Bid for a programme of improvements to Llantrisant Town Centre	Dec-17	Peter Mortimer
		RGNP5A04	Maximise potential opportunities presented by the Building for Future Funding	Nov-17	Peter Mortimer
		RGNP5A05	Develop a Town Centre Loan Fund	Dec-17	Peter Mortimer
		RGNP5A06M01	Subject to Welsh Government announcement, support and facilitate the development of Business Improvement District (BID) applications.	Sep-17	Peter Mortimer
		RGNP5A07M01	Subject to Welsh Government announcement, support and facilitate the development of Town Centre Partnership applications.	Sep-17	Peter Mortimer
		RGNP5A08M01	Complete the Pontypridd Regeneration Framework, a programme of growth and improvement for the area, and present to Cabinet	Sep-17	Peter Mortimer
		RGNP5A08M02	If approved by Cabinet, identify sources of funding to deliver priority projects within the Pontypridd Regeneration Framework	Mar-18	Peter Mortimer
RGN	Promote Rhondda Cynon Taf as a Visitor destination	T&CP1A01	Subject to Cabinet support, launch the new RCT Destination management Hub and Tourism Association	Jul-17	Ceri Lloyd
		T&CP1A02	Develop a new 3 year Tourism Action plan for RCT	Mar-18	Ceri Lloyd
		T&CP2A02	Develop and analyse a focussed marketing campaign that promotes RCT as a visitor destination, including investigating the use of tourism social media platform, and review the success of the campaign	Feb-18	Ceri Lloyd
		T&CP3A01&2	Establish and deliver a programme of events, demonstrating value for money, outcomes for residents and contributions to the local economy	Mar-18	Ian Christopher
		T&CP3A04	Maximise and improve the sponsorship of events within RCT	Ongoing	Ian Christopher

ECONOMY - *Building a strong economy*

Measures to support Priority 1 - Residents will see a responsible approach to regeneration, with new homes being built and job opportunities created…

PI Ref	PI Description	2014/15		2015/16			2016/17			2017/18		
		Target	RCT Actual	Target	RCT Actual	All Wales Average	Target	RCT Actual	Proposed Target	How does the proposed 2017/18 target compare to 2015/16 Welsh Average	How does the proposed 2017/18 target compare to 2016/17 Data	How does the proposed 2017/18 target compare to 2016/17 Target
LPSR103	No of new affordable homes delivered	65	127	100	114	N/A	200	241	200	N/A	Worse	Same
LRGN014a	% vacant retail premises in town centres - Porth	N/A	14.0	N/A	10.8	12.5	A decrease would reflect positive performance	14.0	A decrease would reflect positive performance	N/A	N/A	N/A
LRGN014b	% vacant retail premises in town centres - Pontypridd	N/A	9.0	N/A	8.7			8.8		N/A	N/A	N/A
LRGN014c	% vacant retail premises in town centres - Aberdare	N/A	9.0	N/A	9.0			10.4		N/A	N/A	N/A
LRGN014d	% vacant retail premises in town centres - Treorchy	N/A	7.0	N/A	9.0			5.8		N/A	N/A	N/A
LRGN015a	Footfall - Average weekly number of visitors to Pontypridd (Calendar Year)	N/A	63,909	N/A	63,992	N/A	An increase would reflect positive performance	64,647	An increase would reflect positive performance	N/A	N/A	N/A
LRGN015b	Footfall - Average weekly number of visitors to Aberdare (Calendar Year)	N/A	19,906	N/A	19,204	N/A		23,465		N/A	N/A	N/A
LRGN015c	Footfall - Average weekly number of visitors to Porth (Calendar Year)	N/A	11,373	N/A	11,184	N/A		11,037		N/A	N/A	N/A
LRGN015d	Footfall - Average weekly number of visitors to Treorchy (Calendar Year)	N/A	17,510	N/A	16,379	N/A		15,516		N/A	N/A	N/A
LRGN019	No. of additional housing units provided during the year	N/A	553	N/A	569	12.1	600	716	600	N/A	Worse	Same

PI Ref	PI Description	2014/15		2015/16			2016/17		2017/18			
		Target	RCT Actual	Target	RCT Actual	All Wales Average	Target	RCT Actual	Proposed Target	How does the proposed 2017/18 target compare to 2015/16 Welsh Average	How does the proposed 2017/18 target compare to 2016/17 Data	How does the proposed 2017/18 target compare to 2016/17 Target
LRGN016	**The stock of registered enterprises/businesses in the Borough**	N/A	5,210	N/A	5,485	9.1	An increase would reflect positive performance	5,745	An increase would reflect positive performance	N/A	N/A	N/A
LRGN017	**The rate of registered enterprises/business births (start ups)**	N/A	15.1 (785)	N/A	14.4 (790)	N/A		16.1 (925)		N/A	N/A	N/A
LRGN018	**The rate of registered enterprises/business deaths (closures)**	N/A	9.1 (475)	N/A	10.9 (600)	N/A	A decrease would reflect positive performance	10.4 (600)	A decrease would reflect positive performance	N/A	N/A	N/A
LPSR101	Total number of empty properties brought back into use per annum	N/A	114	N/A	144	N/A	190	138	190	N/A	Better	Same
LPSR102	Total number of interventions aimed at bringing long terms empty properties back into use.	N/A	254	N/A	324	N/A	400	536	400	N/A	Worse	Same
PSR004	% Private sector dwellings that had been vacant for more than 6 months at 1st April that were returned to occupation during the year	N/A	3.37	3.50	5.17	11.08	5.50	4.90	5.50	Better	Worse	Same
LRGN021	No. of jobs created through grant support programmes	New	New	New	New	New	New	New	100	N/A	N/A	N/A
LRGN009	No. of businesses/ organisations supported through grant support programmes	40	82	60	73	N/A	115	114	90	N/A	Worse	Worse

Key:

Existing Corporate Plan high level measure

ECONOMY - *Building a strong Economy*

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

"Improving our schools is key to the **long-term** success of the people and communities. Providing the right environment and facilities for learning is vital for equipping our young people with the skills they will need in the future. We will continue to deliver our 21st Century schools programme as part of our vision for making every school a great school. More than just focussing on buildings and equipment, the programme aims to build schools with strong leadership and a positive ethos which are hubs of the local community. We will also ensure that our building projects are sustainable for future generations through using sustainable technologies including photovoltaic systems and rainwater harvesting. We will respect the natural environment and promote biodiversity by protecting existing habitats where possible and creating new areas for wildlife. For example, we have pond ecosystems at Porth 3-16 school containing newts and a nature area adjacent to Tonypandy 3- 16 school with fungi and natural fauna which is protected.

Enabling children and young people to have high aspirations and to develop to their full potential, not only academically but also socially and emotionally, will contribute to the **prevention** of a wide range of social problems including unemployment and ill health. For example, children growing up in poorer families leave school with lower levels of educational qualifications, which reduces their prospects for employment and could increase the likelihood of disengagement. By closing the attainment gap between disadvantaged pupils and their peers, we can reduce the impact of poverty on young people's life chances.

By **collaborating** with our partners within the Central South Consortium we can benefit from a wider range of resources and expertise. School to school working and peer review across the Central South Wales region will continue to allow schools to learn from each other and share and develop best practice. We will also work with a wide range of other partners, for example working with South Wales Police and British Transport Police to plan effective use of resources when tackling truancy.

An **integrated** approach to supporting our young people is key to safeguarding their longer term well-being. Our work with schools will also support our *PEOPLE* plan priority that *Children and young people receiving a great start in life* . We will use vulnerability profiling to identify those children at risk of disengagement and work with our more vulnerable children to build resilience to help them cope with adverse life experiences. Rather than only working with young people in isolation, where it is beneficial to do so we will look at supporting them in the context of their wider family.

Involvement of our communities is vital in supporting our schools and young people. We need to improve how we communicate with young so that they are more confident and better able to tell us about the RCT they want in the language of their choice. We will improve the ways we work with school governors and encourage individuals with diverse skills to become involved in school governance, supporting the continued improvement of school leadership. We will work with Welsh Medium schools and early years providers to deliver improvements to the sector so people can have confidence in choosing to have their child educated in their language of choice. Schools and communities will continue to be closely involved in shaping the facilities and practices within our new schools.

Our work in this priority, both now and in the future, will contribute to the seven national Well-being Goals, in particular a Prosperous Wales, a more Equal Wales, a resilient Wales and a Wales of vibrant culture and thriving Welsh Language."

ECONOMY - *Building a strong economy*

To which of the Council's challenges and opportunities, as outlined in the Council's draft Corporate Plan, will this action respond?	Priority 2 - Rhondda Cynon Taf's schools will be amongst the best in the country, and with all children achieving the best they can

Actions that will deliver Priority 2		Ref	Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Responsible Officer
	Continue to work in partnership with schools to raise standards and close the achievement gap between disadvantaged pupils and their peers. The focus will be on improving the quality of leadership and teaching through effective school to school support		**Improve the quality of leadership in schools, in collaboration with the Central South Consortium**		
		EDUP1A01 M01	Evaluate leadership development programmes	Review Mar-18	Sue Walker / Bernard Whittingham / Sarah Corcoran
		EDUP1A01 M02	Further Explore opportunities for collaboration & new models of leadership including federations & all age schools across the County Borough	Review Mar-18	Esther Thomas
		EDUP1A01 M03	Further develop the peer review programme as appropriate	Review Mar-18	Sue Walker / Bernard Whittingham / Sarah Corcoran
		EDUP1A01 M04	Develop a strategy for improvement across Welsh Medium schools and registered early years providers which is led by the sector	Review Mar-18	Sue Walker
			Identify reasons for and challenge in school and between school variance in performance, in collaboration with Central South Consortium		
		EDUP1A02 M02	Review the effectiveness and efficiency of the Challenge and Review framework in supporting schools in inverse proportion to need and adjust accordingly	Review Mar-18	Sue Walker / Bernard Whittingham / Sarah Corcoran
		EDUP1A02 M03	Review the target setting policy in line with new performance measures and performance maintaining high expectations at pupil level	Review Mar-18	Sue Walker / Bernard Whittingham / Sarah Corcoran

Actions that will deliver Priority 2		Ref	Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Responsible Officer
	Continue to work in partnership with schools to raise standards and close the achievement gap between disadvantaged pupils and their peers. The focus will be on improving the quality of leadership and teaching through effective school to school support	EDUP1A02 M04	Intervene swiftly where there is insufficient progress, with clear roles, evidencing impact of action	Review Mar-18	Sue Walker / Bernard Whittingham / Sarah Corcoran
		EDUP1A02 M05	Secure improvement at pace in red and amber support schools, reflecting what works through effective intervention	Review Mar-18	Sue Walker / Bernard Whittingham / Sarah Corcoran
		EDUP1A02 M06	Improve the quality and consistency of teacher assessment	Review Mar-18	Tim Britton
		EDUP1A02 M01	Continue to further develop regular, timely and high quality school level data and analysis with schools, working with the CSC to become more effective and reduce duplication	Review Mar-18	Catrin Edwards / Sue Walker /Bernard Whittingham / Sarah Corcoran
		EDUP1A03	Improve the processes supporting recruitment and retention of school governors who have the necessary skills to facilitate improvements to school governance, and improve the methods by which we communicate with governors	Review Mar-18	Non Morgan
			Improve attainment and attendance		
		EDUP2A02 M01	Further develop effective working links with schools to deliver a streamlined approach to tackling absenteeism	Dec-17	Jessica Allen
		EDUP2A02 M02	Collaborative working with wider partners to tackle absenteeism more effectively and consistently across the Central South Wales region.	Mar-18	Jessica Allen
		EDUP2A02 M03	Review the systems that are currently in place for identifying, tracking and locating pupils referred to as children missing from education (CME)	Mar-18	Jessica Allen
		EDUP2A03 M01	Raise attainment of vulnerable groups of learners by working in partnership with CSC to establish shared priorities for improvement	Jul-17	Ceri Jones
		EDUP2A03 M02	Adapt the wellbeing data pack for specialist settings	Jul-17	Ceri Jones/Wendy Harding

Actions that will deliver Priority 2		Ref	Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Responsible Officer
	Continue to work in partnership with schools to raise standards and close the achievement gap between disadvantaged pupils and their peers. The focus will be on improving the quality of leadership and teaching through effective school to school support	EDUP2A03 M03	Develop a wellbeing self-evaluation tool for schools and central services	Jul-17	Gaynor Davies/Ceri Jones
		EDUP2A03 M04	Review effectiveness of EOTAS provision	Jan-18	Ceri Jones
		EDUP2A04 M01	Develop a continuum of professional learning pathways for all school based staff through hub/lead schools linked to the New Deal Pioneer Developments	Review Mar-18	Sue Walker / Bernard Whittingham / Sarah Corcoran
		EDUP2A04 M02	Work with Higher Education to provide classroom based initial teacher training and induction for NQTs	Review Mar-18	Sue Walker / Bernard Whittingham / Sarah Corcoran
		EDUP2A04 M03	Identify regional lead schools across the age range who can support the improvement of teaching and learning in RCT, in particular for literacy and numeracy	Review Mar-18	Sue Walker / Bernard Whittingham / Sarah Corcoran
		EDUP2A05 M01	Evaluate the success of the WG funded Seren Network to increase the numbers of pupils in RCT accessing the UK's most respected universities	Nov-17	Esther Thomas / Stephen Parry - Jones
		EDUP2A05 M02	Continue to support & develop the RCT MAT programme to provide opportunities and support for high achieving pupils at KS3, KS4 and 5	Review Mar-18	Esther Thomas
		EDUP2A05 M03	Develop MAT programme into KS2	Review Mar-18	Sue Walker
		EDUP2A08 M01	Improve Educational Outcomes for Children Looked After (CLA) - working with Children's Services, rigorously evaluate outcomes for CLA, ensuring effective targeting of resources	Review Mar-18	Ceri Jones
		EDUP2A08 M02	Review and remodel the Children Looked After Education team in collaboration with Children's Services to ensure structure is fit for purpose	Jun-17	Hayley Jeans /Ceri Jones

Actions that will deliver Priority 2		Ref	Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Responsible Officer
	Continue to work in partnership with schools to raise standards and close the achievement gap between disadvantaged pupils and their peers. The focus will be on improving the quality of leadership and teaching through effective school to school support		**Promote the social inclusion and wellbeing of all children and young people**		
		EDUP3A01 M01	Undertake a review of the Restorative Action in Schools (RAIS) project	Jul-17	Gaynor Davies / Ceri Jones
		EDUP3A01 M02	Develop a sustainable model for the future development of restorative approaches	Sep-17	Gaynor Davies / Ceri Jones
		EDUP3A04 M01	Continue to support and challenge schools to ensure that children and young people are supported to overcome barriers to attendance, engagement and participation in learning.	Mar-18	Jessica Allen/ Claire Hutcheon / Ceri Jones
		EDUP3A05 M01	Review the range of indicators and data sets included in the Vulnerability Profile to ensure they remain fit for purpose and are providing schools with the means to identify those at risk of disengagement and support schools to integrate this data into their planning and evaluation cycles	Mar-18	Claire Hutcheon
		EDUP3A08 M02	Reduce the attendance gap between FSM / non-FSM pupils - Continue to closely monitor the attendance of FSM / non FSM pupils and challenge and support schools to close the gap accordingly	Sep-17	Jessica Allen
		EDUP3A08 M03	Work with Central South Consortium to develop and grow expertise across the region in effective strategies to close the attainment gap for children eligible for FSM and evaluate progress	Review Mar-18	Sue Walker / Bernard Whittingham / Sarah Corcoran
		EDUP3A09 M01	Reduce the attainment gap between boys and girls - Improve the literacy skills of boys in the Foundation phase, KS2, KS3 and KS4 in collaboration with the Central South Consortium	Review Mar-18	Sue Walker / Bernard Whittingham / Sarah Corcoran

Actions that will deliver Priority 2		Ref	Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Responsible Officer
	Continue to invest in improving school buildings and facilities, to ensure the County Borough's pupils have the learning environment fit for the 21st Century		**Complete delivery of 'Band A' 21st Century schools projects:**		
		EDUP4A01 M01	Extension and refurbishment of Treorchy Comprehensive School	Sep-18	Andrea Richards
		EDUP4A01 M02	Creation of a 3-16 School for Tonypandy	Sep-18	Andrea Richards
		EDUP4A01 M03	Creation of a 3-19 School for Tonyrefail	Sep-18	Andrea Richards
		EDUP4A01 M04	Creation of a 3-16 School for Porth	Sep-18	Andrea Richards
		EDUP4A01 M05	New Primary School for Cwmaman	Sep-18	Andrea Richards
		EDUP4A01 M08	Completion of new 'all through' primary school in Cymmer	Aug-18	Andrea Richards
		EDUP4A01 M07	Remaining Band A Rhondda Schools (YGG Llwyncelyn extended capacity, YGG Tonyrefail relocation, refurbishment/upgrade of Ferndale Comprehensive and relocation of Tai Centre)	Sep-18	Andrea Richards
		EDUP4A03 M01	Establish transitional 5 months delegated budgets for the Band A schools.	Mar-18	Catrin Edwards / Steph Davies

Actions that will deliver Priority 2		Ref	Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Responsible Officer
Continue to invest in improving school buildings and facilities, to ensure the County Borough's pupils have the learning environment fit for the 21st Century		EDUP4A03 M02	Establish delegated budgets for the 3 new Middle schools, 1 new English Primary and 2 extended / relocated Welsh Medium Primary Schools.	Sep-18	Catrin Edwards / Steph Davies
		EDUP4A03 M03	Disestablish existing schools and move into new schools	Sep-18	Andrea Richards / Julie Hadley
		EDUP4A03 M04	Support new schools to produce staffing structures	Sep-18	Andrea Richards / Julie Hadley
		EDUP4A03 M05	Establish permanent Governing bodies for all new schools	Sep-18	Andrea Richards / Julie Hadley
		EDUP4A03 M06	Delivery of new sustainable transition arrangements with all associated schools	Sep-18	BW / SW /SC / AR / JH
			Begin planning for potential 'Band B' 21st Century schools projects, dependent on Welsh Government funding		
		EDUP4A02 M01	Submission of 'Band B' school organisation programme to WG	Jul-17	Andrea Richards
		EDUP4A02 M02	Produce Business cases for Band B programme	Apr-18	Andrea Richards/Julie Hadley
		EDUP4A02 M03	Produce school statutory proposal documentation	Apr-18	Andrea Richards/Julie Hadley
			Deliver additional improvements outside the 21st Century schools programme:		
		EDUP4A04 M01	Improve pupil school admissions and in-year transfers by continuing to increase the number of online applications and monitoring and challenging in year transfers, helping to prevent disruption to pupils' education	Dec-17	Catrin Edwards
		EDUP4A05 M01	Carry out a strategic review of special school provision to ensure provision is fit for purpose	Jul-17	Gaynor Davies / Ceri Jones
		EDUP4A06 M01	Deliver the school modernisation programme to improve the condition of existing school buildings	Mar-18	Andrea Richards
		EDUP4A07 M01	Continue to modernise the delivery of school meals by removing dining centres at 3 further schools	Mar-18	Andrea Richards
		EDUP4A07 M01	Introduce a new Service Level Agreement (SLA) for all secondary schools to modernise secondary school meal provision	Mar-18	Andrea Richards

ECONOMY - *Building a strong economy*

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

PI Ref	PI Description	2014/15 (Academic year 2013/14)		2015/16 (Academic year 2014/15)			2016/17 (Academic year 2015/16)		2017/18			
		Target	RCT Actual	Target	RCT Actual (year end)	All Wales Average	Target	RCT Actual (year end)	Proposed Target	How does the proposed 2017/18 target compare to most recent Welsh Average	How does the proposed 2017/18 target compare to 2016/17 Data	How does the proposed 2017/18 target compare to 2016/17 Target
Foundation Phase												
PAM003 (formerly EDU235)	% of pupils achieving the expected outcome at the end of the Foundation phase	81.9	81.8	88.0	86.3	86.8**	87.7	87.2	87.9	Better	Better	Better
LEDU501	**% difference between pupils eligible for FSM and non-FSM who were assessed at the end of the Foundation phase, aged 7, who achieved the expected outcome in the FPI**	-	-	N/A	19.5	N/A	15.0	14.4	-14.0	N/A	Better	Better
Key Stage 2												
PAM004 (formerly EDU003)	% of pupils achieving the expected outcome at the end of Key Stage 2	83.0	84.3	86.0	85.8	88.6**	88.7	88.5	90.9	Better	Better	Better
LEDU502	**% difference between pupils eligible for FSM and non-FSM who were assessed at the end of KS2, aged 11, who achieved level 4 or above in the CSI**	-	-	N/A	20.5	N/A	15.0	12.6	-12.0	N/A	Better	Better
LEDU406*	% of looked after children assessed at the end of key stage 2, in schools maintained by the local authority, achieving Core Subject Indicator as determined by Teacher Assessment	55.2	62.5	57.1	66.7	N/A	71.4	66.7	69.57	N/A	Better	Worse
29a *	% of looked after children achieving the core subject indicator at Key Stage 4	New	New	New	New	N/A	New - Baseline Year	7.7	TBC	N/A	N/A	N/A
Key Stage 3												
PAM005 (formerly EDU004)	% of pupils achieving the expected outcome at the end of Key Stage 3	75.0	78.4	82.0	81.6	85.9**	85.3	84.0	86.0	Better	Better	Better
LEDU242	% of pupils entitled to FSM assessed at the end of KS3, aged 14, achieving level 5 or above in the CSI	54.0	61.6	67.0	65.2	N/A	71.5	67.8	71.5	N/A	Better	Same
LEDU407*	% of looked after children assessed at the end of key stage 3, in schools maintained by the local authority, achieving Core Subject Indicator as determined by Teacher Assessment	N/A	36.4	N/A	38.5	N/A	45.5	58.1	60.0	N/A	Better	Better

PI Ref	PI Description	2014/15 (Academic year 2013/14)		2015/16 (Academic year 2014/15)			2016/17 (Academic year 2015/16)		2017/18			
		Target	RCT Actual	Target	RCT Actual (year end)	All Wales Average	Target	RCT Actual (year end)	Proposed Target	How does the proposed 2017/18 target compare to most recent Welsh Average	How does the proposed 2017/18 target compare to 2016/17 Data	How does the proposed 2017/18 target compare to 2016/17 Target
Key Stage 4												
LEDU339	**Average capped points score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority**	340.0	336.5	340.0	345.6	344.6**	353.8	351.2	351.2	Better	Same	Worse
EDU209	% of pupils, aged 16, who achieve the L1 threshold (equivalent to 5 GCSEs grade A* to G or approved equivalent qualification)	94.0	93.2	86.0	95.7	95.3**	95.6	96.7	96.7	Better	Same	Better
LEDU210	% of pupils who achieved the L2 threshold (5 GCSE C or above, or equivalent)	80.0	84.6	86.0	87.1	84.0**	87.0	90.3	82.1	Worse	Worse	Worse
PAM006 (formerly EDU017)	**% of Year 11 pupils achieving 5 GCSEs at grades A*-C, or equivalent, including English or Welsh first language and Maths**	50.0	50.5	55.0	54.6	60.3**	59	57.1	59.0	Worse	Better	Same
LEDU243	**% of pupils entitled to FSM, aged 16, achieving Level 2 Threshold including a GCSE grade A*- C in English or Welsh (first language) and Mathematics**	25.0	26.3	30.0	27.9	N/A	32	30.9	34.0	N/A	Better	Better
LEDU411*	% of looked after pupils attending RCT schools, aged 16, who achieved the L1 threshold (5 GCSE grade G + or equivalent)	N/A*	77.3	N/A	35.0	N/A	42.3	64.0	65.6	N/A	Better	Better
LEDU412*	% of looked after pupils attending RCT schools, aged 16, who achieved the L2 threshold (5 GCSE grade A* - C or equivalent)	New	New	New	New	N/A	15.4	52.0	53.1	N/A	Better	Better
29b *	% of looked after children achieving the core subject indicator at Key Stage 4	New	New	New	New	N/A	New - Baseline	7.7	TBC	N/A	N/A	N/A

PI Ref	PI Description	2014/15 (Academic year 2013/14)		2015/16 (Academic year 2014/15)			2016/17 (Academic year 2015/16)		2017/18			
		Target	RCT Actual	Target	RCT Actual (year end)	All Wales Average	Target	RCT Actual (year end)	Proposed Target	How does the proposed 2017/18 target compare to most recent Welsh Average	How does the proposed 2017/18 target compare to 2016/17 Data	How does the proposed 2017/18 target compare to 2016/17 Target
Attendance												
PAM007 (formerly EDU016a)	% of pupil attendance in primary schools	94.2	94.5	94.9	94.8	95.0	95.3	94.6	95.3	Better	Better	Better
PAM008 (formerly EDU016b)	% of pupil attendance in secondary schools	93.0	93.2	93.7	93.7	93.9	94.2	93.9	94.3	Better	Better	Better
LEDU218	% attendance at PRU/EOTAS provision		80.4	80.4	82.2	N/A	N/A	82.6	N/A	N/A	N/A	N/A
LEDU506	% difference in the attendance of FSM / non FSM pupils in primary schools	N/A	2.4	N/A	2.2	2.8	<2.2	2.6	<2.6	Better	Same	Worse
LEDU507	% difference in the attendance of FSM / non FSM pupils in secondary schools	N/A	5.1	N/A	4.6	4.8	<4.6	4.5	<4.5	Better	Same	Better
Exclusions												
LEDU409a	No. of fixed term exclusions per 1,000 pupils in Primary schools	5.9	7.7	7.1	8.8	N/A	11.5	13.5	12.91	N/A	Better	Worse
LEDU409b	No. of fixed term exclusions per 1,000 pupils in Secondary schools	83.0	81.8	80.9	89.4	N/A	78.7	72.0	98.4	N/A	Worse	Worse
LEDU410c	Average No. of days lost through fixed term exclusions (All Schools)	2.5	2.2	2.4	2.4	N/A	2.0	2.1	2.2	N/A	Worse	Worse

Key:

Existing Corporate Plan high level measure

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

** All Wales data relates to 2016/17 (Academic Year 2015/16) for these indicators

EDU209 - this measure is not truly comparable with previous years as the metric has been changed to limit to 40% non GCSE qualifications. This years target reflects this change.

EDU017 - this measure is not truly comparable with previous years due to changes in qualifications (move to two Maths qualifications). This may have an impact on performance.

ECONOMY - *Building a strong Economy*

Priority 3: There will be a broad offer of skills and employment programmes for all ages

"Unemployment adversely effects mental and physical wellbeing and is one of the most significant causes of poverty. We will develop a range of skills and employment programmes to **prevent** disengagement and unemployment and the associated negative outcomes.

Changes in working practices mean people must now be more flexible, continue to learn throughout their career and adapt to changing technologies. Although focussing on jobs and opportunities for school leavers is important, we must also help people to think in a **long-term** way about their careers and development, so we can grow a skilled workforce to meet the future needs of our area. To provide young people with the most relevant and useful information to make decisions about their futures, we will **collaborate** with a variety of partners including local universities, colleges, employers and industry representatives. For example, as part of our Careers and the Working World programme, we will provide jobs fayres and industry days to provide pupils at our schools with a greater understanding of different options available to them. We will provide young people with greater knowledge of jobs growth sectors in the area such as energy and the environment and advanced materials and manufacturing, to raise their awareness of fields where there may be increasing opportunities.

Involving young people in the development of employment programmes is vital so that they feel supported in making the right decisions for their future. We will engage and work with people to tailor our jobs programmes to their specific interests and skills. For example, as part of our Step in the Right direction traineeship for young people leaving care, we will work with young people to identify their interests and aptitudes and provide a bespoke series of placements within the Council to help them develop their careers.

Our work in this area is closely **integrated** with our other priorities, as providing a suitably skilled workforce is closely connected to economic development. We will also take advantage of opportunities which arise as part of the Council's own service delivery to create opportunities for training and employment for local people, particularly those who face barriers to employment. For example, we will provide apprenticeships and employment opportunities through our 21st Century schools building programme and help Children who have been looked after to develop their skills and career aims by providing them with the chance to undertake work placements and training programmes within some of our services.

Our work in this priority, both now and in the future, will contribute to the seven national Well-being Goals, in particular a Prosperous Wales, A more equal Wales and a Wales of cohesive communities."

ECONOMY - *Building a strong economy*

To which of the Council's challenges and opportunities, as outlined in the Council's draft Corporate Plan, will this action respond?	Priority 3 - There will be a broad offer of skills and employment programmes for all ages

Actions that will deliver Priority 3		Ref	Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Responsible Officer
	Deliver the 'Inspire 2 Work' European Social Fund Programme in RCT, aligning with existing arrangements to support vulnerable and hard to reach young people into work	EDUP3A07M01	Ensure the effective targeting of European Social Fund (ESF) 'Inspire to Work' programme	Mar-18	Claire Hutcheon / Syd Dennis
		EDUP3A07M03	Extend the engagement of young people in education, employment and training post 16 by reducing the numbers of young people in Tiers 2 and 3 by moving them into Tier 4 or 5	Mar-18	Claire Hutcheon / Syd Dennis
		AEDP3A02M04	To ensure that young people enrolled onto the Inspire 2 Work have access to a wide range of training and learning opportunites	Mar-18	Wendy Edwards / Syd Dennis
		HRP3A01M01B	Provide tailored support for Children Looked After and Young People with care and support needs through the 'Inspire to Work' programme	Mar-18	Deb Hughes / Syd Dennis
	Deliver a single employability pathway for over 25s throughout Rhondda Cynon Taf	AEDP3A03bM01	Deliver a pre-employability programme designed to enhance the skills of people who are unemployed or economically inactive.	Review Mar-18	Wendy Edwards
		AEDP3A03bM02	Continue to work with employers to develop bespoke employability training for people who are unemployed or economically inactive under the Employment Routes Programme.	Review Mar-18	Wendy Edwards
		AEDP3A03bM03	Provide opportunities for people who are unemployed or economically inactive to gain work placements.	Review Mar-18	Wendy Edwards
		AEDP3A03bM04	Provide opportunities for people who are unemployed or economically inactive to gain qualifications.	Review Mar-18	Wendy Edwards
	To deliver a range of projects that provide high quality career advice, work experience and job outcomes to support the worklessness agenda.	EDUP3A07M02	Extend the engagement of young people in education, employment and training post 16 by locating young people identified as Tier 1 (unknown to services) by Careers Wales	Mar-18	Claire Hutcheon
		HRP3A01M01A	To implement a range of programmes such as apprenticeship schemes, traineeship and graduate programme.	Sep-17	Deb Hughes
		HRP3A01M02A	To implement work experience opportunities to develop work skills in line with national initiatives such as Get Britain Working.	Sep-17	Deb Hughes
		HRP3A01M02B	To work in partnership with Universities providing 6-8 week placement opportunities for students	Mar-17	Deb Hughes
		HRP3A02M01	Deliver a range of employability programmes to YP informing them about areas of growth , skills and qualities required for sustainable employment	May-17	Deb Hughes
		HRP3A02M02	Provide an up to date Health & Safety vetting work experience database.	Ongoing	Deb Hughes

Actions that will deliver Priority 3		Ref	Milestones/Sub Actions that will help to achieve overarching Action	Delivery Date	Responsible Officer
	To deliver a range of projects that provide high quality career advice, work experience and job outcomes to support the worklessness agenda.	EDUP3A11M01	To work in partnership with Welsh Government to implement their 30 hour education/childcare offer for eligible 3 and 4 year olds to support working families and encourage non-working parents into employment	Sep-17onwards	Denise Humphries
		EDUP3A11M02	Provide opportunities for disadvantaged young people to gain experience and qualifications working within RCT Catering services	Sep-17	Andrea Richards
	To deliver the European funded Communities For Work (CfW) programme to improve the long term prospects of families.	CPSP1A06M01	Embed the Communities for Work programme within the Communities and prosperity service.	Oct-17	Derek James/Syd Dennis
		CPSP1A06M02	Deliver the Communities for Work Programme to achieve the targets agreed with Welsh Government	Ongoing	Syd Dennis
	Deliver a range of employment and development opportunities through our 21st Century schools programme	EDUP3A11M03	Provide a range of apprenticeship opportunities as part of construction projects in our 'Band A' 21st schools programme	Mar-18	Andrea Richards
		EDUP3A11M04	Provide opportunities for employment for local people who are long-term unemployed as part of construction projects in our 'Band A' 21st Century schools programme	Mar-18	Andrea Richards
		EDUP3A11M05	Deliver Science, Technology, Engineering and Maths (STEM) based projects at schools in collaboration with contractors	Ongoing	Andrea Richards
		EDUP3A11M06	Ensure a range of apprenticeship, training and employment opportunities for local people are provided as part of our 'Band B' 21st Century schools programme	from March 18	Andrea Richards

ECONOMY - *Building a strong economy*

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

PI Ref	PI Description	2014/15			2015/16		2016/17		2017/18			
		RCT Actual	Target	All Wales Average	Target	RCT Actual	Target	RCT Actual	Proposed Target	How does the proposed 2017/18 target compare to 2015/16 Welsh Average	How does the proposed 2017/18 target compare to 2016/17 Data	How does the proposed 2017/18 target compare to 2016/17 Target
PAM009 (formerly LEDU223)	% of Year 11 leavers not in education, training or employment (NEET)	3.9	4.1	3.1	3.9	3.7	3.6	1.0	1.0	Worse	Better	Better
LEDU225	% 18 year olds (Yr 11) leaving school who are known not to be in education, training or employment (NEET)	5.9	5.6	4.7	6.0	6.4	5.9	4.1	4.0	Worse	Better	Better
TBC	Number of NEET young people entering employment upon leaving the Inspire 2 Work programme	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Baseline Year	N/A	N/A	N/A
TBC	Number of NEET young people entering training or education upon leaving the Inspire to work programme	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Baseline Year	N/A	N/A	N/A
TBC	Number of NEET young people gaining a qualification upon leaving the Inspire to work programme	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Baseline Year	N/A	N/A	N/A
LCAP007	Number of economically inactive adults entering employment as a result of CfW intervention	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Baseline Year	N/A	N/A	N/A
LCAP008	Number of long term unemployed adults entering employment as a result of Communities for Work (CfW) intervention	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Baseline Year	N/A	N/A	N/A
LCAP010	Number of NEET young people entering employment upon leaving the CfW programme	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Baseline Year	N/A	N/A	N/A
TBC 9	% of economically active people, ie 16 and over, who are unemployed	7.2	N/A	6.8	N/A	**6.7	N/A	5900 5.4	N/A	N/A	N/A	N/A
TBC 10	% of people aged 17-24 claiming Job Seekers Allowance (JSA)	29.9	N/A	27.2	N/A	***26.2	N/A	3.6	N/A	N/A	N/A	N/A
TBC 11	No./% Economically Active people in RCT	109,200 72.1	N/A	74.4	N/A	**114,400 74.9	N/A	111,300 73.2	N/A	N/A	N/A	N/A

Key:
Existing Corporate Plan high level measure
** Data ONS Jan 15-Dec-15
*** Data Cwm Taf Data Observatory Mar-16
Additional data may require development to support this challenge & opportunity.