

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL
MUNICIPAL YEAR 2013/14

COUNCIL
30th OCTOBER 2013
REPORT OF THE CHIEF EXECUTIVE

	Agenda Item No.6
WALES PROGRAMME FOR IMPROVEMENT: THE COUNCIL'S ANNUAL DELIVERY REPORT FOR 2012/13	

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**WALES PROGRAMME FOR IMPROVEMENT: THE COUNCIL'S ANNUAL DELIVERY
REPORT FOR 2012/13**

1.0 PURPOSE OF THE REPORT

To present the Council's Annual Delivery Report for 2012/13.

2.0 RECOMMENDATIONS

It is recommended that Council:

- 2.1 Approve the Annual Delivery Report for 2012/13 (Appendix 1) for publication by the statutory publication date of the 31st October 2013.

3.0 BACKGROUND INFORMATION

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

- Evidence of the processes that the authority has gone through to discharge its general duty to improve;
 - A summary assessment of the authority's view of its success in achieving its improvement priorities for the previous year;
 - Performance as measured by all statutory performance indicators, whether or not these relate directly to improvement priorities;
 - Details of other performance information and its use;
 - Assessment of the authority's performance over time and against other comparable bodies (including other authorities);
 - Details of the ways in which the authority has exercised its powers of collaboration during the reporting year including details of whether a collaborative activity has achieved its intended outcomes;
 - Any statements of activity that the authority has issued as a result of any Section 19 reports issued by the Auditor General to that authority in that reporting year.
- 3.4 Following on, the statutory publication deadline is the 31st of October, following the end of the financial year to which the information relates. It should be noted that local authorities are free to publish at any point prior to that date if the information is available and has been approved.
- 3.5 With regard to public engagement, the information contained within an authority's assessment of its performance is by necessity detailed, lengthy and technical. While it will be of close interest to local authorities, it is unlikely to attract a wide readership in the communities that a local authority serves. Local authorities are therefore required to publish a summary of their assessment, to facilitate wider engagement and to stimulate dialogue on the priorities of a local authority and progress toward meeting them.
- 3.6 The summary should be published at the same time as, or no later than a month after, the main assessment and contain:
- An overview of the authority's priorities and objectives;
 - A summary of how far they have been met in the past year;
 - A summary of improvement action planned or undertaken in the current year;
 - Details of how to obtain further information, for example, where to obtain a full copy of the assessment.

4.0 THE COUNCIL'S ANNUAL DELIVERY REPORT FOR 2012/13

4.1 The Council has prepared an Annual Delivery Report for 2012/13 (Appendix 1) to meet its responsibility under Section 15(2) of the Measure and related guidance issued by the Welsh Government.

4.2 Fundamentally, the Council's Annual Delivery Report aims to set out what difference each improvement priority has had during 2012/13, areas for improvement in 2013/14 and the contribution made toward the Community Strategy 'Promoting Achievement, Tackling Disadvantage' for the County Borough.

4.3 The Council's improvement priorities for 2012/13, as agreed by Full Council on 4th July 2012, were (listed in line with the order of the Community Strategy):

- Enforcement and regulation;
- Children and family centred services;
- Education;
- Maintaining people's independence;
- Regeneration of our communities – physical regeneration and social regeneration;
- Streetcare Services and the natural environment;
- Medium term service planning;
- Better customer contact.

4.4 To further improve the meaningfulness and understanding of the Annual Delivery Report, the Wales Audit Office advised of the potential benefits of engaging further with scrutiny committees to utilise their expertise and insight as a key part of compiling the document. In line with this, relevant extracts from 'Section 5 - An assessment of the Council's improvement priorities: did they make a difference in 2012/13?' of the Delivery Report have been reported to respective scrutiny committees during October 2013.

4.5 The specific feedback provided by scrutiny committees is set out at Appendix 2 and included, amongst other things, the need to add further information to explain the rationale for some 2013/14 targets set, more clearly set out the 'difference made' from the delivery of certain actions and also some suggestions to help further improve existing arrangements, for example, a 'customer feedback box' at the Re-uniform shop in Pontypridd. All feed back has been considered and where relevant the Annual Delivery Report has been up dated to reflect this.

4.6 Overall, scrutiny committees agreed that:

- The assessments correlated with performance up dates received by scrutiny committees during 2012/13;
- The assessments set out the difference each improvement priority area made / helped to make in 2012/13;

- The new 2013/14 improvement priority action plans address areas that require further improvement as highlighted by each assessment for 2012/13.
- 4.7 Further to the final content of the delivery report being approved by Council, officers will compile a public summary in line with the statutory requirements laid down. The summary document will be available on the Council's intranet and internet sites by the statutory deadline and will also be distributed to all households in the County Borough as part of the November 2013 version of "Outlook", the Council's newspaper.
- 4.8 Finally, the Wales Audit Office has a statutory duty to audit the Annual Delivery Report. The Wales Audit Office will also check the public summary for consistency with the content of the Annual Delivery Report, the results of which will be formally reported to the Council in 2014.

5.0 SUMMARY

- 5.1 The Council is required to prepare and publish an annual assessment of its performance in accordance with Section 15(2) of the Measure.
- 5.2 The Council has prepared an Annual Delivery Report to meet this requirement and in doing so, set out how it has contributed to the Community Strategy 'Promoting Achievement, Tackling Disadvantage' for the County Borough - with the overriding aim of supporting improved outcomes for the residents of Rhondda Cynon Taf.

LOCAL GOVERNMENT ACT 1972

AS AMENDED BY

THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

COUNCIL

30 OCTOBER 2013

REPORT OF THE CHIEF EXECUTIVE

Background Papers

**WALES PROGRAMME FOR IMPROVEMENT: THE COUNCIL'S ANNUAL DELIVERY
REPORT FOR 2012/13**

Freestanding Matter

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APPENDIX 1

Rhondda Cynon Taf County Borough Council

Annual Delivery Report 2012/13

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

In accordance with the Council's Welsh Language Scheme 2009, as approved by the Welsh Language Board, this Report is deemed to be a technical document of limited public interest and has therefore been produced in English. A Welsh version, however, can be made available on request. The Report is also available in other formats on request.

A Summary will be available on the Council's web-site from 31st October 2013 and in the Council's newspaper, Outlook, distributed in November 2013

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1. **Foreword by the Leader of the Council**

Welcome to Rhondda Cynon Taf's Annual Delivery Report for 2012/13 that assesses "what difference" our work has helped to make during the last financial year and sets out where we need to do better for the year ahead.

We agreed eight priorities for 2012/13 that aimed to improve the quality of life for residents of Rhondda Cynon Taf and support the delivery of the long term vision for the County Borough "Promoting Achievement, Tackling Disadvantage".

I am pleased to say our assessment of performance for last year has evidenced good outcomes across the board, making a real positive difference to the lives of local people through a period of unprecedented reductions in public sector funding caused by UK government austerity measures. I also recognise that our assessment tells us there are a number of areas where we need to improve and I have taken the opportunity below to set out positive areas of performance and areas where we need to do better.

Our aim was to deliver "Safer Communities". We were able to support 188 victims of antisocial behaviour and following our intervention, 115 (61%) told us they were no longer experiencing this. We also opened the Oasis Centre in Pontypridd to help victims of domestic abuse: out of 91 people supported by our Independent Domestic Abuse Advisors, 82 reported a complete cessation of abuse following our intervention. Key statistics are still telling us that antisocial behaviour, domestic abuse and substance misuse remain prevalent in Rhondda Cynon Taf and will require our on-going attention.

"Children and Young People" continued to be key priority. Through targeted support to schools, we have continued to see improvements in attendance and attainment results that are, in a number of areas, improving at a faster rate than the all Wales average rate of improvement. Our partnership with the Welsh Government to jointly fund a multi-million pound investment in new community schools at Abercynon and Ynysboeth, an extension at Cwmbach and the new secondary school in Aberdare will help ensure our young people have some of the best environments to learn and prepare for the world or work. We are not where we want to be yet though; we must continue to improve the quality of teaching, the numeracy and literacy skills of young people and their attendance at school.

We also worked to safeguard and protect vulnerable children and young people from harm. Over the past three years the number of children and their families that have required our support has risen sharply. This has placed significant pressure on Council resources and operational performance, where for instance, in comparison to the previous year we have taken longer to complete assessments and a lower proportion of children were allocated to a qualified social worker. I am encouraged by the positive work to introduce a range of preventative measures through this challenging period; these are starting to help slow the rate of growth in the looked after children population and influence a reducing trend in the number of children on the child protection register.

We aimed to support “Healthier Adults and Communities”. Through our intermediate care and reablement service we are helping more people to remain living independently: 854 people completed a reablement package during the year, 584 of which needed no on-going services following completion of our intervention. We do still however support more people aged 65+ in care homes compared to other councils in Wales. This area together with the forecast that the number of people aged 65+ will increase by 40% by 2033 means we need to continue to focus on helping people maintain their independence and integrate more of our services with the University Health Board.

Another of our aims was to support “Economic Regeneration”. Through the use of our own resources and those of Welsh Government and the European Union, we supported 55 medium sized businesses to create 99 full time equivalent jobs and continued the delivery of the Aberdare and Pontypridd Town Centre regeneration projects: an interim evaluation of both regeneration projects has shown improving footfall numbers and lower vacancy rates. We also focussed on improving the skills of unemployed residents to heighten their chances of employment: through work / enterprise clubs 216 people entered employment. Despite the positive progress made, the economic statistics for Rhondda Cynon Taf such as unemployment levels and households claiming benefits still remain higher than the Wales and United Kingdom averages and could be exacerbated further in the coming years by the on-going economic climate and welfare reform agenda. I recognise that the economic regeneration of Rhondda Cynon Taf is an area that will require significant and long term attention.

Our goal was to protect the “Environment”. We were able to send less of the waste we collected to landfill with our performance being better than the all Wales average and although we increased the tonnage of waste recycled or re-used, our performance represented the lowest rate compared to other councils in Wales. We continued to keep the highways and land clean, our performance being in the top quartile. Our focus over the next twelve months will be around improving our recycling rates via the introduction of a nappy recycling service, an alternative weekly collection service and marketing to encourage residents to recycle.

We also had two cross cutting improvement priorities: “Medium Term Service Planning” and “Better Customer Contact”. The former supported the Council to maintain its financial stability and efficient use of resources and the latter demonstrated high levels of customer satisfaction and the ability to resolve the majority of customer enquiries at the first point of contact. The high quality service provided via the “Better Customer Contact” priority coupled with no significant areas for improvement has meant the area will no longer be a self standing improvement priority from 2013/14 onwards.

Looking ahead, the funding levels for all councils in Wales are likely to reduce further in the coming years at a rate none of us have witnessed before. This means we will need to work together with our staff, elected councillors, partners and residents to reassess what is affordable, deliverable and sustainable in such a harsh financial climate and prioritise those services that are so vital to community well being. Service delivery at Rhondda Cynon Taf is built

on strong foundations and I am confident we can come together to galvanise all of our strengths to successfully navigate through the tough times ahead.

Finally, I would like to express my utmost appreciation for the sustained contributions made by our staff, elected Councillors and partners in helping to improve the quality of life for residents of Rhondda Cynon Taf.

2. **Introduction**

Our Annual Delivery Report has three main aims: summarise the work our improvement priorities have delivered during 2012/13, identify if this work has made any difference and set out what we will be doing in 2013/14 to improve in those areas where we need to do better.

We have a legal duty under the Local Government (Wales) Measure 2009 to make arrangements to secure continuous improvement in the exercise of our functions and make public an assessment of our performance for each financial year. We also use our Annual Delivery Report to fulfil this legal requirement.

3. **The Council's improvement priorities and how they link to the long term vision for the County Borough**

The Council agreed eight improvement priorities for 2012/13 at its meeting on [4th July 2012](#). We took into account a range of information to inform these priorities and what we should focus on within them, including feed back from our customers and external regulator recommendations, having regard to the difficult financial climate that we would be working in and also how we could contribute to the delivery of the long term vision for the County Borough: [Community Strategy "Promoting Achievement, Tackling Disadvantage"](#). We have included more information on the arrangements we have in place to secure continuous improvement at Appendix A.

Table 1 overleaf sets out the five core improvement themes within the Community Strategy alongside the Council improvement priority that makes the primary contribution to each theme.

Table 1 – Linking the Council’s improvement priorities to the Community Strategy’s core improvement themes

Community Strategy Core Improvement Themes	Our Improvement Priorities
Safer Communities	<ul style="list-style-type: none"> • Enforcement and regulation
Children And Young People	<ul style="list-style-type: none"> • Education • Children and family centred services
Healthier Adults and Communities	<ul style="list-style-type: none"> • Maintaining people’s independence
Economic Regeneration and Transport	<ul style="list-style-type: none"> • Regeneration of our communities: <ul style="list-style-type: none"> ○ Physical regeneration ○ Social regeneration
Environment and Housing	<ul style="list-style-type: none"> • Streetcare services and the natural environment

There are two other improvement priorities, ‘Medium term service planning’ and ‘Better customer contact’, that are cross cutting in nature and do not naturally fit into a Community Strategy core improvement theme. In this case we have continued the additional theme established for the purposes of the Annual Delivery Report called “Bringing it all together”.

During 2012/13 each improvement priority was considered by the Cabinet Performance and Resources Committee on a quarterly basis. In addition, we allocated our improvement priority plans to one of five scrutiny committees to enable performance and progress to be scrutinised in more detail. We have set out references to each of the quarterly meetings in Appendix B.

During the year we also worked with our partners to draft, consult on and agree a Single Integrated Plan for the County Borough "[Delivering Change](#)". This became effective from April 2013 and replaced the Community Strategy from this point forward. As a result, our Annual Delivery Report for 2013/14 will set out the contribution our work is having toward “Delivering Change”.

4. Summary of the Council's performance indicator results

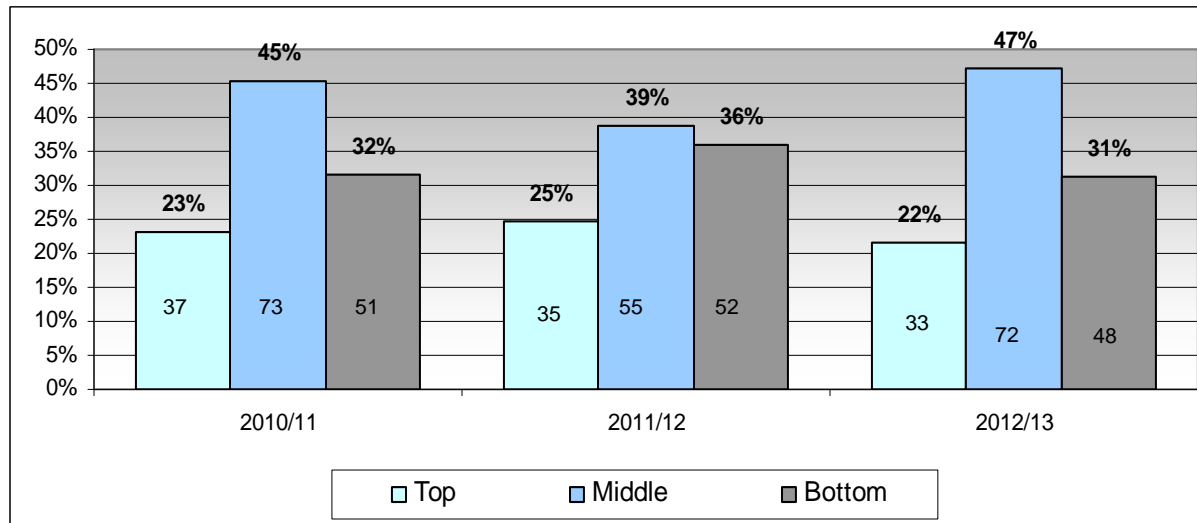
This section summarises how we performed in 2012/13 compared to other councils in Wales and in comparison to our 2011/12 performance. We have also included the position for 2010/11 to enable a trend over a slightly longer period to be shown.

How our performance compares to other councils in Wales¹

Each year the Welsh Government and the Local Government Data Unit publish performance information from councils covering a range of services and highlight where there have been notable changes in the overall level of performance. The latest publication was released on [4th September 2013](#).

We have used this information together with other performance indicators that are consistently collected by councils, for example, through benchmarking clubs, to build up a picture of how we compare with others. This is set out at Figure 1 below.

Figure 1 – how our performance compares with other councils in Wales



¹ How our performance compares with other councils in Wales – includes improvement priority and non-improvement priority performance indicators

Some key information from Figure 1:

- On average over the past three years, two thirds of our performance indicators have been in the top or middle range of performance results compared to the rest of Wales with one third being in the bottom range
- Top quartile performance
 - Of the 33 indicators in 2012/13, 22 have been top quartile for the last two years and 19 for all three years;
 - Specific examples where our performance has been top quartile for the last three years include:
 - Helping to keep people safe as measured by ‘the percentage of high risk businesses that were liable to a programmed inspection that were inspected: for food hygiene, for animal health and for health and safety’. These measures are included within our Enforcement and regulation priority on pages 14 to 26;
 - Keeping our streets clean through ‘the percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness’ and ‘the percentage of reported fly tipping incidents cleared within 5 working days’. These measures are included within our Streetcare services and the natural environment priority on pages 84 to 95;
 - Providing more timely help to homeless households as measured by ‘the average number of working days between homeless presentation and discharge of duty for households found to be statutory homeless’ and ‘the average number of days all homeless households spent in other forms of temporary accommodation’. These measures are included within our Social regeneration priority on pages 72 to 83;
 - Supporting adult social care clients aged 16 to 64 in the community and providing carers of adult service users, who had an assessment in their own right, with a service. These measures are included within our Maintaining people’s independence priority on pages 51 to 57.
- Bottom quartile performance
 - Of the 48 indicators in 2012/13, 37 have been bottom quartile for the last two years and 30 for all three years
 - Specific examples where our performance has been bottom quartile for the last three years include:

- Within Children's Services, the proportion of initial assessments completed by qualified social workers and the percentage of open cases of children allocated to qualified social workers. These measures are included within our Children and family centred services priority on pages 42 to 50.
- The rate of people aged 65+ that we support in care homes. This measure is included within our Maintaining people's independence priority on pages 51 to 57.
- Primary and Secondary school attendance, albeit the latest comparative information relates to the 2011/12 academic year. These measures are included within our Education priority on pages 27 to 41.
- The condition of the roads in the County Borough as measured by 'the percentage of Principal A roads in overall poor condition' and 'the percentage of non-principal / classified B roads that are in overall poor condition'. These measures are included within our Streetcare services and the natural environment priority on pages 84 to 95.

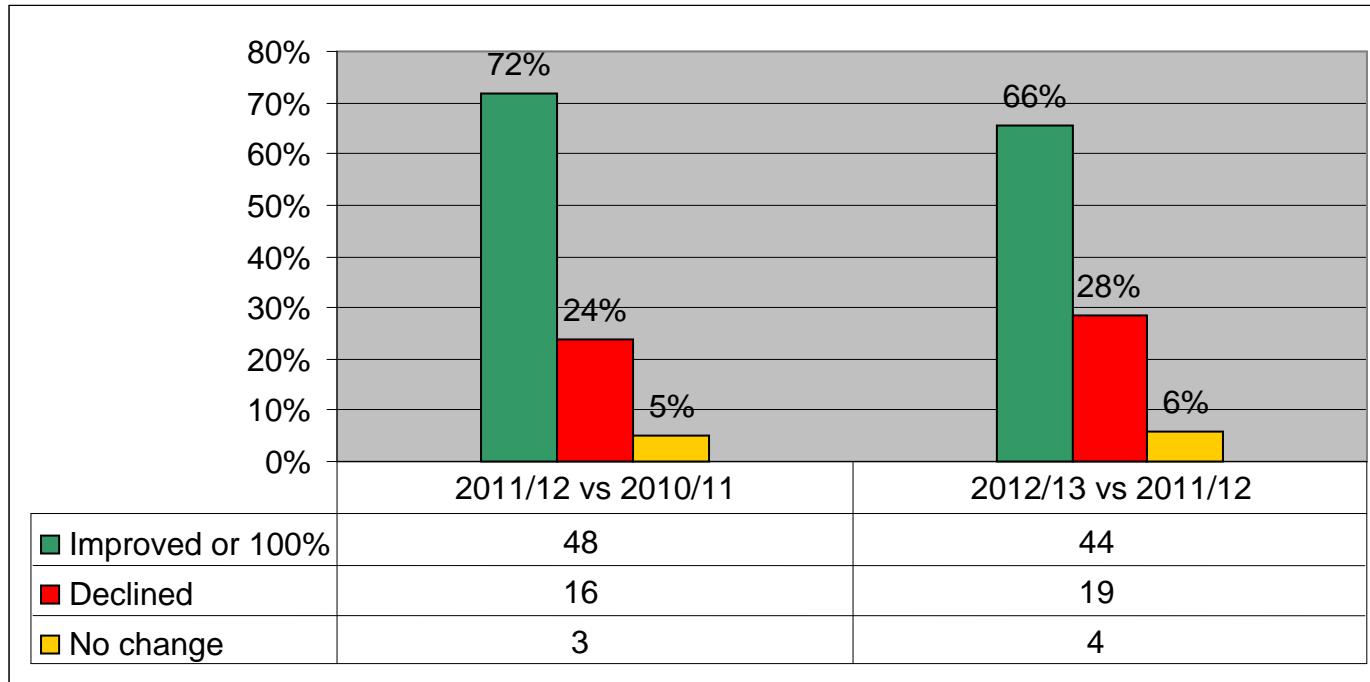
How our 2012/13 improvement priority performance compares to previous years²

We also analysed those specific performance indicators included in our improvement priority plans that were reported for each of the last three financial years, 2010/11 through to 2012/13, to determine an overall trend in performance.

Over this period, 67 performance indicators are comparable and are shown in Figure 2 overleaf.

² How our 2012/13 improvement priority performance compares to previous years – includes only those performance indicators that have been reported in improvement priority plans for 2010/11, 2011/12 and 2012/13

Figure 2 – performance indicator trend for improvement priorities (2010/11 to 2012/13)



Some key information from Figure 2:

- For the 44 performance indicators that improved or were 100% between 2011/12 and 2012/13, 34 of these also improved or were 100% between 2010/11 and 2011/12. Examples include:
 - Children’s social services – ‘the percentage of initial assessments that took place during the year where there is evidence that the child has been seen by the Social Worker’ and a similar indicator that measured ‘seen alone by the social worker’. These measures are included within our Children and family centred services priority on pages 42 to 50.
 - Customer services – ‘the percentage of enquiries resolved at first point of contact based on customer view - Contact Centre’ and ‘the percentage customer satisfaction – One4aLL centres’. These measures are included within our Better customer contact priority pages 104 to 112.
 - Primary school attendance. This measure is included within our Education priority on pages 27 to 41.

- For the 19 performance indicators that deteriorated between 2011/12 and 2012/13, 5 of these also deteriorated between 2010/11 and 2011/12. Examples include:
 - Availability of the Council's web-site, albeit it remained at over 99% for each of the three years. This measure is included within our Better customer contact priority pages 104 to 112.
 - Within Children's Services, the percentage of initial assessments completed within 7 days. This measure is included within our Children and family centred services priority on pages 42 to 50.
 - The percentage of street lights out of light during the year. This measure is included within our Streetcare services and the natural environment priority on pages 84 to 95.

5. **An assessment of the Council's improvement priorities: did they make a difference in 2012/13?**

The following section sets out our own evidence based assessment of the progress and impact each of our eight improvement priorities had during 2012/13, and where we need to do better in 2013/14.

For ease of reference, the assessment of each improvement priority has been allocated to a Community Strategy core improvement theme, as detailed earlier in Table 1 on page 7. Each assessment covers:

- Why was this area a priority in 2012/13?
- Headline information for 2012/13
- What other progress did the improvement priority make in 2012/13 and did it make a difference?
- Key areas for improvement in 2013/14

As part of each assessment, performance indicator comparisons with other local authorities across Wales have been used, where available, to set our performance into the national context. These have been described as:

- 'Top quartile': where performance is in the best 25% of local authorities;
- 'Bottom quartile': where performance is in the worst 25% of local authorities.

Where performance is not within the top or bottom quartiles, performance is compared to the Welsh average.

A central feature of our work over the last few years has been working in partnership with others, and 2012/13 has been no different. We always carefully consider when and what to deliver in partnership to ensure it is in the best interests of our citizens and the Council, and also supports national policies set by the Welsh Government. We have aimed to include reference to these in each assessment and also indicate what difference this work has made to date.

We also collected a range of other performance indicators that measure other aspects of the Council's work and do not feature in our improvement priorities; these are set out in Appendix C.

SAFER COMMUNITIES

Within the Safer Communities theme of the Community Strategy, the vision was for a 'safe Rhondda Cynon Taf where all residents are able to live their lives in a County Borough free from crime and the fear of crime'.

The improvement priority that primarily supports this theme is 'Enforcement and Regulation'; our assessment is detailed below.

ENFORCEMENT AND REGULATION – PROTECTING PEOPLE FROM HARM AND TACKLING ANTISOCIAL BEHAVIOUR

We aimed to help reduce the number of people who misuse alcohol and drugs, and help improve the quality of life for those people who are victims of antisocial behaviour and domestic violence. We also aimed to work with perpetrators of antisocial behaviour and domestic violence to help them change their behaviour, take a lead role to improve the standard and availability of housing and help protect people at risk of exploitation caused by activities such as doorstep crime.

WHY WAS THIS AREA A PRIORITY IN 2012/13?

- In 2011, Rhondda Cynon Taf had the second highest alcohol related mortality rate in Wales for females and the ninth highest for males. The number of adults surveyed who reported binge drinking in Rhondda Cynon Taf was the highest in Wales.
- During 2010/11, substance misuse treatment services in Rhondda Cynon Taf received a total number of 2,679 referrals for treatment. In 2010, Rhondda Cynon Taf had the eighth highest rate of people being admitted to hospital for drug related conditions of the 22 local authority areas in Wales.
- During 2011/12, the police recorded a total of 13,529 incidents of antisocial behaviour, 4,334 fewer than 2010/11. Residents have told us that shouting, bad language, alcohol and substance misuse are factors preventing people from visiting our town centres, particularly at night.
- During 2011/12, a total of 4,281 referrals for domestic abuse were received by the Pontypridd Safety Unit, which provides support to victims of domestic abuse throughout Rhondda Cynon Taf. On average this equates to over 350 incidents a month.
- The Local Housing Market Assessment 2012 identified an overall net need of 167 additional affordable houses a year in Rhondda Cynon Taf. Overall there is a shortfall of affordable housing across many areas in Rhondda Cynon Taf, although this

is unevenly distributed with some areas having a surplus and others a severe shortage. 40 units of affordable housing were delivered in 2011/12.

HEADLINE INFORMATION FOR 2012/13

- In partnership with Merthyr Tydfil County Borough Council, we introduced a Drug and Alcohol Single Point of Access (DASPA) in October 2012 for adults in both County Boroughs. Since its introduction the service has been identified as best practice and an exemplar at the Welsh Government Best Practice Wales Conference, and although it is too early to establish a complete picture of the impact the service is making to people's lives, emerging information indicates that 72% of cases had a wait time of less than 20 days between referral and treatment during the year. This will be used as a baseline for the year ahead.
- Our Antisocial Behaviour Team changed the way it supported victims of antisocial behaviour so that each person is risk assessed and a tailor made plan agreed to help improve their quality of life. Out of 188 vulnerable / repeat victims of anti social behaviour, 115 (61.1%) were no longer experiencing anti social behaviour / feel safer as a result of intervention.
- In April 2012, we opened the Oasis Centre in Pontypridd, an open access multi agency service for victims of domestic abuse:
 - 328 people accessed the centre, 41 of which were deemed high risk;
 - Our Independent Domestic Abuse Advisors (IDVA) supported 91 people deemed to be high risk (41 from the Oasis Centre and 50 from other agencies, for example, the Health Service), of which:
 - 90% (82) reported a complete cessation of abuse following IDVA intervention;
 - 88% (80) reported that their quality of life had improved as a result of IDVA intervention.

- We helped to bring back into use 86 properties that had been empty for at least 6 months, including some that had been empty for over 3 years. An example of our work is shown below in respect of 48 Baglan Street, Treherbert:

BEFORE



AFTER



- In partnership, we introduced the Welsh Government funded 'Houses to Homes' empty property scheme across the Cwm Taf region³ with a sufficient number of applications already being received to enable the full allocation of £965,792 to be drawn down. For Rhondda Cynon Taf, loans totalling £150,000 have been approved and transferred to applicants, bringing back into use six units, two of which have been completely renovated and sold for owner occupation.

³ Cwm Taf region - covering the areas of Rhondda Cynon Taf and Merthyr Tydfil

WHAT OTHER PROGRESS DID THE IMPROVEMENT PRIORITY MAKE IN 2012/13 AND DID IT MAKE A DIFFERENCE?

We said we would help reduce the harms associated with alcohol and drug misuse

- We introduced a Street Pastors Scheme in Pontypridd from October 2012. Since this time, trained Street Pastors have been a feature of every weekend in the town centre assisting people at night who are vulnerable due to their alcohol consumption and forming an important part of the town centre management arrangements. Work to formally evaluate this scheme is scheduled for 2013/14.
- We continued with a programme of inspections to help support licensees to contribute to a vibrant but safe night time economy. Examples of our work and its impact have been:
 - A test purchase at a local sports club in February 2013 highlighted a serious lack of control around the sale of alcohol to people under 18 years old as well as locked fire escapes. The Council's intervention provided the catalyst to replace a number of committee members with a stronger and more committed set, who are now maintaining good control within the sports club and the previous problems associated with the premises have ceased;
 - Following routine inspections across Rhondda Cynon Taf it was found that Closed Circuit Television (CCTV) was not working in eighteen licensed premises. This resulted in Premises Closure Notices being issued, alongside time to rectify the problem. As a result of this, all eighteen premises took action to comply and are now compliant. This will provide reassurance to the licensee and the public that they have the means to record any future crime and disorder or license breaches on the premises, which in turn enable enforcement agencies to use the CCTV evidence to affect an appropriate enforcement solution.
- We were not able to introduce a programme of activities to help identify 'need' and address local substance misuse issues with Communities First groups. This was due to changes in funding arrangements. This work will now instead be progressed in 2013/14 through a community cohesion project.

We said we would improve current provision to better fit the needs of victims of domestic abuse and sexual violence, hold perpetrators accountable for their behaviour and prevent repeat victimisation

- In partnership with Merthyr Tydfil County Borough Council we introduced a joint Domestic Abuse and Sexual Violence forum to reduce duplication and better support equality of service provision across both areas.

We said we would help improve the standard and availability of housing in the County Borough

- We launched a second phase of our 'Heat and Save' scheme in June 2012 that attracted over £6.75M in external investment. In partnership with Housing Associations, we used these resources to install a total of 3,783 energy efficiency measures: 736 loft insulations; 413 cavity wall insulations; 1,016 boiler upgrade measures; 46 energy efficient glazing installations; 431 solar panels and 1,141 solid wall insulations. These measures resulted in 3,270 properties (1,566 private and 1,704 social properties) receiving energy measures, all of which were free of charge to the householder. Some of the feed back we have received from private residents in Penywaun (Aberdare) has been:

"My house was very cold, and last winter was terrible. I am delighted with the work and can feel a difference already"

"Without the scheme I would not have been able to afford these improvements"

- We commenced a review of the Council's approach to regulation of and engagement with the private rented sector to ensure a sufficient supply of good quality accommodation in this sector. This work will continue in 2013/14 through an Elected Members' Scrutiny Task Team, which is due to report with its recommendations in the autumn of 2013.



We said we would protect people, particularly our most vulnerable residents, from harm and exploitation

- Following consultation with residents in January 2013, three "No Cold Calling Zones" pilots were introduced in the areas of Caemawr Gardens in Porth, Underhill Drive in Tonteg and areas of Llantrisant from March 2013. The areas were selected as there were higher than average complaints from residents about rogue and unscrupulous traders and callers, and comprise over 400 homes in total. Early feed back from residents so far has indicated that:

- They felt more confident and more empowered to say 'no' if they had to deal with a cold caller and as a result felt safer overall;
- Signage in relation to "Cold Calling Zones" has been highlighted as an issue that needs to be improved, this also being identified as a national issue. We are taking steps to address this and contribute to the national debate, and a formal evaluation will take place during 2013/14.
- We have engaged with 123 elderly people to make them aware of the risks and help them be better prepared to resist doorstep crime. We also investigated and took action in 85 cases of doorstep crime the outcomes of which included a five month jail sentence suspended for 18 months, 200 hours community service and compensation payments being made.
- We continued a programme of work to ensure compliance with food hygiene requirements. Related information included:
 - We completed 810 high risk food inspections, the second highest in Wales;
 - The proportion of broadly compliant premises was 83.8% compared to 73.6% in 2011/12. Our performance for 2012/13 is below the all Wales benchmark average of 86.63%;
 - 91% (193) new food businesses were inspected within 28 days of opening. Our performance for 2012/13 is above the all Wales benchmarked average of 83%;
 - The National Food Hygiene Rating Scheme is now well established in Rhondda Cynon Taf with 1,689 premises ratings now published, providing consumer choice and encouraging improvements in standards of hygiene and public safety overall.

The year end position for the 2012/13 improvement priority plan for Enforcement and regulation can be found [here](#) (agenda item 'Performance Report (Quarter 4) pages numbers 76 to 87).

PERFORMANCE INDICATOR RESULTS (2010/11 TO 2012/13)

We have set out below the 2012/13 performance indicators included in the Enforcement and regulation improvement priority plan and where available we have compared our performance with other Councils in Wales. These performance indicators have been marked with an * and have been either shaded  if our performance is in the Top Quartile (in the best 25% of local authorities in Wales) or shaded  if our performance is in the Bottom Quartile (in the worst 25% of local authorities in Wales).

In addition, we have also noted our performance for 2010/11 and 2011/12 to show the direction of travel over a three year period i.e. ↑ indicates an improving trend in performance; ↔ indicates no change in performance and ↓ indicates a worsening performance trend.

Measures (i.e. performance indicators)	Actual Performance			Direction of Travel (DOT) from 2010/11 to 2012/13	Comments on 2012/13 performance / 2013/14 target (where appropriate)	2013/14 Target
	2010/11	2011/12	2012/13			
Reduce the harms associated with alcohol and drug misuse						
% of cases with a waiting time of less than 20 working days between referral and treatment	NR ⁴	NR	72%	Not applicable (N/A)		No targets set – performance primarily outside of the control of the Council
% of cases closed with a treatment date as treatment completed	NR	NR	64.3%	N/A		
% of licensed premises in risk categories A & B (high risk) subject to a programmed inspection	93%	74%	100%	↑	Our 2013/14 target has been set based on available resources	75%
Number of intelligence led, targeted multiagency enforcement operations to target alcohol related crime and disorder delivered	NR	NR	12	N/A		No target set – performance primarily outside of the control of the Council

⁴ NR – not reported in the year / not to be collected in the year

Measures (i.e. performance indicators)	Actual Performance			DOT from 2010/11 to 2012/13	Comments on 2012/13 performance / 2013/14 target (where appropriate)	2013/14 Target
	2010/11	2011/12	2012/13			
Reduce the harms associated with alcohol and drug misuse						
Number of prosecutions / cautions for breach of licence conditions or legislation that are commenced during the year	NR	NR	6	N/A		NR Feed back received from the Council's Environmental Services scrutiny committee indicated that limited value was gained by the reader from including these measures. Therefore, they have not been included in the 2013/14 plan
Number of fixed penalty notices issued for underage sales of alcohol	NR	NR	1	N/A		
Outcome of reviews undertaken by licensing committee - revocations	NR	NR	2	N/A		
Outcome of reviews undertaken by licensing committee - suspensions	NR	NR	0	N/A		
Outcome of reviews undertaken by licensing committee - imposition of conditions	NR	NR	0	N/A		
Outcome of reviews undertaken by licensing committee - variations on licensable activity	NR	NR	0	N/A		
Outcome of reviews undertaken by licensing committee - warnings	NR	NR	0	N/A		
Outcome of reviews undertaken by licensing committee - no further action taken	NR	NR	0	N/A		
Outcome of reviews undertaken by licensing committee - removal of Designated Premises supervisor	NR	NR	0	N/A		
% of test purchases for the sale of alcohol to underage volunteers resulting in a refusal	81.8%	92.5%	97.3%	↑		No target set – performance primarily outside of the control of the Council

Measures (i.e. performance indicators)	Actual Performance			DOT from 2010/11 to 2012/13	Comments on 2012/13 performance / 2013/14 target (where appropriate)	2013/14 Target
	2010/11	2011/12	2012/13			
Antisocial behaviour and reoffending is reduced, victims are supported and perpetrators behaviour challenged						
% of vulnerable/repeat victims of anti-social behaviour that are no longer experiencing antisocial behaviour / feel safer as a result of intervention	NR	NR	61.1%	N/A	Data revised from 56.37% to 61.1% following a year end review	75%
Number of individual offenders that have ceased / reduced offending behaviour whilst participating in the scheme for PPO (Prolific & Priority Offenders)	NR	NR	See Comments	N/A	Although performance results have been produced, due to a lack of information to 'back up' the positions, no data has been reported. These areas will be developed further during 2013/14	50%
Number of individual offenders that have ceased / reduced offending behaviour whilst participating in the scheme for IOM (Integrated Offender Management)	NR	NR		N/A		49
Number of individuals referred to the unit who are no longer perpetrators of antisocial behaviour as a result of intervention	NR	NR		N/A		75

Measures (i.e. performance indicators)	Actual Performance			DOT from 2010/11 to 2012/13	Comments on 2012/13 performance / 2013/14 target (where appropriate)	2013/14 Target
	2010/11	2011/12	2012/13			
To extend and improve current service provision to better fit the needs of victims of domestic abuse/sexual violence, hold perpetrators accountable for their behaviour and prevent repeat victimisation						
Number of service users accessing the new one stop shop	NR	NR	328	N/A		NR
% of service users that feel safe following intervention	NR	NR	90.1%	N/A		85%
To improve the standard and availability of housing in the County Borough						
Number of private sector dwellings that had been vacant for more than 6 months at 1st April that were returned to occupation during the year through direct action of the local authority	16	36	86	↑	Lower target set for 2013/14 based on funding available to support this area	45
Number of energy efficient insulation measures installed	NR	NR	3,783 ⁵ measures	N/A	The 2012/13 actual performance results have been revised following review. Also, there is a new provider and funding streams for 2013/14 that will take some time before becoming fully operational. Targets have reduced for 2013/14 to take account of this	1,000
Number of properties that have had energy efficiency measures installed	NR	NR	3,270 ⁵ properties	N/A		450
Number of houses where an excess cold hazard was reduced to an acceptable level	NR	NR	28	N/A		40
Number of additional affordable housing units provided during the year	77	40	40	↓		40

⁵ This data has been revised following year end review

Measures (i.e. performance indicators)	Actual Performance			DOT from 2010/11 to 2012/13	Comments on 2012/13 performance / 2013/14 target (where appropriate)	2013/14 Target
	2010/11	2011/12	2012/13			
Protecting people from harm and exploitation by using our enforcement and regulation powers						
Number of doorstep crime incidents investigated	NR	NR	85	N/A		No target set – performance primarily outside of the control of the Council
Action against doorstep crime incidents - advise trader on legal requirements	NR	NR	11 incidents	N/A		NR Feed back received from the Council's Environmental Services scrutiny committee indicated that limited value was gained by the reader from including these measures. Therefore, they have not been included in the 2013/14 plan
Action against doorstep crime incidents - issue warning to trader	NR	NR	7 incidents	N/A		
Action against doorstep crime incidents - obtain money back for consumer from trader	NR	NR	2 incidents	N/A		
Action against doorstep crime incidents - formal interview of trader	NR	NR	2 incidents	N/A		
Action against doorstep crime incidents - arrest trader	NR	NR	1 incident	N/A		
Action against doorstep crime incidents - report trader to other enforcement agency	NR	NR	43 incidents	N/A		
Number of prosecutions and cautions commenced for doorstep crime	NR	NR	4	N/A		
Number of elderly people made aware of the risks and prepared to resist doorstep crime	NR	NR	123	N/A		

Measures (i.e. performance indicators)	Actual Performance			DOT from 2010/11 to 2012/13	Comments on 2012/13 performance / 2013/14 target (where appropriate)	2013/14 Target
	2010/11	2011/12	2012/13			
% of food establishments which are broadly compliant with food hygiene standards	60.02%	73.61%	83.9%	↑	Our 2012/13 performance of 83.9% is worse than the all Wales average of 86.03%	84%
% of these high risk businesses that were liable to a programmed inspection that were inspected for food hygiene*	100%	100%	100%	↔		100%

KEY AREAS FOR IMPROVEMENT IN 2013/14

The assessment information together with our own local information has informed the following areas to be prioritised:

- Supporting people to reduce their substance misuse (alcohol and drugs);
- Implementing revised arrangements for needle exchange to further reduce the harms associated with alcohol and drug misuse;
- Increasing the number of vulnerable/repeat victims of antisocial behaviour that are no longer experiencing it as a result of our support;
- Joining up the information we gather from “Team Around the Family” and the Youth Offending Service to target perpetrators of Anti Social Behaviour and help reduce reoffending;
- Intervening in cases of Domestic Abuse so that clients do not have to experience it;
- Piloting a voluntary programme for perpetrators of domestic abuse to challenge and change behaviour;
- Establishing collaborative delivery arrangements for Trading Standards Services in the Cwm Taf Region (Rhondda Cynon Taf and Merthyr Tydfil);
- Providing 40 additional affordable housing units;
- Inspecting category A and B licensed premises.

CHILDREN AND YOUNG PEOPLE

Within the Children and Young People theme of the Community Strategy the vision is for 'children and young people in Rhondda Cynon Taf to be healthy, well educated, confident and creative individuals contributing to and living safely within their communities'.

The improvement priorities that primarily support this theme are 'Education' and 'Children and family centred services'. Our assessments are detailed below.

EDUCATION – A TOP QUALITY EDUCATION FOR ALL

We aim to drive up standards in schools to help improve outcomes for all children and prepare them for the world of work and other education pathways.

WHY WAS THIS AREA A PRIORITY IN 2012/13?

- Across the County Borough we had a number of exceptional schools that performed to a very high standard when compared to other schools across Wales and would also compare favourably with schools across the United Kingdom. However, this standard is not consistent and there is significant variation between our schools and within the schools themselves. It is this variation in standards that needs to be addressed to ensure that all our schools perform to a high standard.
- Despite some positive progress being made, there are still too many children in Rhondda Cynon Taf who struggle with reading, writing and communication, and too many young people who leave school lacking skills and confidence in these areas. This was reflected in the 2010/11 educational results achieved by young people as well as attendance levels: a number of important performance indicators were consistently in the bottom two quartiles when compared to similar schools and local councils in Wales. For the 2010/11 academic year, these included:
 - Pupils aged 16: Level 2 threshold including a GCSE grade A*-C in English or Welsh (first language) and Maths - 43.4% achieved this compared to an all Wales average of 50.1%;
 - Pupils aged 14 (Key Stage 3): 61.5% achieved the core subject indicator⁶ compared to an all Wales average of 68.0%;

⁶ Core subject indicator – represents the subjects English, Math and Science

- Pupils aged 11 (Key Stage 2): 77.1% achieved the core subject indicator compared to an all Wales average of 80.3%;
- 92.4% attendance at primary schools, against an all Wales average of 93.3%;
- 90.7% attendance at secondary schools, against an all Wales average of 91.4%.
- The Education and Training Inspectorate for Wales, Estyn, undertook an Inspection of the Rhondda Cynon Taf Local Education Authority in March 2012 and published its [Inspection Report](#) (agenda item 9) in July 2012. Estyn give an overall judgement on a Local Education Authority's current performance and on its capacity to improve using a four point scale: Excellent, Good, Adequate or Unsatisfactory. Estyn's judgements on our arrangements were:
 - Current performance – adequate;
 - Prospects for improvement – adequate.
- Estyn also made key recommendations in order for us to improve. These were:
 - Raise standards in schools particularly in key stage 4 i.e. GCSE level;
 - Improve attendance rates in all schools;
 - Improve the evaluation and analyses of data across service areas and partnerships to drive improvements in outcomes for learners;
 - Use the full powers available to the authority to improve leadership and management in schools;
 - Reduce surplus places;
 - Improve the rigour and the level of scrutiny and challenge across all services and partnerships;
- Our improvement priority action plan for 2012/13 aimed to address the above areas and progress up dates would be reported to the Council's Cabinet and Education and Lifelong Learning Scrutiny Committee for review and challenge on a quarterly basis throughout the year. We also recognised that our planned work in 2012/13 would, for a number of areas, take some time before the extent of its impact was known.

HEADLINE INFORMATION FOR 2012/13

- We improved the analysis of data and the level of scrutiny and support provided to schools. This included working with schools to challenge the progress made by individual pupils, challenge attendance levels and how they compare between schools, better understand exclusion rates and support action to reduce them and helping schools undertake self evaluation of their performance. This increase in rigour has been a key ingredient in helping to support improved attendance and pupil education results.
- The education results achieved by pupils during the 2012/13 academic year improved at a faster rate than the all Wales average in some areas. In reviewing comparative data, it is important to also contextualise in order to take into account the socio-economic factors across all 22 councils in Wales. Whilst poverty and deprivation are not excuses for educational underperformance, they are factors that influence educational outcomes. In comparing the position of Rhondda Cynon Taf with the other councils in Wales, in terms of pupils eligible for free school meals, Rhondda Cynon Taf has the second highest level. Therefore, if the indicators are compared based on free school meals, you would “expect” Rhondda Cynon Taf to be 21st in the comparative indicators; the 2012/13 education results have been set in the context of value added over and above what is expected. Key education results for the 2012/13 academic year were:
 - Pupils aged 16: Level 2 threshold including a GCSE grade A*-C in English or Welsh (first language) and Maths – **PROVISIONAL DATA** - 46% achieved this level compared to 43.8% in the previous year, our percentage point improvement being 2.2%. The all Wales average percentage point improvement was 0.9% i.e. 52% from 51.1%;
 - Pupils aged 16: Level 2 threshold in the Core Subject Indicator – **PROVISIONAL DATA** - 44% achieved this level compared to 43.3% in the previous year, our percentage point improvement being 0.7%. The all Wales average percentage point improvement declined by 0.9% i.e. 48% from 48.9%;
 - Pupils aged 14 (Key Stage 3): 73.6% achieved the core subject indicator compared to 66.9% in the previous year, our percentage point improvement being 6.7%. Our ranking out of 22 councils has improved from 20th in 2009 to 16th for academic year 2012/13;
 - Pupils aged 11 (Key Stage 2): 82.6% achieved the core subject indicator compared to 79.3% in the previous year, our percentage point improvement being 3.3%. Our ranking out of 22 councils has improved from 19th in 2009 to 17th for academic year 2012/13.
- Primary and secondary school attendance improved. Comparing the 2012/13 and 2011/12 academic years:
 - Primary school attendance – from 93.1% to 93.4%. The 2012/13 academic year all Wales comparison will be available in January 2014;

- Secondary school attendance – from 90.6% to 92%, a 1.4% percentage point improvement and representing the joint highest percentage point increase for local authorities in Wales. The all Wales average percentage point improvement was 0.4% i.e. 92.6% from 92.2%.

Abercynon Community School

- Continued the delivery of the 21st Century school programme, with Welsh Government support. This has enabled a new primary school in Abercynon and an extension in Cwmbach to open in September 2013 and a new primary school in Ynysboeth scheduled to open in November 2013. In addition, work continues on our new secondary school in Aberdare. The work in these areas are contributing to our aim to reduce the number of surplus places by around 2,000 by September 2014.



WHAT OTHER PROGRESS DID THE IMPROVEMENT PRIORITY MAKE IN 2012/13 AND DID IT MAKE A DIFFERENCE?

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

- We delivered training to school governors to help ensure they were able to fully discharge their responsibilities. As an example, during the spring term 2013 we delivered 29 training events that were attended by 173 governors with each event focussing on a particular topic such as induction, safeguarding / child protection and use of data. The most attended theme was 'induction' and out of 38 attendees 36 provided feed-back:

- 89% (32 attendees) felt that training met their expectations at a good, very good or excellent level;
- 11% (4 attendees) felt that their expectations were met to a fair level. Specific feedback referred to the timing of events and the expectation that the content would be of a more advanced level. With regard to the former, we now arrange for the same topics to be run on a number of occasions during the year, each at different times.

Further work is required to fully evaluate all feedback provided by governors who attended training during the year.

- We are able to gauge, via external and independent inspection, the effectiveness of leadership arrangements in a number of our schools: out of 19 inspected by Estyn between April 2011 and March 2013, 14 (73.68%) were judged as being at least good in providing leadership and 5 were deemed adequate. This fell short of the target we set ourselves of 80%.

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

- In partnership with head teachers, the school improvement service and teaching trade unions, we developed a clear set of criteria for 'good' and 'excellent' teaching and also set up task and finish groups, joint inset days and commissioned services from 'LiNKS' to provide professional learning for teachers. These activities aimed to disseminate good practice to help secure high quality teaching.
- Whilst it is too early to establish what impact this work is helping to have, Estyn's judgement of the 19 schools inspected between April 2011 and March 2013 were:
 - 11 (58%) were judged at the time as being at least good (less than target of 13 schools we set) and 8 were deemed adequate;
 - 15 (79%) were judged as presenting prospects for improvement as being at least good (exceeding the target we set of 13 schools) and 4 were deemed adequate.

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

- Our focus has been on improving the standards of literacy and numeracy in primary schools. To help us do this we launched a literacy strategy 'Read Write Succeed' whose key objective was '*by 2018, all children that transfer from primary to secondary school will be functionally literate (a reading age greater than 9.6 years)*'. The Welsh Government national literacy and numeracy tests were completed in May 2013, and the results of which compared to the tests carried out by the Council in May 2012. These showed improvement in all areas:



- 84.9% (78.6% in 2012) of the Year 6 pupils (age 10 - 11) were functionally literate in English;
 - 66.9% (55.3% in 2012) of the Year 6 pupils were reading English at or above their chronological age;
 - 89.1% (67.1% in 2012) of the Year 6 pupils in Welsh medium schools were functionally literate in Welsh;
 - 64.7% (39.0% in 2012) of the Year 6 pupils in Welsh medium schools were reading Welsh at or above their chronological age;
 - 66.3% (53.1% in 2012) of the Year 6 pupils are at or above average for numeracy, (i.e. standardised score of 95+).
- We re-allocated our resources to better support the education outcomes for children with special educational needs and also looked after children. This included for example delegating resources directly to school cluster areas so that support was more focussed on those children that need it. Education results for the 2011/12 academic year were:
 - Children with special education needs:
 - Pupils aged 11 (Key Stage 2): 45.1% achieved the expected level in the core subject indicator, compared to a target of 40.0%;
 - Pupils aged 14 (Key stage 3): 20.1% achieved the expected level in the core subject indicator compared to a target of 20%.
 - Looked after children:
 - Pupils aged 11 (Key Stage 2): 40.7% achieved the expected level in the core subject indicator compared to a target of 46.4%. This represented 11 out of 27 children achieving the expected level;
 - Pupils aged 14: 20.0% achieved the expected level in the core subject indicator, compared to a target of 33.3%.
- We focussed our attention on helping mainstream traveller children into school. Out of 22 traveller children registered, 21 regularly attended school during 2012/13 and achieved on average 84.7% attendance.
 - We also focussed our attention on identifying and supporting more able and talented pupils to maximise their abilities and future career opportunities. This enabled:
 - An increase in the number of 6th form students applying for Oxford and Cambridge Universities from 24 students in 2011 (applicants from 9 secondary schools) to 49 in 2012 (applicants from 14 secondary schools);
 - 20 secondary school pupils were sponsored to take part in the 'Mission Discovery' competition (a one week space flight physiology programme) at Kings College, London. One of the teams from Rhondda Cynon Taf went on to be outright winners with their experiment being built and sent up to the International Space Station (ISS) next year.

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

- We delivered a range of learning and skills programmes that enabled young people and adults to gain accredited qualifications:
 - 2,562 young people achieved at least one or more accredited qualifications through working with Services For Young People. The qualifications achieved included carpentry, driving, painting and decorating, bricklaying and basic cooking;
 - 330 adults engaged with the Family Learning Programme⁷, over 280 achieved at least one or more accredited literacy or numeracy qualifications;
 - 114 adults engaged with the Essential Skills in the workplace programme⁸, over 80 achieved at least one or more accredited qualifications in writing, communication, planning and application of number skills. The majority of feedback evaluation forms completed by participants stated that undertaking these courses has helped them to increase their confidence.

The year end position for the 2012/13 improvement priority plan for Education can be found [here](#) (agenda item 'Performance Report (Quarter 4) pages numbers 44 to 53).

PERFORMANCE INDICATOR RESULTS

We have set out below the performance indicators included in the Education improvement priority plan and where available we have compared our performance with published all Wales data for the 2011/12 academic year. These performance indicators have been marked with an * and have been either shaded  if our performance is in the Top Quartile (in the best 25% of local authorities in Wales; shaded  if our performance is in the Bottom Quartile (in the worst 25% of local authorities in Wales). We have also noted past performance to show the direction of travel over a three year period i.e. ↑ indicates an improving trend in performance; ↔ indicates no change in performance; and ↓ indicates a worsening performance trend.

⁷ Family Learning Programme is where schools identify pupils or families they think might benefit from engaging in learning together. Courses are run through the Community Learning Provision

⁸ The Essential Skills in the Workplace Programme supports Employers within RCT, by providing literacy, numeracy and basic IT skill training to its employees. Courses are run through the Community Learning Provision

In addition, we have taken the opportunity to include provisional results for the 2012/13 academic year to provide a full as picture as possible of our performance. These have been marked as PROVISIONAL: the final position will be reported as part of our quarterly Performance Reports for the 2013/14 financial year.

Table 2 – performance indicator results reported by academic years (from 2009/10 to 2012/13)

Measures (i.e. performance indicators)	Actual Data (academic year)			Direction of Travel (DOT) from 2009/10 to 2011/12	Academic year 2012/13 ⁹		Comments on performance (where appropriate)
	2009/10	2010/11	2011/12		Target	Actual	
% of all pupils (including those in LA care) & in any local authority maintained learning setting, who attain the age of 16 during the school year & leave full-time education, training or work based learning without an approved external qualification*	1.1%	1.0%	0.9%	↑	0.5%	-- ¹⁰	Our target for the 2012/13 academic year is slightly above (worse than) the all Wales average of 0.4% based on the latest information available i.e. the 2011/12 academic year
% of Pupils in local authority care, in any local authority maintained learning setting, who attain the age of 16 during the school year and leave full-time education, training or work based learning without an approved external qualification*	5.6%	3.0%	2.9%	↑	4.3%	--	Our latest available performance result (i.e. 2.9% for the 2011/12 academic year) represents better than the all Wales average for this period (5.7%)
% of pupils eligible for assessment at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment*	76.3%	77.1%	79.3%	↑	82.4%	82.6%	Commentary included in 'Headline information for 2012/13' on page 29

⁹ Academic year 2012/13 – no official all Wales comparative positions published at the time of writing. Therefore all Wales comparisons made using 2011/12 academic year results

¹⁰ -- 2012/13 actual data not available at the time of writing

Measures (i.e. performance indicators)	Actual Data (academic year)			DOT from 2009/10 to 2011/12	Academic year 2012/13		Comments on performance (where appropriate)
	2009/10	2010/11	2011/12		Target	Actual	
% of pupils eligible for assessment at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment*	59.2%	61.5%	66.9%	↑	68.0%	73.6%	Commentary included in 'Headline information for 2012/13' on page 29
% of pupil attendance in Primary schools*	92.1%	92.4%	93.1%	↑	93.5%	93.4% ^{P11}	The provisional data for 2012/13 represents on-going improvement; however we did not meet the target set. The latest all Wales average (for the 2011/12 academic year) was 93.9%
% of pupil attendance in secondary schools*	90.5%	90.7%	90.7%	↑	92.0%	92.0% ^P	The provisional data for 2012/13 represents on-going improvement and the target has been met. The latest all Wales average (for the 2011/12 academic year) was 92.1%
% of pupils aged 15 at the start of the academic year who achieved Level 2 threshold including a GCSE grade A*-C in English or Welsh (first language) and Maths*	43.0%	43.4%	43.8%	↑	49.0%	46% ^P	Commentary included in 'Headline information for 2012/13' on page 29

¹¹ P denotes provisional data for the 2012/13 academic year

Measures (i.e. performance indicators)	Actual Data (academic year)			DOT from 2009/10 to 2011/12	Academic year 2012/13		Comments on performance (where appropriate)
	2009/10	2010/11	2011/12		Target	Actual	
% of pupils who achieved the Level 1 threshold (GCSE grade D-G or equivalent)*	86.7%	88.3%	89.4%	↑	94.0	92% P	The provisional data for 2012/13 represents on-going improvement; however we did not meet the target set (94%). The latest all Wales average (for the 2011/12 academic year) was 91.8%
% of pupils who achieved the Level 2 threshold (GCSE C or above, or equivalent)*	58.0%	64.4%	69.4%	↑	70.0	78% P	The provisional data for 2012/13 represents on-going improvement and the target was met. The latest all Wales average (for the 2011/12 academic year) was 72.6%
% of pupils achieving the Level 2 threshold in the Core Subject Indicator in combination or equivalent qualification (GCSE C or above)*	42.5%	43.0%	43.3%	↑	46.0	44% P	The provisional data for 2012/13 represents on-going improvement; however we did not meet the target set (46%). The latest all Wales average (for the 2011/12 academic year) was 51.1%

Measures (i.e. performance indicators)	Actual Data (academic year)			DOT from 2009/10 to 2011/12	Academic year 2012/13		Comments on performance (where appropriate)
	2009/10	2010/11	2011/12		Target	Actual	
% of primary schools with 25% or more surplus admission places unfilled	53.0%	60.5%	53.2%	↓	35.1%	37.8%	
% of primary schools with 110% or more occupancy	0.9%	0.0%	0.0%	↑	0.0%	0.0%	
% of secondary schools with 25% or more places unfilled	26.3%	21.1%	42.1%	↓	52.6%	47.4%	
% of pupil attendance at EOTAS provision	N/A	56.1%	58.0%	↑	70.0%	59% P	Direction of travel based on performance for academic years 2010/11 and 2011/12 only
% of pupils with special educational needs who achieved the Core Subject Indicator at Key Stage 2	N/A	N/A	45.1%	N/A	45.1%	49.1% P	
% of pupils with special educational needs who achieved the Core Subject Indicator at Key Stage 3	N/A	N/A	20.1%	N/A	20.1%	27.6% P	
% of looked after children assessed at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	37.5%	44.4%	40.7%	↑	45.1	--	
% of looked after children assessed at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment*	30.0%	27.3%	20.0%	↓	34.5	--	

Measures (i.e. performance indicators)	Actual Data (academic year)			DOT from 2009/10 to 2011/12	Academic year 2012/13		Comments on performance (where appropriate)
	2009/10	2010/11	2011/12		Target	Actual	
% of young people aged 16 leaving EOTAS provision without an approved qualification	15.0%	20.5%	22.5%	↓	19.2%	8.3% P	
% of 16 - 17 year olds leaving school who are not known to be in education, training or employment	N/A	4%	5%	↓	Direction of travel based on performance for academic years 2010/11 and 2011/12 only. A change to reporting arrangements was announced by Careers Wales on 1 st October 2013 relating to the 2012/13 academic year. Therefore, this year will represent a baseline year and no target has been set.		
% of 17 - 18 year olds leaving school who are not known to be in education, training or employment	N/A	3%	4%	↓			
% of 18 - 19 year olds leaving school who are not known to be in education, training or employment	N/A	10%	9%	↑			
% of primary pupils with a standardised score of 95 or more in English literacy tests	N/A	N/A	61.9%	N/A	63.0%	72.2%	
% of primary pupils with a standardised score of 95 or more in Welsh (first language) literacy tests	N/A	N/A	55.9%	N/A	56.9%	82.2%	
% of secondary pupils with a standardised score of 95 or more in English literacy tests	N/A	N/A	50.4%	N/A	51.5%	61.4%	
% of secondary pupils with a standardised score of 95 or more in Welsh (first language) literacy	N/A	N/A	63.0%	N/A	64.1%	61.4%	
% of primary head teachers who completed a quality headship programme	N/A	N/A	100.0%	N/A	N/A	These performance indicators have not been included in the Education improvement priority plan for 2013/14	
% of secondary head teachers who completed a quality headship programme	N/A	N/A	N/A (No new headteachers)	N/A	N/A		

Measures (i.e. performance indicators)	Actual Data (academic year)			DOT from 2009/10 to 2011/12	Academic year 2012/13		Comments on performance (where appropriate)
	2009/10	2010/11	2011/12		Target	Actual	
Number of adults engaging with the Family Learning Programme	N/A	N/A	330 adults	N/A	330 adults	--	
% of adults who achieved at least one or more accredited literacy or numeracy qualifications through the Family Learning Programme	N/A	N/A	85.9%	N/A	85.0%	--	
Number of adults who engaged with the Essential Skills in the Work Place Programme	N/A	N/A	114 adults	N/A	120 adults	--	
% of adults who achieved at least one or more accredited qualifications through the Essential Skills in the Work place programme	N/A	N/A	74.6%	N/A	75%	--	

Table 3 - performance indicator results reported by financial year (from 2010/11 to 2012/13)

Measures (i.e. performance indicators)	Actual Data (financial year)			Direction of Travel (DOT) from 2010/11 to 2012/13	Comments on 2012/13 performance / 2013/14 target	2013/14 Target
	2010/11	2011/12	2012/13			
% of schools inspected by Estyn that were judged at the time as being 'Good' or 'Excellent' ¹²	N/A	N/A	57.9%	N/A		70.0%
% of schools inspected by Estyn that were judged as presenting prospects for improvement as being 'Good' or 'Excellent' ¹²	N/A	N/A	79.0%	N/A		90.0%
% of schools inspected by Estyn that were graded as 'Good' or 'Excellent' for leadership	N/A	N/A	73.7%	N/A		90.0%
Number of young people achieving at least one or more accredited qualifications through working with Services For Young People	N/A	N/A	2,562 young people	N/A		2,562 young people
% of young people aged between 11-19 years of age who access out of school hours learning activities through E3+/SFYP Services	N/A	N/A	79.2%	N/A		79.0%
% of eligible children taking up their free school meal in Primary Schools	76.0%	78.0%	71.3%	↓	Due to uncertainty around the impact of the welfare reform agenda, no targets have been set for 2013/14	
% of eligible children taking up their free school meal in Secondary Schools	51.0%	59.0%	61.3%	↑		

¹² These Estyn indicators will be reported on a two year rolling basis in 2013/14

KEY AREAS FOR IMPROVEMENT IN 2013/14

- Introduce an outstanding teacher programme across all primary and secondary schools and continue to deliver the 'Transforming Leadership' programme for aspiring head teachers alongside leadership development programmes for those aspiring to middle and senior leadership roles.
- Further review existing special needs classes in mainstream provision to help ensure sufficient provision is available to pupils with additional learning needs to enable them to achieve their full potential.
- Identify and re-engage young people who have become disengaged or are at risk of disengaging from education, employment or training through improving tracking systems and career pathway opportunities.
- Deliver short and medium term high impact strategies for children at key stage 4 (especially for learners eligible for free school meals and for performance in English or Welsh (first language) and mathematics) to help improve attainment outcomes and future prospects.
- Make better use of termly attendance and absenteeism data and visit prioritised schools to provide advice and support interventions to help improve attendance levels so that pupils achieve better attainment outcomes.
- Provide pupils and teachers with access to the latest technology and information to enhance teaching and learning by implementing increased broadband capacity to all schools alongside wireless capacity, as secured through the new Digital Learning Grant from Welsh Government.

CHILDREN AND FAMILY CENTRED SERVICES – KEEPING ALL CHILDREN AND YOUNG PEOPLE SAFE AND IMPROVING THEIR LIFE CHANCES

The Council embraces its legal responsibility to safeguard and protect vulnerable children and young people from harm. In meeting this commitment our goal is to keep children with their families when it is in their best interest to help secure more positive outcomes in terms of the child's health, well being and life chances.

WHY WAS THIS AREA A PRIORITY IN 2012/13?

- Key information for 2010/11 and 2011/12 told us:
 - Demand across most areas of Children's Services grew. This contributed to the need for us to take, after careful consideration, more children into the care of the Council (Looked After) and also contributed to more children remaining with their families but being closely supervised by social workers (children on the Child Protection Register);
 - Improvement in areas where we needed to do better was mixed. Areas for particular improvement included the % of initial assessments completed within 7 working days and the number of Looked After Children allocated to a qualified social worker. In both areas, our performance was in the bottom quartile when compared to other local authorities in Wales.
- The actual resource level required to meet need resulted in the Children's Services revenue budget over-spending by just over £3m in 2011/12. The Council also allocated additional monies to implement a range of preventative initiatives designed to address growing demand and help improve performance. We recognised that this would be a long term programme of work with the need for on-going corporate support and robust management and scrutiny to help ensure the desired outcomes were being achieved.
- The external regulator for this area, the Care and Social Services Inspectorate Wales (CSSIW), [in its latest evaluation of performance for the 2011/12 financial year](#) identified areas of good practice and areas for improvement. Some key areas noted for improvement were the equity of preventative services available to local deprived communities and ensure the qualified social work workforce was at a sufficient enough level to meet the needs of the service.

HEADLINE INFORMATION FOR 2012/13

- Demand for services continued to grow, albeit at a slower rate than the previous year. Taking a three year view of demand between 2010/11 and 2012/13, referrals increased by 35% (from 2,229 to 3,015), initial assessments increased by 34% (from 1,655 to 2,219) and core assessments increased by 35% (from 486 to 658).
- More children were looked after, albeit the rate of growth slowed compared to the previous year: 552 at March 2011, 594 at March 2012 and 621 at March 2013. During the year:
 - 47 children were adopted and are no longer 'Looked After' by the Council;
 - 39 children who were looked after were placed with prospective adopters.

The outcome of work to increase the number of adoptive placements / parents has meant that more vulnerable children have a permanent, long term and stable family environment.

- Fewer children were on the child protection register than the previous year although it remains higher than the level at March 2011: 338 at March 2011, 420 at March 2012 and 363 at March 2013.
- Performance in areas identified in need of improvement continued to be mixed:
 - % of initial assessments completed within 7 days worsened: 51.7% compared to 59.2% in 2011/12 and 62.5% in 2010/11. Our 2012/13 performance remains in the bottom quartile compared to other local authorities in Wales;
 - % of children seen by a qualified social worker at the time of initial assessment improved: 67.7% (1,502 out of 2,219), 57.9% (1,190 out of 2,057) in 2011/12 and 48.2% (798 out of 1,655) in 2010/11. Our performance for 2012/13 represents an improving trend aimed at ensuring the health, development and safety needs of more children were being effectively assessed, however it remains in the bottom quartile compared to other local authorities in Wales;
 - % of looked after children allocated to a qualified social worker worsened: 70.3% (464), 71.1% (426) in 2011/12 and 73.8% (378) in 2010/11. Within this, the number of looked after children allocated to a qualified social worker over this period increased, from 378 to 464.
- The revenue budget over-spent by just over £1.6m compared to just over £3m in 2011/12. A lower over spend was primarily due to an increase in Relative Foster Carers from 89 (or 15%) in 2011/12 to 119 (or 19%) in 2012/13 that provided these children with more permanent placements and the opportunity to remain within their extended family network. We also reviewed looked after children placed in high cost residential placements and identified that for several of the young people concerned their needs could be more

effectively met by returning them to placements within the County Borough, either with foster carers or in our own residential establishments. The effect of these placement changes resulted in potential cost avoidance of approximately £1.25m (if the young people remain in their new care settings until their 18th birthday).

It is difficult to say with certainty the exact reasons for the above headline information. It is considered that factors influencing increased referrals and assessments were additional capacity within the service to identify and support more children and families in need of help; the heightened awareness of the Council, partners and society at large of the potential signs of child abuse brought about by high profile cases across the United Kingdom such as Baby Peter; and financial pressures that families are facing exacerbated by the on-going economic climate and welfare reform changes. It is also considered that the roll out of a range of preventative initiatives, for example, Team Around the Family, designed to support families at the earliest opportunity has helped to reduce the number of children on the children protection register and contribute to slowing the rate of growth of the looked after children population.

WHAT OTHER PROGRESS DID THE IMPROVEMENT PRIORITY MAKE IN 2012/13 AND DID IT MAKE A DIFFERENCE?

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

- We introduced the Team Around the Family (TAF) multi-agency initiative across the whole County Borough to help families showing signs of emerging need and prevent the need for intervention by Children's Services. During the year 76 TAF family assessments were completed, 5 of which were then referred to Children's Services (with 1 child becoming looked after and 4 becoming children in need).

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

- Although there have been increases in the number of referrals received, we have ensured that more referrals are allocated for an initial assessment compared to 2010/11: 78.7% in 2010/11, 94.3% in 2011/12 and 92.4% in 2012/13.
- We revised our monitoring arrangements to more effectively identify children whose circumstances require support to help secure better educational, social and emotional outcomes for these young people. Key measures showed:
 - Re-referrals within 12 months increased: 20.9% in 2010/11, 19.2% in 2011/12 and 21.4% in 2012/13, albeit this being better than the all Wales average level of 27% in 2012/13. We have undertaken an audit of a sample of re-referrals cases to better understand the reasons, lessons learnt will be implemented during the forthcoming year;
 - More looked after children had three or more placements during the year: 8.7% in 2010/11, 6.2% in 2011/12 and 6.9% in 2012/13, albeit this represents top quartile performance when compared to other councils in Wales in 2012/13. This position

reflects, for example, the increasing complexity of children's needs that necessitate a change of placements to better deal with challenging behaviour. Support is being provided to our social workers to improve how we select placements and also to foster carers.

- We increased the number of Special Guardianship Order (SGO) placements which provide children with the stability they need without legally separating them from their family, and are also more cost effective:
 - 2011/12 -14 SGOs were granted, 9 for children who had been looked after;
 - 2012/13 - 23 SGOs were granted, 14 for children who had been looked after.

We said we would safeguard and protect vulnerable children and young people in Rhondda Cynon Taf

- We piloted the CSSIW sponsored Child Practice Review approach which replaced serious case review to help speed up the dissemination of lessons learnt and improve safeguarding practice. During the year we delivered 14 learning events on a number of topics to over 500 officers, both from within the Council and our partners.
- We worked with a group of young people and WICID¹³ to design an on-line consultation, so that looked after children could feed back their wishes and feelings before we have review meetings with them. We will continue our work with young people in this area to ensure their voice is heard.

We said we would prevent young people from becoming involved in criminal activity

- We re-focussed the work of the Youth Offending Service building on the successful implementation of a Youth Bureau approach. This has helped to:
 - Reduced the actual number of first time offenders: from 287 in 2010/11, to 110 in 2011/12 and 85 in 2012/13;
 - Reduced the total number of offences committed: from 844 in 2010/11, to 561 in 2011/12 to 405 in 2012/13.

The year end position for the 2012/13 improvement priority plan for Children and Family Centred Services can be found [here](#) (agenda item 'Performance Report (Quarter 4) pages numbers 61 to 69).

¹³ WICID – a web-site providing information, news and advice for young people in Rhondda Cynon Taff – <http://www.wicid.tv/>

PERFORMANCE INDICATOR RESULTS (2010/11 TO 2012/13)

We have set out below the 2012/13 performance indicators included in the Children and Family Centred Services improvement priority plan and where available we have compared our performance with other Councils in Wales. These performance indicators have been marked with an * and have been either shaded if our performance is in the Top Quartile (in the best 25% of local authorities in Wales, shaded if our performance is in the Bottom Quartile (in the worst 25% of local authorities in Wales) or a comment is included to indicate if our performance is better / same as / worse than the all Wales average.

In addition, we have also noted our performance for 2010/11 and 2011/12 to show the direction of travel over a three year period i.e. ↑ indicates an improving trend in performance, ↔ indicates no change in performance and ↓ indicates a worsening performance trend.

Measures (i.e. performance indicators)	Actual Performance			Direction of Travel (DOT) from 2010/11 to 2012/13 ¹⁴	Comments on 2012/13 performance / 2013/14 target (where appropriate)	2013/14 Target
	2010/11	2011/12	2012/13			
Ensure children remain within their families when it is in the child's best interest						
% of children taking up their Flying Start entitlement	N/A	N/A	See Comments	N/A	No performance indicator result reported due to lack of backing information	90%
Number of Team Around the Family (TAF) family assessments completed	N/A	N/A	76	N/A	The performance indicator title has been amended to better reflect the nature of the information collected i.e. from 'referrals received' to 'family assessments completed'. The 2013/14 target has been amended in line with this	150
Improve assessment, planning and decision making for those children who will require long term permanent care						
% of first placements of looked after children during the year that began with a care plan in place	99.5%	99.6%	96.8%	↓	Our 2012/13 performance is better than the all Wales average of 89.1 %	99.5%

¹⁴ Direction of Travel – where actual performance is only available for 2011/12 and 2012/13, this has been used to determine the direction of travel

Measures (i.e. performance indicators)	Actual Performance			DOT from 2010/11 to 2012/13 ¹⁵	Comments on 2012/13 performance / 2013/14 target (where appropriate)	2013/14 Target
	2010/11	2011/12	2012/13			
% of children looked after on 31 March who have had three or more placements during the year*	8.7%	6.2%	6.9%	↑	2013/14 target set at slightly above (worse than) 2012/13 performance due to continued pressures around looked after children, but above the 2012/13 all Wales average	7%
% reviews carried out in accordance with the statutory timetable	83.4%	88.3%	92.2%	↑	Our 2012/13 performance is better than the all Wales average of 86.4 %	94%
% of statutory visits to looked after children due in the year that took place in accordance with regulations	78.6%	83.4%	83.8%	↑	Our 2012/13 performance is better than the all Wales average of 83%	85%
% of initial assessments that took place during the year where there is evidence that the child has been seen	89.55%	91.59%	92.74%	↑		93%
% of initial assessments that took place during the year where there is evidence that the child has been seen by the social worker*	48.2%	57.9%	67.7%	↑	If we achieve the targets set in 2013/14, this will represent bottom quartile performance for both areas (using 2012/13 quartile information)	68%
% of initial assessments that took place during the year where there is evidence that the child has been seen alone by the social worker*	13.2%	20.6%	22.7%	↑		25%
% of referrals that are re-referrals within 12 months*	20.9%	19.2%	21.3%	↓	Our 2012/13 performance is better than the all Wales average of 27%	19%

¹⁵ Direction of Travel – where actual performance is only available for 2011/12 and 2012/13, this has been used to determine the direction of travel

Measures (i.e. performance indicators)	Actual Performance			DOT from 2010/11 to 2012/13 ¹⁶	Comments on 2012/13 performance / 2013/14 target (where appropriate)	2013/14 Target
	2010/11	2011/12	2012/13			
% of initial assessments carried out within 7 working days*	63.1%	59.2%	51.7%	↓	If we achieve the targets set in 2013/14, this will represent bottom quartile performance for both areas (using 2012/13 quartile information)	60%
Average time taken to complete initial assessments that took longer than 7 working days to complete*	19days	21days	24days	↓		20days
% of looked after children placed with in house foster carers	54.88%	53.51%	57.08%	↑		61%
% of looked after children placed with independent sector foster carers	45.12%	N/A	42.92%	↑		39%
Standard external fostering placement - average cost per external placement per week (£)	N/A	N/A	£702	N/A		£702
Standard external residential placement - average cost per external placement per week (£)	N/A	N/A	£3,140	N/A		£3,140
Safeguard and protect vulnerable children and young people in Rhondda Cynon Taf						
% of initial child protection conferences due in the year which were held within 15 working days of the strategy discussion	51.1%	72.2%	94.9%	↑	Our 2012/13 performance is better than the all Wales average of 87.4%	96%
% of child protection reviews carried out within statutory timescales during the year	96.4%	96.7%	96.9%	↑	Our 2012/13 performance is better than the all Wales average of 96.1%	96%
% of children on Child Protection Register that are re-registered	N/A	25%	25.9%	↓		25%

¹⁶ Direction of Travel – where actual performance is only available for 2011/12 and 2012/13, this has been used to determine the direction of travel

Measures (i.e. performance indicators)	Actual Performance			DOT from 2010/11 to 2012/13 ¹⁷	Comments on 2012/13 performance / 2013/14 target (where appropriate)	2013/14 Target
	2010/11	2011/12	2012/13			
% of initial core group meetings due in the year which were held within 10 working days of the initial child protection conference	89.7%	95.6%	90.9%	↑	Our 2012/13 performance is better than the all Wales average of 88.4%	94%
Prevent young people from becoming involved in criminal activity						
Actual number of First Time Entrants (FTEs)	287 FTEs	110 FTEs	85 FTEs	N/A		85 FTEs
Number of offences committed by young people resulting in a reprimand, final warning or court outcome	844 offences	561 offences	405 offences	N/A		405 offences
Number of offenders committing offences resulting in a reprimand, final warning or court outcome	488 offenders	266 offenders	182 offenders	N/A		182 offenders

KEY AREAS TO FOCUS ON FOR 2013/14

- Progress the implementation of preventative services to help further slow-down the growth of the looked after children population to a targeted increase of 2%. This will include establishing a new Preventative Strategy for Children's Services, evaluating the impact the Team Around the Family initiative has had following its first year of operation and introduce the Rapid Intervention and Response Team.
- Strengthen the capacity of the service:
 - To increase the proportion of initial assessments completed within 7 days to 60%;
 - So that more qualified social workers see children at the time of initial assessment (68% target) and more qualified social workers are allocated to open cases of looked after children (80% target), children on the child protection register (99% target) and children in need (72% target).

¹⁷ Direction of Travel – where actual performance is only available for 2011/12 and 2012/13, this has been used to determine the direction of travel

- Extend Flying Start access, supported by the Welsh Government, to enable wider access to more families and help improve children's health and well being.
- Improve the capacity of the Council's fostering and adoption services to provide more permanent, alternative and cost effective placements for Looked After Children.
- Develop multi-agency risk assessment arrangements for referrals to Children's (and Adult) services where there are safeguarding concerns to help further improve decision making arrangements.
- Establish a joint Youth Offending Service between Rhondda Cynon Taf and Merthyr Tydfil to further enhance arrangements that help prevent young people becoming involved in criminal activity.

DRAFT

HEALTHIER ADULTS AND COMMUNITIES

Within the Healthier Adults and Communities theme of the Community Strategy the vision is for a 'healthier Rhondda Cynon Taf that provides an environment where all residents are supported to take control over the factors that influence their physical and mental health and well-being'.

The improvement priority that primarily supports this theme is 'Maintaining People's Independence'; our assessment is detailed below.

MAINTAINING PEOPLE'S INDEPENDENCE – SUPPORTING ADULTS AND OLDER PEOPLE TO LIVE INDEPENDENTLY

We aim to help more adults and older people to remain living independently in their own environment, and provide services that focus on quality and well being of clients, as well as making the best use of resources. We also aim to integrate more of what we do with the Health Service.

WHY WAS THIS AREA A PRIORITY IN 2012/13?

- National population forecasts estimated that the number of people aged 65+ would increase by 40% by 2033 and the number of people aged 65+ with dementia would increase from around 2,800 in 2010 to nearly 4,500 by 2030. It was anticipated that both forecasts would impact on people's ability to live independently and also increase the dependency on the Council in terms of providing reablement, homecare and residential care services.
- During 2011/12 the Local Health Board and ourselves identified opportunities to integrate more of our services to help maintain people's independence, and considered that our work in this area would be in line with the Welsh Government's national strategy 'Sustainable Social Services for Wales – A framework for action'. We did not manage to finalise all of our proposals in 2011/12 as originally planned; we therefore needed to carry forward this work into 2012/13.
- The external regulator for this area, the Care and Social Services Inspectorate Wales (CSSIW), [in its evaluation of performance for the 2011/12 financial year](#) identified areas of good practice and areas for improvement, one of which included the need to progress the work we had started to address the long term accommodation requirements of younger adults with a learning disability who have complex needs.

HEADLINE INFORMATION FOR 2012/13

- We helped more to people to live independently as a result of accessing our reablement service:
 - More people completed a reablement package: 515 in 2010/11, 573 in 2011/12 and 854 in 2012/13;
 - More people needed no on-going services from us at the point of completing their reablement package: 381 (74%) in 2010/11, 382 (67%) in 2011/12 and 584 (68%) in 2012/13. The reason for a reducing percentage rate between 2010/11 and 2012/13 is due to the move from a targeted service that focussed on people we anticipated would benefit from reablement to an 'intake model' where all people are offered the opportunity to access the service. We also tracked people for 12 months after completion of a reablement package. Since April 2010, on average 235 people completed a package every three months and, on average, 46% (around 108 people) were still independent after 12 months, 46% became re-dependent or less dependent on our services and 8% had deceased. Further work will be undertaken moving forward to test the cost effectiveness of the reablement service;
 - From April 2012 we started to ask people who completed a reablement package whether the service helped them remain living independently in their home environment. We sent questionnaires to 854 people and of the 296 who returned them, 283 (95.61%) said that the service helped to achieve this. Feedback from people who felt that the reablement package did not help support their independence were generally where the individual's condition could not be sufficiently improved by reablement.
- We supported more people aged 18 – 64 in the community during the year compared to 2011/12: 98.3% (2,419 people) in 2010/11, 97.73% (2,373 people) in 2011/12 and 97.59% (2,385 people) in 2012/13. Over this period, the people supported received over 4,000 community based services each year, with homecare, day care, adaptations and equipment accounting for over two thirds of all services provided.
- We supported less people aged 65+ in the community during the year: 84.06% (5,728 people) in 2010/11, 82.91% (5,678 people) in 2011/12 and 81.97% (5,554 people) in 2012/13. Over this period, the people supported received over 10,000 community based services per year, with homecare, the provision of meals, adaptations and equipment accounting for almost 80% of all services provided.

A factor influencing this reducing trend is the one-off type support provided to people in the previous year(s) for example, the installation of aids and equipment. These aids and equipment continued to help people to live independently without our on-going support.

- We supported less people aged 65+ in residential care homes at March 2013 (for every 1,000 people aged 65 and over) compared to 2011/12:

- Based on an individual assessment of need, 1,080 people at March 2011, 1,111 at March 2012 and 1,098 at March 2013. This performance represents bottom quartile performance when compared to other local authorities across Wales and will require on-going attention.
- Over the last three years on average:
 - 60% of the people supported in care homes were aged 85+, 30% aged 75 – 84 and 10% aged 65 – 74 and supports the longer term population forecast of people living longer, resulting in a likely growing dependency on social care services at some point
 - Around 46% (approximately 500 people) were being cared for due to frailty (conditions normally associated with old age) and / or sensory disability (a hearing or sight impediment) and 44% (approximately 480 people) were being cared for due to dementia
- Dementia Care Matters¹⁸ assessed the Butterfly project we introduced in our Dementia Care Home, Clydach Court, which provides a service for people whose dementia requires residential care. We attained a Level 1 Kitemark representing the highest score possible; the project supported 35 people with dementia to live each day actively, through positive life experiences, interests and hobbies and building friendships with each other, families and staff. We were also successful in receiving a Social Care Accolade award for our work in this area. An example of feedback that was sent to Dementia Care Matters by a family member was:

‘Our family has been made very welcome at the Clydach Care Home since the time my Mother-in-Law became a resident during March 2010. We are regularly kept up to date regarding any medical issues that arise and consider ourselves very lucky to have found my Mother-in Law such an excellent home, particularly as it gives us peace of mind that she is being cared for in a very engaging environment created by a resident-first culture’.

WHAT OTHER PROGRESS DID THE IMPROVEMENT PRIORITY MAKE IN 2012/13 AND DID IT MAKE A DIFFERENCE?

We said we would work toward the integration of health and social care services to provide, based on need, more holistic and seamless services

- We implemented an integrated community based health and social care service to help promote people’s independence focussing on early intervention and prevention. This became fully operational in April 2013. It is too early to establish the impact of this work to date.

¹⁸ Dementia Care Matters – an external organisation that provides consultancy, training, resources and research across the UK and Ireland



Evaluation work will be undertaken over the next 12 months to assess 'what difference' the integration has had, including an analysis of client feedback.

We said we would provide needs led services that focussed on independence, quality, protect the dignity and well being of clients and make best use of resources

- We introduced "Memory" projects across a number of hospitals (Prince Charles, Ysbyty Cwm Cynon, Royal Glamorgan, Ysbyty Cwm Rhondda and Dewi Sant) providing reablement pathways for clients with dementia to return home. Out of a total of 47 referrals, 17 (36%) required no on-going services, 18 (38%) required on-going homecare, 6 (13%) were re-admitted to hospital and 6 declined support.
- We progressed the development of two tenancy with support schemes (previously called extra care schemes) that will provide people with learning disabilities, as well as other people, with suitable accommodation to enable them to live independently. We were unable to commence the running of the schemes by our original target date of March 2013 but they became operational in July 2013.

The year end position for the 2012/13 improvement priority plan for Maintaining People's Independence can be found [here](#) (agenda item 'Performance Report (Quarter 4) pages numbers 70 to 75).

PERFORMANCE INDICATOR RESULTS (2010/11 TO 2012/13)

We have set out below the 2012/13 performance indicators included in the Children and family centred services improvement priority plan and where available we have compared our performance with other Councils in Wales. These performance indicators have been marked with an * and have been shaded  if our performance is in the Top Quartile (in the best 25% of local authorities in Wales), shaded  if our performance is in the Bottom Quartile (in the worst 25% of local authorities in Wales) or a comment is included to indicate if our performance is better / same as / worse than the all Wales average.

In addition, we have also noted our performance for 2010/11 and 2011/12 to show the direction of travel over a three year period i.e. ↑ indicates an improving trend in performance, ↔ indicates no change in performance and ↓ indicates a worsening performance trend.

Measures (i.e. performance indicators)	Actual Performance			Direction of Travel (DOT) 2010/11 to 2012/13	Comments on 2012/13 performance / 2013/14 target (where appropriate)	2013/14 Target
	2010/11	2011/12	2012/13			
Review existing and develop new provisions, where appropriate, to provide needs led services that focus on independence, quality, protect the dignity and well being of clients and make best use of resources						
% of reablement clients who felt we helped them remain living independently in their own home environment (based on those clients that returned a questionnaire)	N/A	N/A	95.61%	N/A		94%
Rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March*	115.71 per 1,000 population aged 65+	110.89 per 1,000 population aged 65+	108.62 per 1,000 population aged 65+	↓	If we achieve the target set in 2013/14, this will represent top quartile performance (using 2012/13 quartile information)	108.00 per 1,000 population aged 65+
% of adult clients (aged 65+) who are supported in the community during the year*	84.06%	82.91%	81.97%	↓	Our 2012/13 performance is worse than the all Wales average of 83.47%. If we achieve the target set in 2013/14, this will represent below all Wales average performance (using 2012/13 quartile information)	82%
Number of clients accessing specialist telecare equipment to support independent living as at 31 st March	399 clients	413 clients	452 clients	↑		450 clients

Measures (i.e. performance indicators)	Actual Performance			DOT 2010/11 to 2012/13	Comments on 2012/13 performance / 2013/14 target (where appropriate)	2013/14 Target
	2010/11	2011/12	2012/13			
% of clients who continue to take-up telecare services after the 6 weeks trial	N/A	N/A	84.33%	N/A		N/A
% of reablement packages completed in the period, where the client requires no ongoing services	73.98%	66.67%	68.38%	↓		60%
Number of people receiving a reablement service who have a cognitive impairment (Dementia Pilot)	N/A	N/A	35 people	N/A		40 people
% of people using community based services that do so by a Direct Payment	N/A	11.55%	11.77%	↑	Direction of travel based on performance for 2011/12 and 2012/13 only	11.5%
Number of people with a Direct Payment	N/A	348 people	360 people	↑		364 people
Number of attendances at carer training events during the year	519 attendances	534 attendances	880 attendances	↑	We have amended the title of the indicator to more accurately reflect the data collected	750 attendances
Rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over*	27.33 per 1,000 population aged 65+	27.72 per 1,000 population aged 65+	27.24 per 1,000 population aged 65+	↑	If we achieve the target set in 2013/14, this will represent bottom quartile performance (using 2012/13 comparison information)	27 per 1,000 population aged 65+
In house residential care for the elderly - Average direct gross weekly cost per occupied bed	N/A	N/A	£736	N/A		N/A

KEY AREAS TO FOCUS ON FOR 2013/14

- Introduce a single point of access for the First Response Service to help improve how referrals are dealt with.
- In partnership with the Local Health Board, review opportunities to improve Learning Disability Services.
- Extend the intermediate care and reablement service to help more people live independently.
- Re-tender Council funded supported living schemes for people with learning disabilities and following completion, evaluate the quality and value for money the re-tendered service is delivering.

DRAFT

ECONOMIC REGENERATION

Within the Economic Regeneration (and Transport) theme of the Community Strategy the vision is for everyone in Rhondda Cynon Taf to 'benefit from the prosperity of the local economy of the Capital City Region, with strong businesses within Rhondda Cynon Taf providing well-paid jobs to local residents'.

The improvement priorities that primarily support this theme are 'Physical Regeneration' and 'Social Regeneration'. Our assessments are detailed below.

REGENERATION OF OUR COMMUNITIES – PHYSICAL REGENERATION

We aim to support businesses to start up, grow and be sustainable to help create jobs and prosperity. We also aim to create the right environment in our town centres for people to live, work and shop.

WHY WAS THIS AREA A PRIORITY IN 2012/13?

- Economically Rhondda Cynon Taf lies within a regional, national and global economy whose influence is very significant. It is clear that the current climate is extremely challenging and it is simply not possible for local actions to change that. It is however possible to contribute to improving the opportunities for economic activity locally.
- Rhondda Cynon Taf has some of the most deprived communities in Wales and it is improving their prosperity that is key, even in these difficult economic times. As a Council we can support business, improve the commercial environment and through this help create jobs and homes for local people.
- In 2011 key statistics told us that there were:
 - 149,700 people of working age living in Rhondda Cynon Taf of which 62.6% of these were in employment. This figure is 7.5% lower than that for the United Kingdom;
 - 10,700 unemployed people in Rhondda Cynon Taf, a rate of 10.1%. This figure is 2.1% higher than the United Kingdom;
 - 44,500 people of working age in Rhondda Cynon Taf were economically inactive, a rate of 29.9%. This figure is 6.2% higher than the United Kingdom.

- In 2011 there were 5,090 businesses based in Rhondda Cynon Taf and 89% of these employed less than 20 people. In the same year, there were 555 enterprise births (business start ups) in Rhondda Cynon Taf and 495 enterprise closures. On-going work was therefore needed to support a healthy stock of firms by helping to create the conditions for the economy to become stronger, boosting business confidence, and through direct financial support in the form of grants to individual businesses.
- We considered that our work in the above areas to support job creation and businesses would positively contribute to some of the national priorities set out in the Welsh Government's 'Programme for Government'.
- During 2012/13, one of our areas of focus was to help ensure a range of good quality housing. As this was also included within our Enforcement and Regulation improvement priority (pages 14 to 26) the assessment of performance has been included within the Enforcement and Regulation priority rather than here.

HEADLINE INFORMATION FOR 2012/13

- Through the Local Investment Fund¹⁹ programme, we provided 55 small to medium sized businesses with financial support totalling £407,537, enabling them to create 99 full time equivalent²⁰ jobs. From the start of the programme in 2009 to March 2013, a total of 182 businesses have been provided with £1,391,140 of financial support, helping to create 251 full time equivalent jobs. An independent evaluation of the programme is scheduled for the forthcoming year, the results of which we will report in 2013/14.
- We helped 40 other small to medium businesses secure £264,614 from our own Council funds (Capital Grants Scheme). During 2012/13 the support included assisting 14 businesses to 'start up' and the regeneration of 5 commercial properties located within the strategic Town Centres of Treorchy, Porth and Mountain Ash (which included bringing 2 vacant commercial properties back into use). An example of this work is 103 Bute Street, Treorchy.

¹⁹ Local Investment Fund (LIF) – LIF is a grant scheme for businesses funded by the European Union's convergence ERDF Programme via the Welsh Government. The scheme provides grants of between £1,000 - £10,000 to eligible businesses to assist with capital investment projects

²⁰ Full Time Equivalent – 30 hours plus per week as defined by European Funding rules

Before



After



- Through the South East Wales Community Economic Development programme²¹, we supported the development of 13 social enterprises by approving £836,488 of funding. Since the programme started in 2010, it has approved funding to 27 social enterprises totalling £1.6m, helping to create 15 jobs. The types of jobs supported include Business Development posts whose roles are to develop the enterprises, identifying areas for future growth and income generation, leading them to a position of financial sustainability. Staff have also been recruited to develop marketing activity to effectively promote the services of the enterprises bringing in more custom and contributing to long term sustainability. Further work will be undertaken over the coming twelve months to assess potential opportunities to support this area through the new round of European funding.

²¹ South East Wales Community Economic Development – jointly funded by the Council and the Welsh Government through the European Regional Development Fund

One of the projects supported was Rowan Tree Cancer Care that has established a second-hand Bridal Shop in Pontypridd town centre as a result of over £100,000 support from the SEWCED Programme. The funding has supported the creation of a full time post of Shop Manager, the purchase of a vehicle and has brought a vacant property back into use following the refurbishment of the shop premises. All profits from the sales within the shop help support the services of the organisation, which provide extensive support to those affected by cancer across the County Borough. Since its establishment in the town the shop has been thriving - they have received many donations and takings are exceeding expectations.

Feed back from the charity was *'Rowan Tree Cancer Care is very grateful to Rhondda Cynon Taf County Borough Council for the funding received from the South East Wales Community Economic Development Programme. It has given us the opportunity to generate income which will help sustain the free services provided by the charity, as well as providing opportunities for job creation and volunteer training in a retail setting. Our presence in the main street in Pontypridd town centre is enabling us to reach families who were previously unaware of our services and in the long term will help the charity to become self sustainable'*.



- We continued the delivery of the £7.7m regeneration programme within Aberdare Town Centre which is being funded by the Welsh Government through the European Regional Development Fund, Heads of the Valleys Programme and the Targeted Match Fund. The remainder of the funding package is provided by Rhondda Cynon Taf Council, the Heritage Lottery Fund, Cadw and the private sector. The £10.5m regeneration programme within Pontypridd is also ongoing, funding has been provided by the Welsh Government through the European Regional Development Fund and Targeted Match Funding, alongside Council and private sector contributions. Whilst information over a number of years is needed to establish what difference this investment has helped to make, an external interim evaluation (Source: Experian Goad Town Centre survey 2012) has evidenced:
 - In Aberdare:
 - Vacancy rates have improved from 11.82% in 2009 to 6.7% at September 2012 and are better than the UK averages over the same period (12.8% and 13.6% respectively);
 - Average footfall for 2011-12 was 106,000 visitors per month. For 2012/13, average footfall increased to 120,000 per month;

- The investment to date has helped create employment. One example was the creation of a post with Alun Griffiths (Contractors Limited). The post holder Mr Colin Barnett had been out of work for a year and is now involved in receiving deliveries, making sure all stocks are replenished and ensuring the smooth running of getting the necessary supplies to those on site. Mr Barnett explained “*not only is the project changing Aberdare for the better, but it’s had a direct impact on my life and that of my children. I was unemployed for over a year. The opportunity to find work with Alun Griffiths Ltd has been fantastic and I’m enjoying the work with a great group of fellow workers. It really has been a wonderful opportunity and I’m grateful for the ability to work for a living again*”. Mr Barnett continues to be in employment in the above capacity.
- In Pontypridd:
 - Vacancy rates have improved from 12% in 2009 to 10.7% at September 2012 and are also below the UK averages for this period;
 - Average footfall for 2011/12 was 194,000 visitors per month. For 2012/13, average footfall increased to 229,000 per month.
- In addition to the actions included within the improvement priority plan, other key activities have included:
 - The Council’s statutory role in deciding planning applications continued to support the local economy:
 - 414 new dwellings were built in the County Borough in 2012/13; this represents a 12% increase on the number of new dwellings constructed during 2011/12;
 - The Development Control committee resolved to approve 35,522 square metres of new retail / leisure floor space in Llantrisant / Talbot Green. This will see a department store, cinema, supermarket and multi-storey car park being brought to the area.

WHAT OTHER PROGRESS DID THE IMPROVEMENT PRIORITY MAKE IN 2012/13 AND DID IT MAKE A DIFFERENCE?

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

- We built community benefit clauses into relevant contracts that helped a number of people to be trained and / or employed. An example of one such community benefit project was the Rhydyfelin flood alleviation scheme:
 - The approved contractor (Costain) reached agreement with Rhydyfelin football Club to use their 5 acre playing field and derelict sports pavilion as a site office and compound for up to 12 months. In return, the projected cost for the rent was invested in refurbishment of the building, including a total electrical refit, new plumbing, new partition walls, new UPVC windows, external cladding, roof repairs, new internal doors and a newly fitted kitchen. A large internal section of the building was also painted;
 - A total of seven economically inactive individuals were employed on the project and remain in employment with either Costain or two of their sub-contractors, DKL Utilities and Securitas. In the development of the seven individuals, 20 days of training was provided and the project also supported seven one week work experience pupils and one summer graduate placement.

The chairperson of Rhydyfelin Football Club said '*The work undertaken at Rhydyfelin FC has surpassed our wildest dreams. The pavilion will provide a much needed and excellent facility for youth in the Rhydyfelin and Hawthorn area and will also double as a meeting place for other community groups.*'

- In addition to the actions included within the improvement priority plan, other key activities have included:
 - We held 15 business club events which attracted in total over 500 attendees. The club has responded to customer feedback holding specific requested events on Employment Law, tax issues and networking. Member feedback has been positive for the events. A Business Club Member said "*I'd like to say a big thank you to the organisers of the RCT Business Club who run some really brilliant events, from knowledge based sessions to speed networking. I have made lots of good contacts and more importantly gained some new clients from these which has paid for my membership many times over.*"
 - We completed the programme of Neighbourhood Renewal Area activity in Treherbert and Tynewydd, investing a total of £7.99m in 344 homes covering the period 2002-12. We also continued the investment in Miskin and Penrhiwceiber; investment to date has been £6.35m in 294 homes covering the period 2003-13.

- We did not manage to fully develop a 3 year action plan to support the Economic Development Strategy primarily due to concentrating our efforts on integrating our work with the new Single Integrated Plan. There is no evidence to suggest that this change in emphasis had a material adverse impact on Council led economic regeneration activities 'on the ground'.

We said we would improve the environment of our town centres

- In Aberdare Town Centre:
 - We laid new footpaths and carriageways using quality natural stone paving and quality bespoke street furniture, helping to transform the streetscape. Here is an example of our work on Cannon Street.

BEFORE



AFTER



- We continued to deliver a Townscape Enhancement Programme²². From its introduction in 2010/11 to March 2013, we have approved 6 applications amounting to £296,600 in grant that will lever in £277,946 of private

²² Townscape Enhancement Programme – the scheme offers the owners of eligible town centre properties support towards the cost of quality improvements to their premises with a focus of bringing vacant space back into use and job creation.

sector investment. Three schemes have been completed to date creating 11.75 jobs. An example of the work at 21 Victoria Square is shown below.

BEFORE



AFTER



- We continued to deliver a Townscape Heritage Initiative²³. From its start in 2009/10 financial year to March 2013, we have supported a total of five business property improvements and have approved £326,000 in grant support that will lever in £224,000 private sector investment. Five schemes have been completed to date creating 2.66 full time equivalent jobs.
- In addition to the actions included within the improvement priority plan, we also helped the introduction of the first Shopmobility scheme which has enabled people with mobility issues to access the improved town centre with 'free to hire' mobility aids.
- In Pontypridd:
 - We laid high quality granite paving, installed new bespoke street furniture and restored the historic fountain at Penuel Square as set out below.

²³ Townscape Heritage Initiative - The Townscape Heritage Initiative is a grant programme which aims to undertake building refurbishment projects to preserve and enhance the Conservation Area of Aberdare Town Centre.

BEFORE



AFTER



- We continued to deliver a Townscape Enhancement Programme. From its start in 2010 to March 2013, we have supported in total 13 commercial properties and have approved £541,478 in grant support that will lever in £255,000 private sector investment. To date, 6 of the schemes have been completed and 18 jobs created.

An example of the one scheme completed is 6/7 High St, Pontypridd where the property owner took advantage of the programme to significantly improve the vacant property in the centre of town which enabled him to lease it out to Centric Recruitment, a training and recruitment company. Since opening a branch in Pontypridd more than 10 new jobs have been created by this growing business.

BEFORE



AFTER



- We introduced the Pontypridd Town Centre mobile “app” that can be downloaded onto I pads and I phones using the QR Code below. The “app” allows retailers in the Town to post special offers and also contains information on where to eat, shop and park in the town; all with the aim of increasing footfall numbers.



The year end position for the 2012/13 improvement priority plan for Physical regeneration can be found [here](#) (agenda item ‘Performance Report (Quarter 4) pages numbers 88 to 94).

PERFORMANCE INDICATOR RESULTS (2010/11 TO 2012/13)

We have set out below the 2012/13 performance indicators included in the Physical regeneration improvement priority plan. As the indicators we have set for this area are specific to our Council there are no all Wales comparisons available. We have however noted our performance for 2010/11 and 2011/12 to show the direction of travel over a three year period i.e. ↑ an improving trend in performance; ↔ no change in performance; and ↓ a worsening performance trend.

Measures (i.e. performance indicators)	Actual Performance			Direction of Travel (DOT) from 2010/11 to 2012/13	Comments on 2012/13 performance / 2013/14 target (where appropriate)	2013/14 Target
	2010/11	2011/12	2012/13			
Encouraging investment in Rhondda Cynon Taf to strengthen the economy and create jobs						
Number of businesses supported by Local Investment Fund	N/A	N/A	55 ²⁴ businesses	N/A		N/A
Number of businesses supported by Capital Grants Scheme	N/A	N/A	40 businesses	N/A		N/A
Number of social enterprises supported by the Community Economic Development Programme	N/A	N/A	13 social enterprises	N/A		N/A
Number of suppliers attending local development workshops	N/A	N/A	403 suppliers	N/A		400
Number of suppliers registered on the Authority's Strategic Procurement System	N/A	N/A	10,930 suppliers	N/A		N/A

²⁴ Data originally reported as 56. One business received a grant in March 2013 but this was not defrayed until April 2013 and consequently has been removed from the 2012/13 figures

Measures (i.e. performance indicators)	Actual Performance			DOT from 2010/11 to 2012/13	Comments on 2012/13 performance / 2013/14 target (where appropriate)	2013/14 Target
	2010/11	2011/12	2012/13			
% creditor payments to local business using post codes a) CF b) SA c) NP	No performance information has been reported for this indicator. The assessment identified further work is required to more clearly set out the definition of the indicator and the information needed to support it. This will be developed in 2013/14					
Number of people being employed or trained as a result of Community Benefits into Major Authority Contracts	N/A	N/A	See Comments	N/A	Although a performance result has been produced, due to a lack of information to 'back up' the position, no data has been reported	N/A
In partnership, ensure a range of good quality housing is available						
Projected spend on private sector housing in total	£9,836,000	£9,391,202	£9,506,725	↓		N/A
Number of additional affordable housing units provided during the year#	77	40	40	↓		40

Measures (i.e. performance indicators)	Actual Performance			DOT from 2010/11 to 2012/13	Comments on 2012/13 performance / 2013/14 target (where appropriate)	2013/14 Target
	2010/11	2011/12	2012/13			
Number of energy efficient insulation measures installed#	N/A	N/A	3,783 measures	N/A	The 2012/13 actual performance results have been revised following review. Also, there is a new provider and funding streams for 2013/14 that will take some time before becoming fully operational. Targets have reduced for 2013/14 to take account of this	1,000 measures
Number of properties that have had energy efficiency measures installed#	N/A	N/A	3,270 Properties	N/A		450 properties
Number of private sector dwellings that have been vacant for more than 6 months at 1st April that were returned to occupation during the year through direct action by the local authority#	16 private sector dwellings	36 private sector dwellings	86 private sector dwellings	↑	Lower target set for 2013/14 based on funding available to support this area	45 private sector dwellings

- these performance indicators were also reported as part of the Enforcement & Regulation priority plan in 2012/13. As indicated in the 'WHY WAS THIS AREA A PRIORITY IN 2012/13?' section, Housing related indicators will appear within the Public Health and Protection priority plan (formerly the Enforcement and regulation priority plan in 2012/13) for 2013/14 onwards

KEY AREAS FOR IMPROVEMENT IN 2013/14

A broad range of initiatives and programmes of significant investment continued to be delivered during 2012/13. Key population statistics for 2012 tell us that there were:

- 149,500 people of working age living in Rhondda Cynon Taf of which 62.5% of these were in employment (compared to 62.6% in 2011). This rate is 8.4% lower than that for the United Kingdom;
- 11,800 unemployed²⁵ people in Rhondda Cynon Taf, a rate of 11.1% (compared to 10,700 or 10.1% for 2011). The latest information is 3.3% higher than Great Britain;
- 41,800 people of working age in Rhondda Cynon Taf were economically inactive²⁶, a rate of 28.3% (compared to 44,500 or 29.9% for 2011). This rate is 5.4% higher than that for the United Kingdom.

We therefore need to continue our work to further support businesses and the regeneration by:

- Evaluating the impact of community benefits clauses arising from recent major contracts and pilot the use of Community benefits clauses in projects of less than £2M;
- Progressing the regeneration of the Pontypridd Lido to bring the grade II listed building back into economic use as a regional visitor attraction supporting regeneration;
- Continuing to support the regeneration of Pontypridd by completing public realm enhancements, and delivering a programme of Townscape enhancement projects to improve the condition of business premises, bring floor space back into use and create jobs;
- Developing joint initiatives with businesses and stakeholders in Pontypridd and Aberdare to encourage and attract business investment and sustain existing businesses;
- Continue to deliver improvements to the business support service to maximise opportunities for our businesses;
- Maximise external funding opportunities which align with the Council's priorities and those of the Single Integrated Plan.

²⁵ Unemployed people are those who do not have a job but are available for or seeking work.

²⁶ Economically inactive people include long term sick people, people with caring responsibilities and people not seeking work.

SOCIAL REGENERATION

We aim to support income maximisation, skills development and employability initiatives for local people to help tackle labour market disadvantage and poverty. We will also provide services to help meet people's housing needs and in doing so reduce homelessness.

WHY WAS THIS AREA A PRIORITY IN 2012/13?

- 26.7% of children were deemed in poverty compared to the Wales average of 22.7% as identified by the Child Poverty Unit and as set out in the Child Poverty Act 2010. No up dated figure has been produced since this time.
- In February 2011, 23.4% of people (35,050) were claiming benefits in Rhondda Cynon Taf, compared to 18.3% for Wales and 14.5% for the UK. The rate in Rhondda Cynon Taf has been consistently higher than Wales and the United Kingdom over the last decade. During February 2012, this figure increased to 23.6% (35,270 people) against a Wales average of 18.6%.
- 69.7% of people (105,000) were economically active compared to the Wales average of 72.5% (as at September 2011).
- 16.6% of people (24,700) aged between 16-64 have no formal qualifications compared to the Wales average of 13.3% (December 2010). This figure improved slightly in 2011 to 14.4% (21,200 people) but is still above the Wales average of 12.3%.
- 12.2% of young people aged 18-24 (2,795) were claiming Job Seekers Allowance compared to the Wales average of 8.5% (as at September 2012).
- Homeless presentations increased by 26% in 2011/12 compared to 2010/11 (from 433 to 546).

HEADLINE INFORMATION FOR 2012/13

- The Citizens Advice Bureau Welfare Rights Service helped over 2,600 to review their financial entitlements and this work helped an additional £1.8m being paid to individuals that were entitled.
- We helped support and promote Credit Unions at our Welfare Reform events across the County Borough as a way of saving money and as an affordable alternative to high interest credit agreements to those over 18 years old. We also made these facilities available locally and in our One4aLL Centres. During 2012/13, 873 people in Rhondda Cynon Taf took up credit union membership and a total of 1,277 loans were taken out worth in excess of £1M.
- Our Genesis programme, funded by the Welsh Government, accommodated 251 participants, 65% of which either entered further learning, gained employment or achieved other positive outcomes. The number of participants accommodated was lower than the 300 we targeted primarily due to notification that funding would cease in June 2013, as a result we focussed attention on those individuals that required short term interventions.
- Our Bridges into Work programme²⁷ accommodated 558 participants of which 242 entered further learning or gained employment. This fell short of the target we set ourselves of 300 with influencing factors being people's personal / family circumstances changing and disengagement due to lack of interest, resulting in participants not completing their course. An example of a participant's experience was:

“Anna-Marie joined “Bridges into Work” in April 2009 to attend the Food Hygiene course and then went on to do several other courses including “Customer Care, Administration and Business studies Level I & II”, “Taking Opportunities and Computers Level I & II”. Anna-Marie gained OCN qualifications in all the above and also benefited from attending an “Essential Skills” class where she improved her Literacy skills. During the “Taking Opportunities” course, Anna-Marie produced a quality CV which she then presented to a Manager of City Facilities who contract to Asda for the cleaning service. The Manager was very impressed with Anna-Marie’s CV and offered Anna-Marie a position as a cleaner which she then started 1 week later, 5th Oct 2010. Anna-Marie informed us that she felt she had the job as a direct result from training with Bridges into Work, and is still employed today. Anna-Marie is so pleased with the training and support that she gained from Bridges into Work, she has now brought her sister along to sign up and attend training”

- Demand on our Housing Advice Centre increased from 1,424 in 2011/12 to 1,563 2012/13 (i.e. homeless presentations and preventative cases) with a contributory factor being the on-going difficult financial climate. The work of the centre helped to prevent

²⁷ Bridges into Work - a European funded project working across six areas of South Wales: Blaenau Gwent, Bridgend, Caerphilly, Merthyr Tydfil, Rhondda Cynon Taf and Torfaen. It aims to support local people unemployed or not in full time education gain the skills and confidence needed to help them move towards employment. Independent learning plans for individuals are supported by free courses, basic skills development and assistance with childcare

88.34% (462 out of 523) of potentially homeless households becoming homeless for at least six months, our performance being better than the all Wales average for 2012/13 (62.6%) when compared to other Councils across Wales.

- In September 2012 we introduced a Council Apprenticeship Scheme and appointed 33 people on fixed term paid apprenticeships. It is too early to evaluate the impact of the scheme; an evaluation will be undertaken during 2013/14 following the first full year of the apprentices being in post.

WHAT OTHER PROGRESS DID THE IMPROVEMENT PRIORITY MAKE IN 2012/13 AND DID IT MAKE A DIFFERENCE?

We said we would improve the financial capability of individuals and families

- We intended to create a directory of welfare rights services that could be accessed by professionals and the public. Work has commenced on a directory that covers Council commissioned or directly provided provision but this needs to be expanded to include, when published, the findings of the Welsh Government's Advice Services review for a more complete picture to be presented.
- In addition to our planned work at the start of the year, we also provided a one-off funding package to the Citizens Advice Bureau to help sustain their existing levels of service and to meet increasing demand. The Citizens Advice Bureau has seen a 32% increase in the number of benefit enquiries compared to the previous year, many as a result of welfare reform changes, and was able to assist approximately 4,000 residents and dealt with around 11,000 benefit enquiries.

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

- Through the Department for Work and Pensions Flexible Support Fund and working in partnership with Job Centre Plus and Communities First, we helped 6 working aged adults aged 25+ with dependant children to enter employment within 2 months of them completing an employability training and work placement programme.
- In partnership with the University of South Wales (Newport) we launched the Quality, Work, Employability, Skills and Training (QWEST) programme. This European Social Funded project aims to help people towards employability by providing free training and further learning. Between July and December 2012, 26 participants gained a qualification. An example of a participant's experience was:

Michelle from Tonyrefail left her employment as a nursing home carer to look after her young family. She felt anxious about returning to work as she hadn't been in a working environment for a number of years. Through QWEST, Michelle enrolled on a Community Development course and gained qualifications which enabled her to secure work in a local nursing home. She is really

enjoying being back at work and believes QWEST helped her to stay confident when she wasn't working, and that the project provided the flexibility to enable her to gain qualifications at her local Community centre whilst her children were at school

- 216 people entered work following support from work / enterprise clubs. We also wanted to agree a network of clubs across the County Borough by the end of March 2013 to help focus more attention on those areas of highest unemployment. We did not manage to complete this during 2012/13 and will be carried forward into 2013/14.

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

- In partnership with Supporting People Service Providers e.g. ADREF, Gwalia, Age Concern, we developed and implemented an independent living skills programme to educate and support tenants to improve their life and independent living skills and to increase their ability to maintain a tenancy and avoid homelessness. Feedback from participants included '*Without a doubt – today's training / learning will be really beneficial to use with our service users who have to live independently from quite a young age and are not always equipped to do so*' and '*The programme will be vital to our project – much of the units will go hand in hand with the service users support needs – it will feed into their support plan, having a programme with all support needs combined*'.
- We aimed to increase the number of supported accommodation bed spaces available for young people within Rhondda Cynon Taf, through a Supported Lodgings Scheme pilot, to ensure there is enough provision to meet demand. We were unable to progress this area due to lack of interest by partners and we will look to re-address this area during 2013/14. We were however able to create 3 additional bed spaces in partnership with the Rhondda Housing Association and LLamau²⁸.
- We were unable to complete a market analysis to help maximise the use of private rented sector accommodation to meet homeless housing needs. This was due to the need to prioritise resources to meet increased demand in 2012/13. This action will be progressed during the forthcoming year to focus on housing options that support people and households affected by the Welfare Reform changes, in particular under-occupation and shared accommodation for single people under 35 years of age.

We said we would help to increase opportunities for young people to enter employment, education and training to help address rising youth unemployment

- Through the Department for Work and Pensions Flexible Support Fund and working in partnership with Job Centre Plus, Stratum Training and Bridges Into Work, we implemented an employability training and work placement programme in the Aberdare, Porth and Treorchy Job Centre Plus catchment areas for people aged 18 to 24. During the year, we helped 7 people to secure employment within 2 months of them completing the programme.

²⁸ LLamau is a registered charity working in Wales to improve the lives of socially excluded, homeless people

- In partnership with Ysgol Hen Felin and Elite Support Employment Agency, we have introduced a work based traineeship programme at Vision Products, supporting seven apprentices. This entailed Ysgol Hen Felin, in Ystrad, working closely with the Council's Vision Products service to develop an apprenticeship scheme that welcomes young adults with disabilities into work. Apprentices Kimberley Castle, Connor Morgan, Thomas Equeall, Ryan Howells, James Trembarth, Simon Bould, Matthew Chick achieved their NVQ (Level One) Diploma in Performing Manufacturing Operations. Each apprentice has a mentor (a Vision Products worker who volunteers to assist their colleagues) to offer training and support. This has been an integral part of the success and the achievements of the scheme. All seven apprentices have been able to integrate into the working environment, interacting with a range of people and developing their skills through training and support. Their duties have included updating community equipment information, meeting and greeting people, repairing, cleaning and repacking community equipment, repairing, cleaning and repacking complex equipment, having the ability to assemble and finish UPVC windows and doors and the ability to work independently and as part of a team. All of the individuals involved have since secured employment either on full or part time contracts within Vision Products, or elsewhere.



- We have worked with the Building the Future Together (BTFT) European Social Fund Project to motivate and engage young people in planning for their future careers. This has included introducing a young entrepreneur training and mentoring scheme; holding a 2 day career planning programme 'Catalyst' for both young people and employers, and introduce an outdoor alternative curriculum programme for hard to reach people. Overall, we have engaged with 11,090 young people as part of the project and 716 of them have entered further learning or gained employment as a result. The BTFT programme will not continue beyond 2013/14.

We will be assessing opportunities that may be available via the new European structural funding arrangements from 2014 to help us continue programmes similar to BTFT.

We said we would remodel Communities First Programme to help people living in our most deprived communities out of poverty

- We remodelled the Communities First Programme and in doing so established 8 new clusters across the County Borough. Funding for the new arrangements runs until March 2015 and aim to support three strategic outcomes linked to the Single Integrated Plan: Prosperous Communities; Learning Communities; and Healthier Communities. Cluster development plans have been created and up dates will be reported during the life of the programme to set out progress and impact made.

The year end position for the 2012/13 improvement priority plan for Social regeneration can be found [here](#) (agenda item 'Performance Report (Quarter 4) pages numbers 95 to 106).

DRAFT

PERFORMANCE INDICATOR RESULTS (2010/11 TO 2012/13)

We have set out below the 2012/13 performance indicators included in the Social Regeneration improvement priority plan and where available we have compared our performance with other Councils in Wales. These performance indicators have been marked with an *. and have been either shaded if our performance is in the Top Quartile (in the best 25% of local authorities in Wales); shaded if our performance is in the Bottom Quartile (in the worst 25% of local authorities in Wales); or a comment included to indicate if our performance is better / same as / worse than the all Wales average.

In addition, we have also noted our performance for 2010/11 and 2011/12 to show the direction of travel over a three year period i.e. ↑ indicates an improving trend in performance; ↔ indicates no change in performance; and ↓ indicates a worsening performance trend.

Measures (i.e. performance indicators)	Actual Performance			Direction of Travel (DOT) from 2010/11 to 2012/13 ²⁹	Comments on 2012/13 performance / 2013/14 target (where appropriate)	2013/14 Target
	2010/11	2011/12	2012/13			
Improve the financial capability of individuals and families and ensure that they have access to financial support services that helps them make full use of their financial entitlements						
Time taken to process Housing & Council Tax Benefits – days	10.0 days	10.0 days	11.2 days	↓		The measure has not been included in the 2013/14 plan
Number of people supported through Council funded welfare rights advice services	NR ³⁰	NR	2,671 people	Not Applicable (N/A)		No targets set – performance primarily outside of the control of the Council
Amount of additional income gained for people supported by Council funded welfare rights services	NR	NR	£1,848,267	N/A		

²⁹ Direction of Travel – where actual performance is only available for 2011/12 and 2012/13, this has been used to determine the direction of travel

³⁰ NR – not reported or planned to be reported in the future

Measures (i.e. performance indicators)	Actual Performance			DOT from 2010/11 to 2012/13	Comments on 2012/13 performance / 2013/14 target (where appropriate)	2013/14 Target
	2010/11	2011/12	2012/13			
Number of people who are members of Credit Unions in Rhondda Cynon Taf	NR	NR	5,318 People	N/A		These measures have not been included in the 2013/14 plan
Number of new loans and savings accounts issued by Credit Unions in Rhondda Cynon Taf	NR	NR	1,277 people	N/A		
% of eligible children taking up their free school meal entitlement in both Primary and Secondary Schools	NR	NR	67.9%	N/A		
Increase opportunities for working age adults to enter employment, education and training						
Number of Bridges into Work Programme (BiW) participants	NR	NR	558	N/A		These measures have not been included in the 2013/14 plan
Number of BiW participants entering further learning and gaining employment	NR	NR	242	N/A		
Number of Genesis Programme participants	NR	NR	251	N/A		
% of Genesis Programme participants entering further learning, gaining employment and achieving other positive outcomes	NR	NR	65	N/A		
Number of DWP Flexible Support Fund programme participants (25+ with dependent children) entering sustainable employment within 2 months of programme completion	NR	NR	6	N/A		
Number of QWEST (Quality, Work, Employability, Skills & Training) participants gaining a qualification	NR	NR	26	N/A		

Measures (i.e. performance indicators)	Actual Performance			DOT from 2010/11 to 2012/13	Comments on 2012/13 performance / 2013/14 target (where appropriate)	2013/14 Target
	2010/11	2011/12	2012/13			
Number of people entering work following support from work/enterprise clubs	NR	NR	216 people	N/A		No targets set – performance primarily outside of the control of the Council
Number of people attending community learning programmes gaining accredited qualifications	NR	NR	See Comments	N/A	Although a performance result has been produced, due to a lack of information to 'back up' the position, no data has been reported	
Reduce homelessness and provide services that meet the housing and support needs of individuals and families						
% of all potentially homeless households for whom homelessness was prevented for at least 6 months*	82.6% households	87.7% households	88.3% households	↑	If we achieve our 2013/14 target this would represent above all Wales average performance (62.6%) based on 2012/13 results	80 house holds
Average number of days that all homeless households spent in other forms of temporary accommodation*	60 average days	72 average days	69 average days	↓	All homeless households spent less time in other forms of temporary accommodation compared to our 2012/13 target (75 days). This position represented top quartile performance when compared to other Councils in Wales. If we achieve our 2013/14 target this would represent above all Wales average performance (125.99 average days) based on 2012/13 all Wales performance results	95 average days

Measures (i.e. performance indicators)	Actual Performance			DOT from 2010/11 to 2012/13	Comments on 2012/13 performance / 2013/14 target (where appropriate)	2013/14 Target
	2010/11	2011/12	2012/13			
Average number of days all homeless families with children spent in Bed & Breakfast accommodation*	21 average days	1 average day	25.5 average days	↓	Homeless families with children spent longer in Bed & Breakfast accommodation compared to our 2012/13 target (10 days) and our performance represents bottom quartile performance when compared to other Councils in Wales. Performance was adversely affected by the need to house 2 families with children out of normal office hours between July and September 2012 and thereafter arranging permanent accommodation to best meet the needs of these families. If we achieve our 2013/14 target this would represent above Wales average performance (22.25 average days)	20 average days
Average number of days that all homeless households spent in Bed & Breakfast accommodation	26 average days	31 average days	40 average days	↓	All homeless households spent longer in Bed & Breakfast accommodation compared to our 2012/13 target (35 days) and our performance is slightly worse than the all Wales average of 39.49%. The primary influencing factor has been increased caseloads that have impacted on the time taken to process homeless applications and as a result people's length of stay in Bed and Breakfast accommodation. If we achieve our 2013/14 target this would represent bottom quartile performance based on 2012/13 all Wales performance results	55 average days

Measures (i.e. performance indicators)	Actual Performance			DOT from 2010/11 to 2012/13	Comments on 2012/13 performance / 2013/14 target (where appropriate)	2013/14 Target
	2010/11	2011/12	2012/13			
Increasing opportunities for young people to enter employment, education and training						
% of 16-18 Not in Employment, Education or Training (NEETs)	NR	5.1	5.2	↓	Direction of travel based on performance for 2011/12 and 2012/13 only	No target set – performance primarily outside of the control of the Council
% of young people aged 18 to 24 claiming Job Seekers Allowance (JSA)	NR	NR	10.4	N/A		The measures have not been included in the 2013/14 plan
Number of DWP flexible support fund programme participants (young people aged 18 to 24) entering sustainable employment within 2 months of programme completion	NR	NR	7	N/A		
Number of apprentices recruited via the Council's Apprenticeship Scheme	NR	NR	33	N/A		11
Number of trainees in sustainable employment within two months of completing the Vision Products traineeship scheme	NR	NR	4	N/A		No target set – performance primarily outside of the control of the Council
Number of Building the Future Together (BTFT) Programme participants	NR	NR	11,059	N/A		The measures have not been included in the 2013/14 plan
Number of BTFT participants entering further learning or gaining employment	NR	NR	613	N/A		

KEY AREAS TO FOCUS ON FOR 2013/14

Key statistics for 2012 and 2013 tell us that:

- Over 22% of children in Wales live in workless households (as at December 2012);
- 15.8% of people aged between 16-64 have no formal qualifications compared to the Wales average of 11.4% (as at December 2012);
- 71.7% of people are economically active compared to the Wales average of 73.8% (as at March 2013);
- Homeless presentations continue to increase and are up 7.5% on last year (587 compared to 546);
- 9.6% of young people are claiming Job Seekers Allowance compared to the Wales average of 7.1% (as at July 2013);
- Rhondda Cynon Taf ranks as the 3rd most deprived local authority area in Wales with 17.8% of lower super output areas being in the top 10% of deprived areas and 73.7% of area being in the top 50%.

The above information together with our own local information has informed the following areas to be prioritised:

- Work with Citizen Advice Bureau to secure additional temporary funding to maintain existing service levels following recent cuts to Legal Aid and Communities First funding and undertake a review to determine the most cost effective way forward;
- Map geographically the areas most affected by each of the Welfare Reform changes to enable targeted delivery of activities;
- Deliver programmes of financial capability work in partnership with Communities First Clusters to improve people's knowledge and skills to understand and manage their own financial circumstances;
- Re-establish work clubs in partnership with new Communities First Clusters to provide community-based support to help people gain employment;
- Through Supporting People Grant, work with the chosen housing provider to develop a dedicated emergency accommodation scheme for young people and also remodel existing provision.

ENVIRONMENT

Within the Environment (and Housing) theme of the Community Strategy, the vision is for a 'cleaner, greener Rhondda Cynon Taf which leads the UK in waste reduction, has excellent parks and green spaces and the highest quality housing provision'.

The improvement priority that primarily supports this theme is 'Streetcare services and the natural environment'; our assessment is detailed below.

STREET CARE SERVICES AND THE NATURAL ENVIRONMENT - A CLEANER, GREENER COUNTY BOROUGH

We aim to improve the local environment across the County Borough by reducing the amount of waste that is sent to landfill, increase recycling rates, delivering cleaner streets, improving the condition of our highways and keeping traffic moving by addressing parking issues.

WHY WAS THIS AREA A PRIORITY IN 2012/13?

- The Council has to meet challenging Welsh Government and European targets to reduce the levels of waste sent to landfill and increase the amount of waste reused and recycled. The Welsh Government recycling target for 2012/13 was 52%. Failure to reach this target could result in financial penalties and would have an adverse effect on the environment.
- The Wales Audit Office, our external auditor, stated in their Annual Improvement Report (January 2012) – "Waste management is a recognised priority for the Council and, building upon its sound performance in recycling through effective community engagement, the Council has a continued challenge to reduce the amount of waste it sends to landfill".
- Over 86% of respondents to the 2012/13 revenue budget consultation agreed that a focus on waste as a priority area would improve their quality of life. Although waste services were generally regarded as having improved significantly, the area continued to attract a high number of complaints relative to other Council services, reflecting both the widespread use of the service and its importance to residents.

- During 2011/12, 3,018 fly tipping incidents and over 200 incidents of graffiti were reported. 2,039 warning letters and 403 fixed penalty notices were issued for offences such as littering, graffiti, dog fouling and fly posting, showing the scale of environmental crimes in the area. Despite a very responsive service (for example, 100% of graffiti and 99% of fly tips reported were removed within 5 days), there continues to be public concern around the cleanliness of our streets. Consultation undertaken in our town centres identified dog fouling, graffiti and littering as factors marring visits to towns in Rhondda Cynon Taf. Street Cleaning Services attracted an even split of both complaints and compliments from the public, reflecting both the public dissatisfaction with environmental crimes such as littering and recognition of the work undertaken by the service.
- The condition of roads in Rhondda Cynon Taf was amongst the worst in Wales in 2011/12, as measured by national performance indicators. Residents have told us that improving the condition of the highways, in particular reducing the number of potholes, is a priority. A number of complaints and compliments were received in this area, demonstrating the remaining issues and recognising the highways improvement work being undertaken.

HEADLINE INFORMATION FOR 2012/13

- Our performance in the area of waste disposal, as measured by statutory performance indicators, was mixed:
 - 38.2% of municipal waste was sent to landfill compared to the target we set ourselves of 47%. This represents a reduction in the tonnage of waste being sent to landfill compared to 2011/12, from 49,437 to 43,678, and is better than the Wales average performance of 41.03% when compared to other Councils in Wales;
 - 46.2% of municipal waste was prepared for reuse and/or recycling³¹ compared to the target we set ourselves of 52%. Although this represents an increase in tonnage compared to 2011/12, from 47,112 to 52,822, our performance represents the lowest rate when compared to other Councils in Wales. A key contributory factor was poor weather conditions during the summer that resulted in less green waste being put out by households for collection.

³¹ As measured by the statutory performance indicator - % of municipal waste prepared for reuse and/or recycling, including source segregated biowastes that are composted or treated biologically in another way

- 99.49% of highways and relevant land inspected was of a high or acceptable standard of cleanliness compared to the target we set ourselves of 90% and our performance of 99.37% in the previous year. Our 2012/13 position is based on the inspection of 792 randomly selected streets and represents top quartile performance when compared to other Councils in Wales.
- 10.0% of our principal (A) roads and non principal / classified (B and C) roads were reported in an overall poor condition, representing better than the Wales average performance of 13.4% and also better than the position we reported in 2011/12 of 11%. This improving trend has been supported by an on-going highways investment programme: £5.3M in 2012/13 and £6.7M in 2011/12.

WHAT OTHER PROGRESS DID THE IMPROVEMENT PRIORITY MAKE IN 2012/13 AND DID IT MAKE A DIFFERENCE?

We said we would deal with waste more sustainably by reducing the amount of waste that is sent to landfill and increasing the amount of waste that is recycled, reused or composted

- We introduced a school uniform recycling scheme, “Re-uniform”, and a sports boot recycling initiative, ‘Reboot’. Since April 2012, over 1,800 school uniform items have been prepared for re-use and over 200 boots have been collected and are currently being reconditioned for re-sale at the Recycling Shop in Pontypridd. We estimate the average cost of school branded items such as jumpers, polo shirts and fleece jackets totals around £70. The Re-uniform scheme enables parents to purchase ‘like-new’ items for around £5 each. These schemes are also helping to improve the percentage of waste prepared for re-use: in 2011/12 our rate stood at 0.32% (or 349 tonnes) and in 2012/13 this had increased to 0.39% (or 442 tonnes). We have also produced a short [DVD](#) of the initiative.



- In partnership with Merthyr Tydfil and Newport County Borough Councils we were able to appoint a preferred bidder for the development of a new Food Waste Treatment plant in Rhondda Cynon Taf. The project is funded by the Welsh Government's Regional Capital Access Fund and the facility will turn food waste into reusable energy. We were not able to commence the

contract by the original date of September 2012 due to on-going dialogue with the preferred bidder and the need for further site investigation work. It is anticipated that the contract will commence in 2013/14.

We said we would deliver cleaner streets all year round ensuring a continued focus on enforcing of littering, graffiti, fly tipping and fly posting, and promoting civic pride

- In addition to the streets we inspected, Keep Wales Tidy also undertook separate independent inspections of our streets. The results of both are combined and a score is calculated (this is then reported as a performance indicator: the Cleanliness Index). For 2012/13 our score was 74.65 and represents top quartile performance compared to other local authorities in Wales.
- On-going marketing, focusing effort on “Dog Fouling, it’s No Picnic”. This campaign was aimed at tackling one of the biggest issues on our streets. Over the last 10 months, 51 tonnes of dog mess has been collected by our Streetcare staff, the majority collected from dog waste bins installed across the County Borough.
- We continued awareness raising with visits to schools, community events and the Visitor Centre at Bryn Pica Landfill Site. At Bryn Pica we take school children on a safari around the landfill site. Feedback has included:

“Very interesting – fun and educational. Good variety of activities – the children loved going on safari and sorting the recycling. The children and I have learnt a lot. I’m sure we will be recycling more”

Ysgol Gynradd Cymraeg Pont-Sion-Norton



We said we would maintain the highways and street environment to meet the needs of all members of the community and improve traffic flow through appropriate use of our enforcement powers

- Our highways investment programme supported resurfacing work to be completed on 190 streets and a further 255 streets were patched or had potholes repaired. An example of our work includes Forest Road, Treforest.

BEFORE



AFTER



- 6.25% of our streetlights were out of light during the year. This represents around 1,795 lights from a total number of 28,726.
- Civil Parking Enforcement was introduced in August 2012 to combat inconsiderate parking and improve traffic flow. 6,985 Penalty Charge Notices were issued between August 2012 and March 2013, 183 (2.6%) were cancelled following challenge. This demonstrates the Council's role in improving traffic flow in a responsible manner. Positive feedback has also been received verbally by Civil Parking Enforcement Officers, for example, around school areas that had previously experienced severe parking problems.



The year end position for the 2012/13 improvement priority plan for Streetcare services and the natural environment can be found [here](#) (agenda item Performance Report (Quarter 4) pages numbers 54 to 60).

PERFORMANCE INDICATOR RESULTS (2010/11 TO 2012/13)

We have set out below the 2012/13 performance indicators included in the Streetcare services improvement priority plan and where available we have compared our performance with other Councils in Wales. These performance indicators have been marked with an * and have been either shaded if our performance is in the Top Quartile (in the best 25% of local authorities in Wales); shaded if our performance is in the Bottom Quartile (in the worst 25% of local authorities in Wales); or a comment included to indicate if our performance is better / same as / worse than the all Wales average.

In addition, we have also noted our performance for 2010/11 and 2011/12 to show the direction of travel over a three year period i.e. ↑ indicates an improving trend in performance; ↔ indicates no change in performance; and ↓ indicates a worsening performance trend.

Measures (i.e. performance indicators)	Actual Performance			Direction of Travel (DOT) from 2010/11 to 2012/13	Comments on 2012/13 performance / 2013/14 target (where appropriate)	2013/14 Target
	2010/11	2011/12	2012/13			
To deal with waste more sustainably by reducing the amount of waste that is sent to landfill and increasing the amount of waste that is recycled, reused or composted						
% of local authority municipal waste collected by Local Authority and prepared for reuse and/or recycled, including source segregated biowastes that is composted or treated biologically in another way*	41.4%	43.8%	46.2%	↑	If we achieve our 2013/14 target, this would represent just below the Wales average performance of 52.26% (based on 2012/13 Wales performance results)	52%

Measures (i.e. performance indicators)	Actual Performance			DOT from 2010/11 to 2012/13	Comments on 2012/13 performance / 2013/14 target (where appropriate)	2013/14 Target
	2010/11	2011/12	2012/13			
% of municipal waste sent to landfill*	52.8%	43.2%	38.2%	↑	If we achieve our 2013/14 target, this would represent bottom quartile performance (based on 2012/13 Wales performance results)	48%
% of municipal waste used to recover heat and power*	2.1%	9.5%	15.6%	↑	Our 2012/13 performance is Top Quartile and better than the Wales average of 4.63%	The measure has not been included in the 2013/14 plan
Total Tonnage of Food Waste collected by the Local Authority	4,090 tonnes	6,229 tonnes	5,746 tonnes	↑	Although an overall improving trend, less tonnes collected compared to 2011/12. The reduction is primarily due to residents being more aware of the amount of food they recycle and as a result 'throwing out' less food	No target set – performance primarily outside of the control of the Council
% of local authority collected municipal waste prepared for reuse*	0.3%	0.3%	0.4%	↑	Our 2012/13 performance is worse than the all Wales average of 1.91%	The measure has not been included in the 2013/14 plan

Measures (i.e. performance indicators)	Actual Performance			DOT from 2010/11 to 2012/13	Comments on 2012/13 performance / 2013/14 target (where appropriate)	2013/14 Target
	2010/11	2011/12	2012/13			
To deliver cleaner streets all year round ensuring a continued focus on enforcement of littering, graffiti, fly tipping and fly posting and promote civic pride						
% of highways and relevant land inspected of a high or acceptable standard of cleanliness*	97.6%	99.4%	99.5%	↑	Lower target set due to £0.5M reduction in street cleansing resources in line with the Council's agreed budget strategy for 2013/14. If we achieve our 2013/14 target, this would represent bottom quartile performance (based on 2012/13 Wales performance results)	90%
% of inspected streets not at an acceptable standard of cleanliness returned to grade A standard within one working day	N/A	N/A	95.8%	N/A	Lower target set due to £0.5M reduction in street cleansing resources in line with the Council's agreed budget strategy for 2013/14.	85%
The Cleanliness Index*	74	76	75	↑	A lower score primarily due to increased incidences of dog fouling (same reason as above for the 2013/14 target set and would represent below the Wales average of 72.2 based on 2012/13 Wales performance results)	70
% racist graffiti removed within 1 day	100%	100%	100%	↔	2013/14 targeted response times maintained at 2012/13 target levels due to an increasing trend of graffiti incidents	90%
% graffiti items removed within 5 days	97%	100%	100%	↔		90%

Measures (i.e. performance indicators)	Actual Performance			DOT from 2010/11 to 2012/13	Comments on 2012/13 performance / 2013/14 target (where appropriate)	2013/14 Target
	2010/11	2011/12	2012/13			
% of reported fly tipping incidents cleared within 5 working days*	98.2%	99.0%	99.5%	↑	Targeted response time maintained at the 2012/13 level due to volatility of the area. If we achieve our 2013/14 target, this would represent bottom quartile performance (based on 2012/13 Wales performance results)	90%
Number environmental awareness educational visits undertaken	415 visits	557 visits	740 visits	↑		The measures have not been included in the 2013/14 plan
Number of Fixed Penalty Notices (FPNs) issued for environmental crimes	256 FPNs	403 FPNs	586 FPNs	N/A	More or less does not necessarily represent positive / not so positive performance. Data was reported during 2012/13 to provide more contextual information for the reader	
Number of Fixed Penalty Notices (FPNs) paid within 28 days of issue	N/A	189 FPNS	302 FPNS	N/A		
Number of warning letters issued relating to enviro crimes	N/A	2,039 warning letters	9,079 warning letters	N/A		
Number of partnership projects/multi agency enforcement operations undertaken	29	98	152	↑		

Measures (i.e. performance indicators)	Actual Performance			DOT from 2010/11 to 2012/13	Comments on 2012/13 performance / 2013/14 target (where appropriate)	2013/14 Target
	2010/11	2011/12	2012/13			
Maintain the highways and street environment to meet the needs of all members of the community and improve traffic flow through appropriate use of our enforcement powers						
% of Principal (A) roads ³² that are in overall poor condition*	16.2%	9.8%	7.6%	↑	If we achieve our 2013/14 target this will represent above Wales average (worse than) performance of 5.3% based on 2012/13 Wales performance results	7%
% of Non-principal/classified (B) ³² roads that are in overall poor condition*	15.2%	9.5%	9.9%	↑	Performance worsened slightly for 2012/13 primarily due to the performance indicator results being calculated on 25% sample of B and C roads being inspected each year. A number of these had not yet been subject to work as part of our Highways Improvement Programme. <ul style="list-style-type: none"> • Our 2012/13 performance for B roads (9.9%) is worse than the Wales average of 7.5% • Our 2012/13 performance for C roads (13.9%) is better than the Wales average of 18.7% 	9%
% of Non-principal/classified (C) ³² roads that are in overall poor condition*	15.3%	13.6%	13.9%	↑		13%

³² A Principal 'A' road is a non-motorway, major route (either dual or single carriageway); a Non-principal classified 'B' road is a local route which is numbered on maps and a Non-principal classified 'C' road is a local route which is not numbered on maps

Measures (i.e. performance indicators)	Actual Performance			DOT from 2010/11 to 2012/13	Comments on 2012/13 performance / 2013/14 target (where appropriate)	2013/14 Target
	2010/11	2011/12	2012/13			
% of street lights out of light during the year ³³	4.4%	5.6%	6.3%	↓	An ageing stock of lanterns contributed to more being out of light. A replacement / up grade programme is in place to help improve performance in this area	5.0%
The average number of calendar days taken to repair all street lamp failures during the year*	3.8 calendar days	4.2 calendar days	3.8 calendar days	↔	The 2013/14 target has been set in line with the agreed external contract for this area. Our 2012/13 performance is better than the all Wales average of 4.3 days	4 calendar days
% of roads resurfaced	N/A	N/A	8.5%	N/A		The measure has not been included in the 2013/14 plan

³³ % of street lights out of light during the year - no longer an indicator within the improvement priority plan for 2013/14

KEY AREAS TO FOCUS ON FOR 2013/14

We need to:

- Improve recycling rates across the County Borough from 46.2% in 2012/13 to a targeted level of 52% (just below the 2012/13 all Wales average of 52.26%). To help us achieve this we will:
 - Introduce a new nappy recycling service and further expand the range of products that can be recycled at our Community Recycling Centres by accommodating carpets;
 - Introduce an alternative weekly collection service that collects recyclable waste weekly and non-recyclable fortnightly;
 - Continue our marketing and door knocking activities to educate and encourage residents and businesses to reduce, reuse and recycle;
 - Plan for the medium term by commencing construction of a food waste treatment plant that will be due for completion in 2015.
- Continue to focus on keeping our streets clean by the enforcement of littering, graffiti, fly tipping and posting, and promoting civic pride. We have, however, reduced our targeted service levels due to a planned reduction in resources in 2013/14.
- Continue the investment to improve the condition of our roads by reducing the percentage that are in a poor condition from 10% in 2012/13 to a targeted 9.2% in 2013/14.

BRINGING IT ALL TOGETHER

This section is concerned with cross-cutting issues that relate to more than one of the Community Strategy themes and changes to our internal organisation that will assist the Council's front-line services in supporting the delivery of the Community Strategy.

The improvement priorities that primarily support this are 'Medium term service planning' and 'Better customer contact'. Our assessments are detailed below.

MEDIUM TERM SERVICE PLANNING – DELIVERING WITHIN OUR MEANS

We aim to maintain the Council's long term health via strong and accountable financial and performance leadership, underpinned by robust workforce and asset management arrangements. We will also continue to challenge how we deliver services, to ensure that we maximise opportunities to deliver efficiency; this could include providing them in partnership with others where this is in the best interests of our residents.

WHY WAS THIS AREA A PRIORITY IN 2012/13?

- 90% of people who provided feed back as part of our 2012/13 revenue budget consultation exercise either agreed or strongly agreed that we need to '*carefully manage the Council's money to get the most out of it*'.
- Proposed funding levels for the next five years were likely to be well below Central Government's target for inflation of 2%, meaning that we needed to deliver improvement in priority areas, with less resource. A disciplined and innovative approach to managing our finances would be crucial.
- Our external auditor, the Wales Audit Office, recommended we look to improve further our financial management framework by developing a suite of performance indicators to measure and compare unit costs to help inform scrutiny and challenge and identify scope for efficiencies.
- Our workforce is our most important asset and accounts for over 65% of our total budget. A continued focus on enhancing further the skills of our staff would be paramount to meet the changing needs of our service users.
- A formal partnership review in 2011/12 highlighted the need for partnership working to be more efficient, effective, evidence-based and deliver better outcomes for citizens. During this time Welsh Government also called for a rationalisation of partnership structures,

encouraging stronger public leadership to tackle issues that could only be addressed by working in partnership. In support of this, the Welsh Government published guidance on the production of 'Single Integrated Plans', which would replace existing partnership plans and identify the priorities and actions that were deemed to have the biggest positive impact on the residents of the area, therefore reducing duplication and releasing resources.

HEADLINE INFORMATION FOR 2012/13

- Following a 0.42% increase to our revenue funding, we set a revenue budget that:
 - Adopted a responsible approach to the setting of the Council Tax level, where an increase of 2.49% was applied (excluding the South Wales Police increase and Community Council precepts). This compares to an all Wales average increase of 1.95%;
 - Enabled targeted investment to support further improvement in our seven other improvement priorities;
 - Helped to protect Council jobs, front line services and those people that are most vulnerable and disadvantaged within our communities.
- We maintained the level of our capital investment despite reductions in funding, setting a 3 year investment programme, 2012/13 to 2014/15, of £123M.
- Our robust financial management arrangements enabled the delivery of a balanced revenue budget during the year and maintained general reserve balances at £11.079M; above the £10M deemed by the Council's Chief Finance Officer to be the minimum required.
- In partnership, we undertook a unified needs assessment to determine the partnership priorities for the area, accompanied by a comprehensive consultation process, which tested the priorities and actions for the Single Integrated Plan emerging from the needs data. This whole process culminated in the publication of ['Delivering Change'](#) a Single Integrated Plan for Rhondda Cynon Taf published on the 29th March 2013.

Photovoltaic (Solar) panels installed at the Dare Valley Country Park, Aberdare

- We delivered an 'Invest to save' programme of energy efficiency initiatives that helped reduce the carbon dioxide emissions from our 100 largest non-domestic buildings by 5.92%. We also produced 165 Display Energy Certificates for the buildings that required them under the European Union Energy Performance of Buildings Directive. Further work to be undertaken in 2013/14 to assess the impact of the initiatives introduced in 2012/13.



WHAT OTHER PROGRESS DID THE IMPROVEMENT PRIORITY MAKE IN 2012/13 AND DID IT MAKE A DIFFERENCE?

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

- We maintained forward looking revenue and capital budget forecasts that predicted unprecedented reductions to funding levels into the future. Although we were able to set a deliverable revenue budget for the forthcoming year, we forecast a revenue budget gap of in excess of £55M over the next five years. This will require us to examine everything we do, become more efficient in what we do and due to the scale of the likely funding reductions, propose a range of options to reduce and / or cut services.
- We started to develop a model that can potentially help us assess the value for money provided by our services. This will be tested during 2013/14. We also devised and introduced four financial based performance indicators to help assess how cost effective specific activities were. These were within the:

- Children and family centred services improvement priority:
 - Standard external fostering placement (average cost per external placement per week) – the actual weekly cost was £702, less than the target we set of £720;
 - Standard external residential placement (average cost per external placement per week) - the actual weekly cost was £3,140, less than the target we set ourselves of £3,366.
- Maintaining people's independence improvement priority:
 - In house residential care for the elderly (average direct gross weekly cost per occupied bed) – the actual weekly cost was £736, more than the target we set ourselves of £710.
- Better customer contact improvement priority
 - Unit cost contact centre (cost per inbound call - daytime) – the actual cost was £1.88 per call, less than the target we set ourselves of £2.10.
- We did not deliver specific financial and performance management awareness raising sessions for elected Councillors as originally planned. We did however provide elected Councillors with on-going support, for example, as part of each scrutiny work programme, to help them effectively discharge their roles.

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

- We introduced a revised approach, called 'Managing People and their Performance', to help managers and staff get the best out of each other. This will be evaluated in specific service areas during 2013/14 to assess the impact and identify opportunities for us to further improve the arrangements in place.

We said we would strengthen local public sector leadership to tackle service delivery challenges from a citizen perspective that can only be addressed by working in partnership.

- The draft Single Integrated Plan for Rhondda Cynon Taf was subject to a period of formal consultation before its publication in March 2013. Over 40 different groups were consulted including those made up of children and young people. As well as face-to-face

consultation, 51 electronic or postal responses were received. 26 of these followed the online survey format. Of the survey responses, 80% of the individual respondents agreed with the proposed priorities of the Single Integrated Plan. 100% of the organisations that responded agreed with the priorities identified. Other responses were in the format of letters, e-mails or written meeting minutes. A representative comment from responses included:

“We fully support this plan and look forward to the success it will bring.”

(Delivering Change Consultation Responses feedback – January 2013)

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

- We reviewed and up dated the Council’s Annual Governance Statement³⁴ to show how the Council’s governance arrangements will play a key part in delivering improved outcomes for users. You can view a copy of our Annual Governance Statement for 2012/13 [here](#) (agenda item 6(iii) pages 179 to 200). The areas we need to address have been incorporated into our plan for 2013/14 and include updating the Council’s Risk Management Strategy and creating a corporate risk register.
- We were not able to progress improvements to the reporting of disability hate crime as planned but did continue with work ‘on the ground’. This will be progressed further during 2013/14.

The year end position for the 2012/13 improvement priority plan for Medium term service planning can be found [here](#) (agenda item ‘Performance Report (Quarter 4) pages numbers 34 to 43).

PERFORMANCE INDICATOR RESULTS (2010/11 TO 2012/13)

We have set out below the 2012/13 performance indicators included in the Medium term service planning improvement priority plan. As the indicators we have set for this area are specific to our Council there are no all Wales comparisons available. We have however noted our performance for 2010/11 and 2011/12 to show the direction of travel over a three year period i.e. ↑ indicates an improving trend in performance; ↔ indicates no change in performance; and ↓ indicates a worsening performance trend.

³⁴ Annual Governance Statement - The Council’s review of its system of internal control in accordance with best practice

Measures (i.e. performance indicators)	Actual Performance			Direction of Travel from 2010/11 to 2012/13	Comments on 2012/13 performance / 2013/14 target (where appropriate)	2013/14 Target
	2010/11	2011/12	2012/13			
Continued focus on stability and sustainability in terms of our finances						
Budgetary Control Performance – Level of year end General Fund Balances	£10.543M	£10.458M	£11.079M	↑		No target set
Improve the efficiency of our buildings through reduction of carbon emissions						
% reduction in carbon dioxide emissions from 100 largest non domestic Council buildings	7.19%	2.76%	5.92%	↓	Variations in annual performance in recent years have been principally influenced by extreme winters (hot and cold). The target reduction was increased from 3% in 2011/12 to 4% in 2012/13. The 2013/14 target has been maintained at 4% based on the energy efficiency programme for the forthcoming year	4%

Measures (i.e. performance indicators)	Actual Performance			Direction of Travel from 2010/11 to 2012/13	Comments on 2012/13 performance / 2013/14 target (where appropriate)	2013/14 Target
	2010/11	2011/12	2012/13			
Number of Council sites with up to date Display Energy Certificates (DECs)	N/A	165 DECs	165 DECs	N/A	The target has been increased due to changes in legislation (minimum size for qualification reduced to 500m2)	275 DECs
Improve the range and use of information that helps measure the impact that Council services have on service users						
% of Welsh Government performance incentive grant (Outcome Agreement) secured, based on performance	100%	100%	Awaiting outcome of external review by Welsh Government	N/A	No target set for 2013/14. Welsh Government in the process of issuing a new framework and guidance. A target to be determined following consideration of the new framework	N/A

KEY AREAS TO FOCUS ON FOR 2013/14

- Continue to maintain forward looking financial plans that are refreshed on an on-going basis throughout the year to take account of citizens / stakeholder feed-back and service planning updates.
- Throughout the year, report a range of service change / cut options to Cabinet for consideration and where deemed reasonable, onward public consultation and possible implementation, to enable the Council to deliver key services into the future within funding constraints.

- Introduce a new Welsh Government funded work placement programme within the Council, Jobs Growth Wales, by appointing up to 50 people on six month contracts to help prepare them for future employment.
- Deliver a new energy efficiency programme across Council buildings to help further reduce energy consumption.
- Undertake the annual review of the County Borough's Single Integrated Plan summarising achievements in the year and looking forward to identify any changes in priority requirements and actions.

BETTER CUSTOMER CONTACT – FOCUSING ON THE CUSTOMER

We aim to deliver easy access to services when our customers need them and through their preferred (or appropriate) channel, and provide quality responses based on timeliness, satisfaction and resolution at the first point of enquiry.

WHY WAS THIS AREA A PRIORITY IN 2012/13?

- Our Customer Charter puts our customers at the centre of the services we provide: ‘we promise to listen courteously to you, to try to be available to you at times that suit you and to try to understand your needs’.
- The Equality Act 2010 requires us to remove barriers to people accessing our services by providing alternative formats and means of contact and the Local Government (Wales) Measure 2009 places the understanding of citizens needs at the heart of service planning. In addition, the Welsh Government’s ‘Programme for Government’ requires public services to make more services digital so that they are easier for users to access and are efficient and convenient.
- We needed to expand the range of ways that customers could contact and do business with us. This was because:
 - From consultation with 437³⁵ customers, 44% indicated their first choice preference when contacting us was by telephone, 28% said it was via the web, 22% said face to face, 3% said by email and 1% said by letter (Note: due to rounding, figures do not add up to 100%);
 - Our most cost effective method of customer interaction in 2011/12 was through the web-site (£0.26 average cost per enquiry), followed by telephone (£1.76 average cost per enquiry) and then face to face (£5.12 average cost per enquiry).

³⁵ This sample size is based on Audit Commission Guidance to allow for a 95% confidence level in the results

HEADLINE INFORMATION FOR 2012/13

- More customers were using our website to interact with us, helping us to free up resources for those enquiries that required an advisor. Comparing 2010/11 with 2012/13:
 - Website – a 21% increase in visits from 1.4M to 1.7M;
 - Telephone contact (daytime and lifeline / out of hours) – an 11% reduction from 732,759 to 655,042. The scale of reduction was heightened slightly over this period as two Council Tax billing periods fell within the call numbers for 2010/11. When compared to a more typical year, 2011/12, the reduction was 5% i.e. from 689,209 to 655,042;
 - One4aLL Centres (face to face contact) – a 10% increase from 132,201 to 145,925³⁶. This was primarily due to each centre taking on 'Point of contact' responsibility for all Blue Badge applications.
- We now collect the majority of payments without the need for assistance from an advisor via for example payment kiosks at our One4aLL Centres, automated Touchtone over the telephone and via the website. The total percentage of payments collected by these means was 63% in 2011/12 increasing to 77% in 2012/13.
- A greater proportion of customers felt that we resolved their enquiry at the first point of contact via telephone and face to face, with a lower proportion feeling that we achieved this via the website:
 - Telephone contact centre: based on feed back from 1,800 customers, over 96% felt this was achieved for them over the past 2 years, with 90% or above for the past six consecutive years;
 - One4aLL Centres: based on feed back from 1,773 customers³⁷ in 2012/13, 97% felt that this was achieved. Performance in this area has been 95% or above since 2007/08;

³⁶ This figure represents all face to face 'advice' enquiries (excludes postal payment processing and Customer Care emails dealt with by One4aLL staff)

³⁷ 1,773 is based on over 1 in 10 customers requested to provide feed back for one week per quarter during the year.

- Website: 75.5% in 2011/12 compared to 74.9% in 2012/13. It is considered that the main reasons for lower performance in this area compared to telephone and face to face is because the customer may be dissatisfied with matters beyond the Council's control e.g. if seeking an update on a local burst water main, the Council is not the statutory body for this. Website feedback can also relate to service decisions made by the Council which do not necessarily reflect the customer's view of the website itself. For example, planning decisions sometimes adversely affect the satisfaction with the planning page(s).
- Our website attained the highest status (4 star) following an external assessment by SOCITM, being 1 of 13 Councils to attain this level out of 433 assessed across the UK. We were also named in the 'Top 20 best developed Websites in local government' as part of this assessment.

WHAT OTHER PROGRESS DID THE IMPROVEMENT PRIORITY MAKE IN 2012/13 AND DID IT MAKE A DIFFERENCE?

We said we would ensure customers can easily access services when they need to through their preferred (or appropriate) channel and receive a quality response based on timeliness, satisfaction and resolution at first point of enquiry

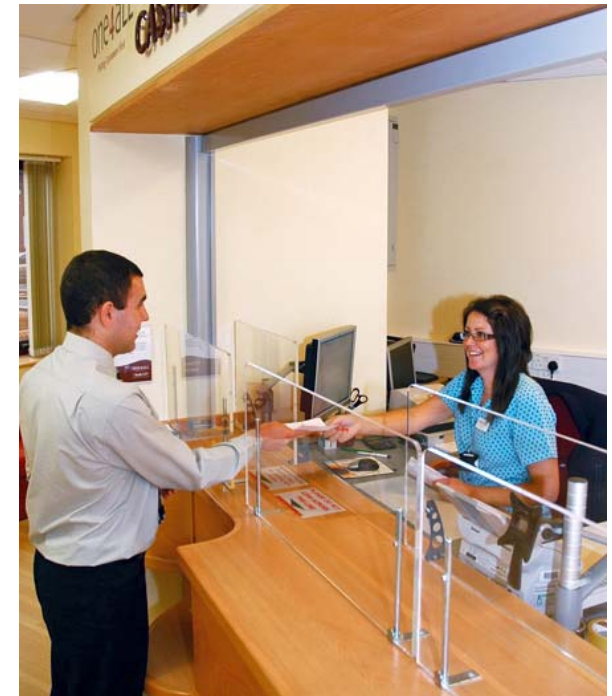
- Through the website:
 - We made available more services and information on-line:
 - Launched a customised view of the main website for mobile phone devices. As an example of usage, during the period of snow in January 2013, citizens preferred to view the Council's website on a mobile device, equating to 51.5% of visits where the 'norm' has usually been around 30%;
 - In the context of Welfare reform benefit changes, a dedicated area of the website 'your benefits are changing' was introduced to co-ordinate all aspects of reform in regard to Council services and to signpost customers to other relevant agencies. This section of the site had an average of 430 'visits' per month;

- To support improved access to web based information for Adult Social Care clients, this section of the site was remodelled with a shift in language used to support another of our improvement priorities, Maintaining People's Independence. The independent SOCITM review of all UK local authority websites (2012) stated the following in regard to this area of the website:

"Many councils seemed to have difficulty in provision of Homecare information, but Rhondda excelled...it's little things that count for example instead of 'Needs assessment' it's 'Assessing your needs'. It may seem a minor point but it turns it from an organisation-centric term to something the customer can relate to. Enough to find what is available and it's easy to find and read with relevant links e.g. meals on wheels"

- Launched official Council Twitter and YouTube accounts. By the end of March 2013 the Council had 2,672 followers on Twitter and 2,545 views of RCT videos on YouTube;
 - We deferred migration of the Council's Arts Connect and Business Club websites into our core website due to the emergence of other needs for these services and consideration of social media channels.
- In our telephone contact centre we:
 - Provided timely services within the targets we set ourselves:
 - 480,000 general daytime calls received an average wait time of just less than 53 seconds, with welsh speaking operators available to provide responses in welsh as required. There was a call abandonment rate of 6.6% (31,098 calls) compared to 9.9% in 2011/12. Throughout 2012/13, we consulted with 437 residents and 64% considered a wait time of 2 minutes or more to be acceptable;
 - 152,262 panic alarm calls answered on average in 7 seconds and 21,141 emergency calls answered on average in 10.1 seconds against an overall target of 20 seconds (this includes daytime and out of hours lifeline calls where there has been greater demand for the lifeline service as part of social care packages to help maintain people's independence). The total calls received by the centres, including local Registered Social Landlord calls for Housing Repair emergencies and Anti social behaviour, increased by 5%: from 176,438 in 2011/12 to 185,373 in 2012/13.

- Introduced a new 'Text phone' technology on 01443 425015 for customers with hearing difficulties. This enables our customers and advisors to communicate through typing their dialogue. Despite the availability of the service being publicised, take up has been low to date.
- Deferred the relocation of the Emergency Duty Team into the 24 hour Contact Centre until 2013/14 to allow for the pending service structure to be completed. This did not have an adverse impact on customers.
- Through the One4aLL Centres:
 - More services were made available to customers:
 - Provided support to 8,848 Blue Badge applicants, 4,866 (55%) of these applicants were verified by One4aLL staff as being automatic qualifiers and were able to receive their blue badge within a week. 3,982 (45%) required further assessment via our contact centre First Response Adults Social Care team;
 - Worked with South Wales Police to introduce a drop-in surgery at Aberdare One4aLL Centre for members of the public to contact their Neighbourhood policing team;
 - Introduced the 'Tell Us Once' service for Births across all centres, so parents can now inform all relevant departments at once when registering the birth to secure relevant benefits in a more timely way;
 - Introduced an appointments service for customers who have more complex queries or need to attend the centre at busy times, with 38% of customers consulted indicating that they would prefer appointments (compared to 62% who would prefer to 'drop in' and wait). This service is also available via a welsh speaker, on request.



- Delivered an average wait time of 6 minutes 15 seconds to see an advisor compared to a target of 6 minutes (measured against 61,317 customers which is 80% of all customers who needed to wait for more in depth advice). The primary reasons for this performance were more complex services being provided and new demand for those services.
- Customer feed back
 - We respond to over 1.5 million 'enquiries' per annum across our various channels of access. Customer feedback is important to us. Some examples of positive feedback are included below:

Website

- On-line Services... *'Very easy form to fill in and gets results, its nice to be able to report problems with ease. This is easier for me than phoning 'Cos I'm hard of hearing';*
- On our 'new' Mobile Website... *'RCT Website on my phone is brilliant! Really easy to navigate. Are there any plans for an app?.'*

Contact Centre

- *'Wonderful advisor, couldn't praise her enough';*
- *"One of the best Contact Centres around, likes the queue numbers' (i.e. position in queue messages).*

One4aLL Centres

- *'I came in to request a bus pass and was advised by the lady assisting me that I may qualify for DLA; I hadn't realised this and I now get DLA. Thank you!';*
- *'Very impressed with the service (at the Aberdare One4aLL Centre) for a Tell Us Once appointment. It was a daunting time as my wife used to deal with all the paperwork and the Tell us Once service made it so easy'.*
- We also take complaints very seriously. Although these are few in number they are thoroughly investigated and where appropriate used to inform service improvement. Examples include:

- A customer complained on leaving a One4aLL centre that her enquiry was a 'simple booking' and yet she was allocated to an advisor. A review was undertaken of all enquiries that take 3 minutes or less and these are all now completed at reception as 'quick wins' for the customer, as there should be no requirement to wait. If necessary the customer can be referred on or offered an appointment at a convenient time;
- The contact centre included a customer's contact number in a referral to the Pest Control Officer who in turn called the number to discuss a local 'animal health' issue further. The number was that of a relative's property from which the initial call was made and whilst this was understandable the customer did not appreciate the fact that her relative had been '*interrupted and involved in the matter*'. The contact centre now seeks to establish the *preferred* contact number and e-mail address for customers for each enquiry raised to ensure the 'field officer' is given the best information possible for the customer.

The year end position for the 2012/13 improvement priority plan for Better customer contact can be found [here](#) (agenda item 'Performance Report (Quarter 4) pages numbers 107 to 111).

PERFORMANCE INDICATOR RESULTS (2010/11 TO 2012/13)

We have set out below the 2012/13 performance indicators included in the Better customer contact improvement priority plan. As the indicators we have set for this area are specific to our Council there are no all Wales comparisons available. We have however also noted our performance for 2010/11 and 2011/12 to show the direction of travel over a three year period i.e. ↑ indicates an improving trend in performance; ↔ indicates no change in performance; and ↓ indicates a worsening performance trend.

Measures (i.e. performance indicators)	Actual Performance			Direction of Travel from 2010/11 to 2012/13	2013/14 Target ³⁸
	2010/11	2011/12	2012/13		
Proximity of One4aLL Centres - average distance from any household in Rhondda Cynon Taf (miles)	5.3miles	5.3miles	5.3miles	↔	N/A
% Enquiries resolved at first point of contact based on customer view - Contact Centre	92.6%	96.0%	96.3%	↑	92%
% Enquiries resolved at first point of contact based on customer view - Face to Face	96.9%	96.7%	97.0%	↑	95%
% Enquiries resolved at first point of contact based on customer view - website/e-access	75.01%	75.5%	74.9%	↓	74%
% Customer satisfaction - Contact centre service	99.9%	99.7%	99.7%	↓	97%
% Customer satisfaction – One4aLL Centres	98.3%	98.6%	98.8%	↑	97%
% Customer satisfaction - Online access	80.01%	83.4%	81.9%	↑	79.08
Average wait time (Seconds) - Contact Centre	43.6 seconds	72.0 seconds	52.6 seconds	↓	50 seconds
Average wait time (Seconds) – Emergency Out of Hours and lifeline	11 seconds	9.9 seconds	10.1 seconds	↑	20 seconds
Average wait time (minutes) - One4All Centres	4.2 minutes	3.5 minutes	6.2 minutes	↓	7 minutes
% Availability of Council website	99.83%	99.31%	99.03	↓	99%
Unit Cost Contact Centre - cost per inbound call – Daytime	N/A	N/A	£1.88	Not Applicable (N/A)	N/A

³⁸ 2013/14 target – where the 2013/14 target has been set below our 2012/13 actual performance this is due to forecasted increases in demand for services or where near optimum performance is being attained e.g. % availability of council web site

2013/14 ON WARDS

Service user outcomes have been sustained at a high level in recent years, supported by consistently positive performance results. This track record alongside no significant areas of under-performance provides assurance that the service will continue to ensure customers are served in line with our Customer Charter. As a result, progress against Better customer contact will be reported at an operational level for 2013/14 onwards rather than as a self standing improvement priority.

The wider strategic challenge is to rethink the design and delivery of Council services in an age of new technologies including a combination of the internet, social media, developments in mobile communications and wider digital developments, and to deploy these opportunities to increase customer choice, improve services and reduce costs to the taxpayer. The Customer Care service actions that support this will be incorporated into the Council's wider Digital Plan.

6. **Summary of financial performance for the 2012/13 financial year**

The 2012/13 budgets for revenue expenditure³⁹ and capital expenditure⁴⁰ were approved at meetings of Full Council on [29th February 2012](#) (Item 6) and [21st March 2012](#) (Item 6) respectively.

Revenue budget performance

The revenue budget for the year was £436.921M and was constructed on the basis of, amongst other things, allocating additional investment to support our improvement priorities. The additional investment included:

- Education – an additional £2.4M allocated to schools to continue to support high quality teaching and learning opportunities, and in doing so help improve education attainment results and attendance levels;
- Children and family centred services - £2.7M to strengthen the capacity of the service, for example, recruiting more qualified social workers to help address areas where we needed to do better as highlighted by performance indicators and the external regulator, the Care and Social Services Inspectorate Wales; and develop and roll out a range of preventative measures, for example, Team Around the Family, to help tackle the increasing numbers of children becoming looked after and children on the child protection register;
- Maintaining people's independence - £0.25M to improve the accommodation we have in place to help people with learning disabilities and mental health problems be as independent as possible.

In addition, to enable the Council to deliver within its means, services were required to make £5.1M efficiency savings during the year.

A detailed update on revenue budget performance for the full year was reported to the [Cabinet Performance and Resources Committee](#) on 22nd July 2013 and showed a revenue budget underspend of £0.621M against the approved budget of £436.921M. This position was achieved through rigorous financial and service management together with services delivering the required levels of efficiency. The underspend of £0.621M was allocated back to the Council's general reserve balances. At 31st March 2013 these stood at £11.204M as reported to [Council](#) on 25th September 2013 (Item 6 (i) and (iii)).

³⁹ Revenue expenditure – expenditure on day to day running costs such as salaries, utilities and fuel

⁴⁰ Capital expenditure – expenditure on items that generally have a longer term life, for examples, land, buildings and vehicles

A summary of year end revenue budget performance for 2012/13 is shown in Table 4.

Table 4 – summary of revenue budget performance for 2012/13

Area	Full Year Budget £M	Full Year Spend £M	Variance Over /(Under) £M
Education & Lifelong Learning Services	173.273	173.213	(0.060)
Community & Children's Services	118.121	117.760	(0.481)
Environmental Services	62.441	62.354	(0.087)
Chief Executives Division	8.996	8.920	(0.076)
Corporate Services	22.697	22.540	(0.157)
Sub Total	385.528	384.792	(0.736)
Authority Wide Budgets	51.393	51.508	0.115
Grand Total	436.921	436.715	(0.746)

Within the bottom line underspend were a number of budget variances. The most material of these were:

- Looked After Children - £1.626M overspend primarily as a result of continued increased demand for residential and fostering placements;
- Elderly and Physically Disabled Services - £0.803M underspend mainly in relation to lower demand for homecare provision and residential care places in comparison with budget. This was partly offset by increased demand for reablement services;
- Learning Disability services - £0.502M underspend primarily due to a 'one-off credit' received during the year resulting from a charging dispute with another local authority.

Capital budget performance

The Council set a three year capital programme in March 2012 that totalled £123M, £63.509M of which related to the 2012/13 financial year. The programme, similar to the revenue budget, allocated resources to support improvement priority areas where this was deemed necessary. Examples included:

- Regeneration of Aberdare Town Centre (£7.5M) and Pontypridd Town Centre (£9.6M) – these funding totals cover the period 2010/11 through to 2014/15 and are a mixture of Council and external funding sources. The investment has supported improvement to both town centres where initial evaluations have shown positive signs in terms of increasing footfall numbers and a reducing trend of vacant properties;
- A programme of school modernisation - £11.436M to build a new Primary school in Abercynon funded from a combination of Council and Welsh Government resources; £6.7M of Council funds for a new primary school in Cwmbach; and £4.2M for a new primary school in Ynysboeth. This investment is aimed at improving the learning environment for pupils and also contribute to reducing the number of surplus places throughout the County Borough;
- A road improvement programme with a total investment of £5.3M during the year.

The position at year end showed a total capital expenditure of £81.366M, a more detailed breakdown being shown in Table 5 below.

Table 5 - summary of capital budget performance for 2012/13

Area	Final Outturn Expenditure £M
Chief Executives	10.204
Corporate Services	5.148
Corporate Initiatives	1.663
Education & Lifelong Learning Services	23.937
Community & Children's Services	9.896
Environmental Services	30.518
Total	81.366⁴¹

⁴¹ 2012/13 final outturn expenditure – the actual expenditure (£81.366M) differed to the budgeted figure at the start of the year (£63.509M) primarily due to new / additional external grant approvals received during the year

7. How we engage with residents of Rhondda Cynon Taf

We consult and engage with our residents to collect information that we use to plan and prioritise, identify areas for improvement, set and monitor performance standards and measure satisfaction on the quality of the services we provide.

Consultation also helps us to symbolise the Council's commitment, to be open and accountable and to foster a relationship with local people that helps them to understand both the issues and choices facing the Council.

Beyond our statutory duty, consultation is important because listening and responding to our residents, as citizens and service users, is fundamental to the work we do. Without it, we cannot be sure that our services are the right ones. We have found that by involving local people and community stakeholders directly we can gain a better understanding of their needs and aspirations.

We have used events, such as, "The Big Bite", as opportunities to engage with residents and have also undertaken more specific consultation, for example, the annual three phase revenue budget consultation process; the large scale "Viewpoint" children and young peoples' survey; satisfaction within our Leisure Centres; Play Sufficiency & Sport Activities; users in our Public Libraries and have conducted surveys in Town Centres about Crime & Disorder.

We continue to find that one of the best ways of consulting local people is through the Citizens' Panel which is a key element of our consultation process and provides a credible public voice. It allows more local people to have an opportunity to influence the way in which the Council works.

The Panel is also considered to be an effective way of supporting services, managers and elected Councillors in reaching decisions based on informed local opinion, and has been a vital part in enabling the Council to carry out informed research. To keep the views of the Panel relevant it is currently being refreshed and will provide Rhondda Cynon Taf with the views of 1,000 residents, who are interested in the work of the Council are willing to be involved and are representative the population.

There are many other ways that people can provide feedback to the Council:

- The Council's website "**Say it**" pages;
- The dedicated Consultation pages that enable surveys to be completed on line consultation@rctcbc.gov.uk;
- By responding to the invitation to give their views in the Council's newspaper, "Outlook";
- By responding to 'Help us to Improve' leaflets in One4aLL Centres, Libraries and Leisure Centres;
- By email to improvementplan@rctcbc.gov.uk;
- In writing to Customer Feedback, Rhondda Cynon Taf County Borough Council, Bronwydd, Porth, CF39 9DL;

- Or by telephone (01443) 425005.

As part of our commitment to continuously improve, the feedback received from engagement activities is being used to help us evaluate the impact that the Council's work is having on service users. This evaluation aspect of our work is in its early stages and we are learning from what we do and how we do it.

A joint approach to consultation and engagement has been developed through a Rhondda Cynon Taf wide Engagement Strategy. The Council secured European Social Fund funding for a joint consultation and engagement project with Merthyr Tydfil, through Cwm Taf Regional Collaboration Board. The project aims to provide an effective and efficient approach to consultation and engagement across the partners of the Rhondda Cynon Taf and Merthyr Tydfil. The project includes:

- The development of a Joint RCT/Merthyr Engagement Strategy. This will be carried out in line with the review of the Single Integrated Plans in spring 2014;
- An online consultation Hub to coordinate consultation and engagement activity, this is a pilot for an all Wales approach and is being launched on the 1st October 2013;
- The creation of a Joint Citizens' Panel;
- Supporting Communities First in the development of their Community Involvement Plans and supporting delivery;
- An audit of partner training needs in order to up-skill staff involved with consultation & engagement in Rhondda Cynon Taf - delivery of training will take place in autumn 2013.

8. What our Regulators have told us

Each year, the Wales Audit Office and relevant Welsh inspectorates undertake audit and inspections of our services in line with laid down requirements. These are reported to the Council and made public.

Throughout each of our own assessments (Section 5) we have included the key findings / recommendations from the latest regulatory reports available: the Care and Social Services Inspectorate Wales report for 2011/12 that relates to our 'Children and family centred services' priority (pages 42 to 50) and our 'Maintaining people's independence' priority (pages 51 to 57); and also the July 2012 Estyn report that relates to our Education priority (pages 27 to 41).

In addition the Wales Audit Office has a statutory duty to consider, amongst other things, whether we are likely to comply with the requirement to make arrangements to secure continuous improvement, as set out in the Local Government (Wales) Measure 2009. The Wales Audit Office report its view in a document called an Annual Improvement Report along with the key findings from the Care and Social Services Inspectorate Wales and Estyn inspections.

In April 2013 the Wales Audit Office issued their latest [Annual Improvement Report](#) relating to our activity in 2012. The main message was that '*The Council is managing its improvement programme well and provides its citizens with a comprehensive and increasingly outcome-focused assessment of performance but it could more clearly evaluate the progress being made towards achieving its improvement priorities.*' The reasons for arriving at this overall conclusion were:

- *The Council has a well-established performance management framework, and current arrangements provide citizens with a fair and balanced picture of the Council's performance;*
- *In some improvement priority areas, the Council's assessment could more clearly explain the benefits of key achievements, and identify the impacts of any underperformance describing the approach to be taken to address them;*
- *Given the length of the Report and the level of detail it contains, it can be difficult for a reader to absorb the information presented and maintain a coherent overview. A clear and concise overall summary of key achievements and outstanding challenges would provide the reader, and in particular a citizen or service user, with a more meaningful evaluation of the Council's progress in relation to its improvement priorities;*

- *The Council continues to make good progress in addressing the areas for improvement identified in our previous assessments.*

As part of this report, the Wales Audit Office did not report any new recommendations for the Council to act upon.

Our response

We have aimed to take on board the findings reported to us by the Wales Audit Office by:

- Including a 'Headline information for 2012/13' section within each of our assessments to provide the reader with a more concise overview of the extent of progress and impact our work has had during 2012/13;
- Placing greater emphasis on assessing 'what difference' our work has helped to make to people's lives, to the economy and also the environment. This has been supplemented with examples of what users have told us to help illustrate the impact of our work, both positive and not so positive;
- Reducing the size of the Annual Delivery Report. To do this, each of our assessments makes reference to where the reader can view the individual action plans we have in place for each of our improvement priorities should they require more detailed information.

9. **Our improvement priorities for 2013/14**

Under the Local Government (Wales) Measure 2009 we are also required to set improvement priorities on an annual basis. We have done this in our “Corporate Plan” reported to [Council on the 26th June 2013](#) after taking into account performance levels in 2012/13 and feedback from our regulators, the priorities set out in “Delivering Change”, national requirements and new legislation, and the future financial climate.

We also engaged with over 250 residents of Rhondda Cynon Taf and a range of other stakeholders as part of our revenue budget setting consultation process:

- We asked residents which Council services they thought were high, medium and low priority:
 - Over 90% of respondents indicated that ‘Education’ and ‘Children and family centred services’ should be either high or medium priority;
 - Over 65% felt that ‘Maintaining people’s independence’; ‘Streetcare services and the natural environment’; and ‘Public health and protection’ should be either high or medium priority.
- We asked other stakeholders including local businesses, voluntary organisations and councillors whether they thought our 2012/13 priorities would continue to help improve the quality of life for them and their families. The majority of respondents indicated that they felt these priorities would help to achieve this.

Taking into account the above, our agreed improvement priorities for 2013/14 are set out in Table 6 overleaf.

Table 6 – 2013/14 improvement priorities and their primary link to “Delivering Change”

The Council’s improvement priorities⁴²	“Delivering Change” Outcome
<i>Public health and protection</i> – protecting people from harm and tackling anti social behaviour	Safety
<i>Children and family centred services</i> - keeping all children and young people safe and improving the life chances of vulnerable children	Safety
<i>Maintaining people’s independence</i> - supporting adults and older people to live independently	Health
<i>Education</i> – a top quality education for all	Prosperity
<i>Regeneration of our communities</i> (physical regeneration and social regeneration)	Prosperity
<i>Streetcare services and the natural environment</i> – a cleaner greener County Borough	Prosperity
<i>Medium term service planning</i> – delivering within our means	Bringing it all together (not a Delivering Change outcome)

Some of the partners we will be working with in 2013/14 to deliver these priorities are:

- Abertawe Bro Morgannwg University Local Health Board;
- Cardiff City Football Club;
- Careers Wales;
- Citizens Advice Bureau;
- Central South Consortium – Joint Education Service;
- Cwm Taf University Local Health Board and local General Practitioners (GPs);
- Department for Work and Pensions;
- Energy providers;
- Gwent based local authorities;
- Interlink and voluntary sector organisations;

⁴² The Council’s improvement priorities – the 2012/13 improvement priority, Better customer contact, is no longer a self standing improvement priority for 2013/14. The rationale for this is set out on page 112

- Job Centre Plus;
- Merthyr Tydfil County Borough Council;
- Probation service;
- Rhondda Cynon Taf Business Club;
- Rhondda Cynon Taf schools;
- Safer Merthyr Tydfil;
- South Wales Fire and Rescue Service;
- South Wales Police;
- Welsh Government.

Rhondda Cynon Taf – The Framework for Improvement

The Council is a large, complex multi-million pound public sector organisation that has a unique status amongst local service providers in being governed by seventy-five democratically elected Councillors. This elected status gives Councillors the authority and legitimacy to shape and decide local priorities for future development and to provide leadership to the Council and our local communities. In common with many other councils in Wales, Rhondda Cynon Taf is managed through a Leader and Cabinet form of executive. This approach to decision making is held to account via, amongst other things, five scrutiny committees within the Council.

The Council in its Community Leadership role has to bring local people together to develop a shared vision for Rhondda Cynon Taf, produce a long-term community strategy and support improvements in the quality of life for local people. Central to this are the requirements for the Council to make arrangements to secure continuous improvement, be transparent and honest in its decision making, be accountable for the cost and the impact of local services and to seek to actively involve local people in its decision-making processes.

The Council has sought to achieve this through establishing a clear planning framework that considers national and local priorities and enables elected Councillors to set consistent priorities and targets for the Council, taking into account what matters to local people and where performance needs to be improved. The key components that assist elected Councillors in delivering the needs and aspirations of local people are:

- **Community Leadership** – The Local Government Act 2000 gave local authorities a clear role in leading their communities, as ‘The organisations best placed to take a comprehensive overview of the needs and priorities of their local communities and lead the work to meet those needs and priorities in the round’. The Council is committed to carrying out this key role effectively, through its shared long term strategy, called a Community Strategy;
- **Community Strategy** – the Community Strategy for Rhondda Cynon Taf, ‘Promoting Achievement, Tackling Disadvantage’ was launched in July 2010 following approval by each respective partner organisation and thereafter, the Local Service Board. For Rhondda Cynon Taf County Borough Council, it was approved by Council on the 24th of March 2010. The full document can be viewed [here](#);

The Local Service Board is accountable for the delivery of the Community Strategy, its role is also to:

- Integrate and orchestrate the system of collaborative public service planning and delivery in Rhondda Cynon Taf;
 - Bring together the leaders of local organisations to deliver shared, agreed priorities; and
 - Strengthen the accountability arrangements of strategic partnerships responsible for delivering the shared priorities.
- **Wales Programme Improvement (WPI)** - all local authorities in Wales have a statutory duty to secure continuous improvement. The statutory basis for this requirement sits within the [The Local Government \(Wales\) Measure 2009](#) Wales Programme for Improvement (from hereon the Measure), which replaced the former version of the Wales Programme for Improvement from April 2010. This duty is discharged via the production of a Corporate Plan (forward look) and Annual Delivery Report (backward look) each year that is underpinned by robust performance information to set out the extent of progress and impact the Council has made. The robustness of information is an on-going programme informed by the work of both the Wales Audit Office and Internal Audit.
 - The Measure expanded the definition of 'improvement' from the need to secure economy, efficiency and effectiveness in the delivery of services to also include a wider set of principles:
 - Progress toward an authority's strategic objectives (as set out in the Community Strategy);
 - Improving the quality of services;
 - Improving the availability of services;
 - Improving fairness by reducing inequality in accessing or benefiting from the services or improving the social wellbeing of citizens and communities;
 - Exercising functions in ways which contribute to sustainable development;
 - Improving the efficiency of services and functions; and
 - Innovation and change which contributes to any of the above objectives.

The overarching aim of the Measure was to reform the statutory basis for service improvement and strategic planning by local authorities in Wales (as contained within the Local Government Acts 1999 and 2000) and in doing so, link wellbeing and community planning with service improvement. The legislation has two substantive parts:

- Part 1, which deals with improvement and business planning by local authorities and National Park Authorities (now designated as Welsh Improvement authorities); and
- Part 2, which deals with strategic community planning by local authorities and a range of public sector partners.

- **Welsh Government Outcome Agreement** - the Community Strategy sets out local priorities however there are also national priorities that local authorities are required to work toward. In 2010/11 these were reflected in an Outcome Agreement between Rhondda Cynon Taf County Borough Council and the Welsh Government. This agreement, as the name suggests, is based on 'outcomes' for the community, not outputs or processes, and aimed to support the delivery of the Welsh Government's 'One Wales' agenda through ten strategic themes. The ten strategic themes are:
 - Improved quality and length of life, with fairer outcomes for all;
 - Good social care allows people a better quality of life;
 - A strong and prosperous economy helps reduce poverty;
 - Children and young people grow up as active citizens and achieve the highest possible standards of well-being;
 - People have the education and skills to live prosperous, fulfilled lives;
 - Communities are vibrant and safe, with access to good housing and sustainable transport;
 - Wales is an energy efficient, low carbon and low waste society;
 - The environment is protected and sustainable;
 - Our language, culture and heritage thrives; and
 - Public services are efficient and provide value for money.

The Outcome Agreement covers a three year period from 2010 to 2013 and places a strong emphasis on working in collaboration with partners to support better outcomes for local people. It was initially agreed by the Council's [Cabinet in November 2010](#). Successful conclusion and delivery of all agreement requirements will trigger the payment of an annual Improvement Grant. The Council successfully negotiated the agreement and following Welsh Government's evaluation of first and second year performance the Council was awarded 100% of the Improvement Grant, £2,498,000. The Welsh Government is currently assessing our performance results for year 3.

- **Compact for change** - the Simpson report "Local, Regional, National: What Services Are Best Delivered Where?", published in March 2011, included as one of its main recommendations a Compact between Welsh Government and Welsh Local Government setting out how the actions to ensure collaborative working would be implemented. On 5th December 2011, Local Government and the Welsh Government, through the Partnership Council for Wales, took a step forward in the collaborative agenda and signed a draft 'Compact for Change'. The Compact set out a joint programme of reform to deliver specific commitments.

At its meeting on 25th January 2012, ([A Compact for change](#)) the Council agreed that the content of the Compact between Welsh Government and Welsh Local Government accorded with Rhondda Cynon Taf's general approach to the collaborative agenda in Wales and agreed to support it in principle. It also reaffirmed the Council's commitment to collaborate with other local authorities and public bodies wherever this can either provide existing services more efficiently and/or provide better services at no additional cost.

Reporting of improvement priority action plans throughout 2012/13

During 2012/13 we reported improvement priority up dates to the Cabinet Performance and Resources Committee and relevant scrutiny committees on a quarterly basis. Links to these reports on the Council's web-site are included below:

- Quarter 1 – to 30th June 2012
 - [Cabinet Performance and Resources Committee](#) – agenda item 2;
 - [Community and Children's Services Scrutiny Committee](#) – agenda item 4;
 - [Corporate Services Scrutiny Committee](#) – agenda item 5;
 - [Education and Lifelong Learning Scrutiny Committee](#) – agenda item 3;
 - [Environmental Services Scrutiny Committee](#) – agenda item 3.

- Quarter 2 – to 30th September 2012
 - [Cabinet Performance and Resources Committee](#) – sole item on the agenda;
 - [Community and Children's Services Scrutiny Committee](#) – sole item on the agenda;
 - [Corporate Services Scrutiny Committee](#) – agenda item 4;
 - [Education and Lifelong Learning Scrutiny Committee](#) – agenda item 3;
 - [Environmental Services Scrutiny Committee](#) – agenda item 4.

- Quarter 3 – to 31st December 2012
 - [Cabinet Performance and Resources Committee](#) - sole item on the agenda;
 - [Community and Children's Services Scrutiny Committee](#) – agenda item 3;
 - [Corporate Services Scrutiny Committee](#) – agenda item 3;
 - [Education and Lifelong Learning Scrutiny Committee](#) – agenda item 3;
 - [Environmental Services Scrutiny Committee](#) – agenda item 3.

- Quarter 4 – to 31st March 2013
 - [Cabinet Performance and Resources Committee](#) – sole item on the agenda;
 - No up dates reported to scrutiny committees.

Performance indicators that we collect and report but
do not form part of our improvement priority action
plans

ENVIRONMENTAL SERVICES GROUP - PERFORMANCE MANAGEMENT INFORMATION

Council Agenda - 30 October 2013
TRANSPORT AND ROAD SAFETY

Community Strategy Theme	Indicator Description (and type)	2010/11	2011/12	2012/13		Direction of travel 2012/13 against 2010/11	2013/14	Comments
		Actual Data	Actual Data	Target	Data		Target	
Healthier Adults & Communities	% of total length of rights of way which are easy to use by members of the public (Local)	74.0%	77.0%	76.3%	76.0%	↑	77.0%	Our 2012/13 figure of 76% is better than the all Wales average of 54%
Economic Regeneration & Transport	% of principal (A) roads, non-principal (B) roads and (C) roads that are in overall poor condition (Statutory)	N/A	10.97%	N/A	9.95%	↑	9.20%	Direction of travel made against 2011/12 and 2012/13 performance only. Our 2012/13 figure of 9.95% is better than the all Wales average of 13.4%
	% of adults aged 60+ who hold a concessionary travel pass (Statutory)	86.40%	84.70%	84.30%	86.30%	↓	84.30%	Our 2012/13 figure of 86.3% is better than the all Wales average of 84.8%

WASTE MANAGEMENT

Community Strategy Theme	Indicator Description (and type)	2010/11	2011/12	2012/13		Direction of travel 2012/13 against 2010/11	2013/14	Comments
		Actual Data	Actual Data	Target	Data		Target	
Environment & Housing	Number of collections missed per 100,000 collections of household waste (Local) *	63	1,241	400	519	↓	N/A	
	The percentage of local authority collected municipal waste that is recycled (Local)	N/A	32	N/A	37.21	↑	N/A	Direction of travel made against 2011/12 and 2012/13 performance only
	The percentage of local authority collected municipal waste collected as source segregated biowastes and composted or treated biologically in another way (Local)	N/A	11	N/A	8.60	↓	N/A	Direction of travel made against 2011/12 and 2012/13 performance only

* Missed bin collections data does not include collection rounds cancelled as a result of inclement weather

Statutory - nationally defined performance indicators that must be reported to the Welsh Government on an annual basis.

Local - performance indicators established by Rhondda Cynon Taf to measure progress in those areas deemed to be of high priority to the Council (and not included within the suite of statutory indicators).

LEISURE & PARKS
Council Agenda - 30 October 2013

Community Strategy Theme	Indicator Description (and type)	2010/11	2011/12	2012/13		Direction of travel 2012/13 against 2010/11	2013/14	Comments
		Actual Data	Actual Data	Target	Data		Target	
Healthier Adults & Communities	Number of clients referred by GPs to the new National Exercise Referral Scheme (NERS) per annum (Local)	1,075	1,285	1,320	1,497	↑	1,320	
	Number of people paying by direct debit or corporate membership for the More Card (Council leisure scheme) (Local)	3,638	5,448	5,500	6,791	↑	7,000	
	The number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity per 1,000 population (Statutory)	9,313	9,877	9,318	11,628	↑	**	

**Revisions to collection methods for 2013/14. No target set

Community Strategy Theme	Indicator Description (and type)	2010/11	2011/12	2012/13		Direction of travel 2012/13 against 2010/11	2013/14	Comments
		Actual Data	Actual Data	Target	Data		Target	
Economic Regeneration & Transport	% of high risk businesses that were liable to a programmed Trading Standards inspection that were inspected (Local)	99%	97%	100%	100%	↑	100%	
	% of new businesses identified which were subject to a risk assessment visit or returned a self-assessment questionnaire during the year for Trading Standards (Local)	68.0%	62.0%	60.0%	58.0%	↓	60.0%	Our 2012/13 figure of 58% is better than the all Wales average of 55%
	% of significant breaches that were rectified by intervention for Trading Standards (Local)	81.8%	85.0%	75.0%	77.8%	↓	75.0%	Our 2012/13 figure of 77.8% is worse than the all Wales average of 79.1%

Statutory - nationally defined performance indicators that must be reported to the Welsh Government on an annual basis.

Local - performance indicators established by Rhondda Cynon Taf to measure progress in those areas deemed to be of high priority to the Council (and not included within the suite of statutory indicators).

FOOD HYGIENE & HEALTH AND SAFETY
Council Agenda - 30 October 2013

Community Strategy Theme	Indicator Description (and type)	2010/11	2011/12	2012/13		Direction of travel 2012/13 against 2010/11	2013/14	Comments
		Actual Data	Actual Data	Target	Data		Target	
Safer Communities	% of high risk businesses that were liable to a programmed Health & Safety inspection that were inspected (Local)	100%	100%	100%	100%	↔	100%	
	% of new businesses identified which were subject to a risk assessment visit or returned a self-assessment questionnaire during the year for Food Hygiene (Local)	58.0%	88.3%	75.0%	90.6%	↑	75.0%	Our 2012/13 figure of 90.6% is better than the all Wales average of 83%

*The food hygiene scoring scheme is currently not mandatory and further work is ongoing to establish baseline trend data prior to the scheme becoming mandatory, when targets will be set in line with Food Standards Agency requirements.

ANIMAL HEALTH

Community Strategy Theme	Indicator Description (and type)	2010/11	2011/12	2012/13		Direction of travel 2012/13 against 2010/11	2013/14	Comments
		Actual Data	Actual Data	Target	Data		Target	
Safer Communities	% of high risk businesses that were liable to a programmed Animal Health inspection that were inspected (Local)	100%	100%	100%	100%	↔	100%	
	% of new businesses identified which were subject to a risk assessment visit or returned a self-assessment questionnaire during the year for Animal Health (Local)	60%	75%	60%	91%	↑	60%	Our 2012/13 figure of 91% is better than the all Wales average of 53%
	% of significant breaches that were rectified by intervention, for Animal Health (Local)	92.1%	91.3%	80.0%	86.2%	↓	75.0%	Our 2012/13 figure of 86.2% is better than the all Wales average of 79.5%

Statutory - nationally defined performance indicators that must be reported to the Welsh Government on an annual basis.

Local - performance indicators established by Rhondda Cynon Taf to measure progress in those areas deemed to be of high priority to the Council (and not included within the suite of statutory indicators).

PEST CONTROL
Council Agenda - 30 October 2013

Community Strategy Theme	Indicator Description (and type)	2010/11	2011/12	2012/13		Direction of travel 2012/13 against 2010/11	2013/14	Comments
		Actual Data	Actual Data	Target	Data		Target	
Environment & Housing	% of rodent treatments delivered within target times (Local)	93.44%	94.52%	85.00%	91.49%	↓	85.00%	

HOUSING

Community Strategy Theme	Indicator Description (and type)	2010/11	2011/12	2012/13		Direction of travel 2012/13 against 2010/11	2013/14	Comments
		Actual Data	Actual Data	Target	Data		Target	
Environment & Housing	% of private sector dwellings that had been vacant for more than 6 months at 1st April that were returned to occupation during the year through direct action by local authority (Statutory)	0.50%	1.18%	1.00%	3.47%	↑	1.00%	Our 2012/13 figure of 3.47% is worse than the all Wales average of 5.11%
	Of the Houses in Multiple Occupation known to the authority, the % that have a full license (Local)	69.0%	69.4%	75.0%	68.1%	↓	75.0%	

Statutory - nationally defined performance indicators that must be reported to the Welsh Government on an annual basis.

Local - performance indicators established by Rhondda Cynon Taf to measure progress in those areas deemed to be of high priority to the Council (and not included within the suite of statutory indicators).

EDUCATION & LIFELONG LEARNING GROUP - PERFORMANCE MANAGEMENT INFORMATION

Council Agenda - 30 October 2013
EDUCATION - PRIMARY

Community Strategy Theme	Indicator Description (and type)	2010/11	2011/12	2012/13		Direction of travel 2012/13 against 2010/11	2013/14	Comments
		Actual Data	Actual Data	Target	Data		Target	
Children & Young People	(i) The percentage of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 2 (Local)	17.1%	17.9%	18.8%	18.8%	↑	18.3%	
	The number of pupils per teacher in primary schools maintained by the local authority (Local)	22.0	22.2	22.7	22.8	↓	22.8	
	The percentage of Key Stage 2 primary school classes with more than 30 pupils (Local)	0.8%	3.5%	7.1%	7.1%	↓	7.1%	
	(a) % of 11 year olds in schools maintained by the Authority in the previous summer achieving: Level 4 or above in the National Curriculum Key Stage 2 Mathematic assessments (Local)	82.1%	83.3%	84.0%	84.7%	↑	82.1%	
	(b) % of 11 year olds in schools maintained by the authority in the previous summer achieving: Level 4 or above in the National Curriculum Key Stage 2 English teacher assessment (Local)	79.3%	79.6%	80.0%	81.8%	↑	82.1%	
	(c)% of 11 year olds in schools maintained by the authority in the previous summer achieving: Level 4 or above in the National Curriculum Key Stage 2 Welsh (first language) teacher assessment (Local)	82.5%	82.5%	83.0%	80.9%	↓	81.2%	
	(d) % of 11 year olds in schools maintained by the authority in the previous summer achieving: Level 4 or above in the National Curriculum Key Stage 2 Science teacher assessment (Local)	82.4%	82.6%	83.5%	85.0%	↑	85.3%	
	(a) Number of permanent exclusions during the academic year per 1,000 pupils from primary school (Local)	0.0	0.1	0.0	0.0	↔	0.0	
(a) % of school days lost due to fixed-term exclusions during the academic year in primary schools (Local)	0.014%	0.014%	0.013%	0.012%	↑	0.011%	Our 2012/13 figure of 0.012% is worse than the all Wales average of 0.011%	

Statutory - nationally defined performance indicators that must be reported to the Welsh Government on an annual basis.

Local - performance indicators established by Rhondda Cynon Taf to measure progress in those areas deemed to be of high priority to the Council (and not included within the suite of statutory indicators).

EDUCATION- SECONDARY
Council Agenda - 59 October 2013

Community Strategy Theme	Indicator Description (and type)	2010/11	2011/12	2012/13		Direction of travel 2012/13 against 2010/11	2013/14	Comments
		Actual Data	Actual Data	Target	Data		Target	
Children & Young People	(ii) % of pupils assessed, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3 (Local)	17.1%	17.0%	19.0%	18.8%	↑	17.8%	
	(a) % of 14 year olds in schools maintained by the authority in the previous summer achieving: Level 5 or above in the National Curriculum Key Stage 3 Mathematics test (Local)	70.1%	72.1%	73.4%	75.1%	↑	78.0%	
	(b) % of 14 year olds in schools maintained by the authority in the previous summer achieving: Level 5 or above in the National Curriculum Key Stage 3 English test (Local)	69.0%	69.4%	72.5%	74.7%	↑	77.0%	
	(c) % of 14 year olds in schools maintained by the authority in the previous summer achieving: Level 5 or above in the National Curriculum Key Stage 3 Welsh (first language) (Local)	71.2%	71.7%	72.0%	76.8%	↑	81.0%	
	(d) % of 14 year olds in schools maintained by the authority in the previous summer achieving: Level 5 or above in the National Curriculum Key Stage 3 Science test (Local)	74.1%	75.0%	75.5%	79.2%	↑	81.0%	
	Average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority (statutory)	379.6	399.9	402.0	423.9	↑	464.0	
	% of 17 year olds pupils entering a volume equivalent to 2 A Levels who achieved the L3 threshold (A-E or equivalent) (Local)	92.6%	95.6%	95.7%	96.0%	↑	N/A	

Statutory - nationally defined performance indicators that must be reported to the Welsh Government on an annual basis.

Local - performance indicators established by Rhondda Cynon Taf to measure progress in those areas deemed to be of high priority to the Council (and not included within the suite of statutory indicators).

EDUCATION - SECONDARY (continued)
 Council Agenda 30 October 2013

Community Strategy Theme	Indicator Description (and type)	2010/11	2011/12	2012/13		Direction of travel 2012/13 against 2010/11	2013/14	Comments
		Actual Data	Actual Data	Target	Data		Target	
Children & Young People	(b) Number of permanent exclusions during the academic year per 1,000 pupils from secondary school (Local)	0.6	1.1	0.8	0.4	↑	0.7	Our 2012/13 figure of 0.4 is better than the all Wales average of 0.6
	(b) The percentage of school days lost due to fixed-term exclusions during the academic year, in secondary schools (Local)	0.105%	0.134%	0.139%	0.171%	↓	0.122%	
	(a) The average number of school days that permanently excluded pupils did not receive an offer of full time appropriate education provision during the academic year (Local)	0.0	0.0	0.0	0.0	↔	0.0	
	(b) The average number of school days that permanently excluded pupils did not receive an offer of part time appropriate education provision during the academic year (Local)	0.0	0.0	0.0	0.0	↔	0.0	

Statutory - nationally defined performance indicators that must be reported to the Welsh Government on an annual basis.

Local - performance indicators established by Rhondda Cynon Taf to measure progress in those areas deemed to be of high priority to the Council (and not included within the suite of statutory indicators).

Community Strategy Theme	Indicator Description (and type)	2010/11	2011/12	2012/13		Direction of travel 2012/13 against 2010/11	2013/14	Comments
		Actual Data	Actual Data	Target	Data		Target	
Children & Young People	% of final statements of special education need issued within 26 weeks: Calendar Year (first time only statements)	81.3%	60.7%	78.2%	81.6%	↑	81.8%	Our 2012/13 figure of 81.6% is better than the all Wales average of 71.3%
	a) including exceptions (statutory)							
	b) excluding exceptions (statutory)	69.6%	79.4%	83.8%	100.0%	↑	88.2%	
	Pupils with statements of education needs as a percentage of all children (Local)	1.2%	1.3%	1.6%	1.5%	↓	N/A	
	(a) The number of statements of (special) educational needs issued during the year (Local)	65	109	120	130	↓	N/A	
	% of statements of special educational need, excluding those affected by 'exceptions to the rule' under the SEN code of practice: Financial Year (includes reassessment statements) (bi) Prepared within 18 weeks (Local)	98.4%	94.1%	91.7%	100.0%	↑	94.2%	
	(bii) Finalised within 26 weeks (Local)	85.5%	82.9%	81.7%	98.3%	↑	87.5%	

Statutory - nationally defined performance indicators that must be reported to the Welsh Government on an annual basis,

Local - performance indicators established by Rhondda Cynon Taf to measure progress in those areas deemed to be of high priority to the Council (and not included within the suite of statutory indicators).

LIFELONG LEARNING
Council Agenda - 30 October 2013

Community Strategy Theme	Indicator Description (and type)	2010/11	2011/12	2012/13		Direction of travel 2012/13 against 2010/11	2013/14	Comments
		Actual Data	Actual Data	Target	Data		Target	
Healthier Adults & Communities	The number of people using Public Library Services during the year per 1,000 population (statutory)	5,418	5,939	5,600	5,966	↑	5,600	Our 2012/13 figure of 5,966 is slightly worse than the all Wales average of 5,968
	a) The number of publicly accessible computers per 10,000 population (Local)	9	9	9	9	↔	9	Our 2012/13 figure of 9 is the same as the all Wales average
	b) % of available computer hours in use (Local)	40%	40%	39%	37%	↓	36%	Our 2012/13 figure of 37% is worse than the all Wales average of 38%
	The number of library materials issued during the year, per 1,000 population (Local)	3,704.1	3,915.2	3,725.0	3,542.3	↓	3,600.0	
	% of library material requests supplied within 7 working days (Local)	77%	69%	71%	72%	↓	72%	Our 2012/13 figure of 72% is better than the all Wales average of 69%
	% of library material requests supplied within 15 working days (Local)	87%	79%	80%	82%	↓	81%	
	The number of visits to museums in person per 1,000 population (Local)	459	478	500	454	↓	N/A	To be reported through the Corporate & Chief Executive Group from 2013/14
Economic Regeneration & Transport	(i) The number of enrolments on adult education courses (Local)	5,106	4,992	4,200	4,116	↓	N/A	
	(ii) The number of individuals who accessed the Adult Education Provision (Local)	N/A	2,561	2,561	2,523	↓	2,600	
	% of adult education learners who achieved a qualification (Local)	86.4%	88.7%	89.0%	86.7%	↑	85.0%	
	% of learners who completed adult education courses (Local)	86.5%	90.2%	87.0%	85.1%	↓	88.0%	

Statutory - nationally defined performance indicators that must be reported to the Welsh Government on an annual basis.

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COMMUNITY & CHILDREN'S SERVICES GROUP - PERFORMANCE MANAGEMENT INFORMATION

Council Agenda - 30 October 2013

HOMELESSNESS AND HOUSING ADVICE

Community Strategy Theme	Indicator Description (and type)	2010/11	2011/12	2012/13		Direction of travel 2012/13 against 2010/11	2013/14	Comments
		Actual Data	Actual Data	Target	Data		Target	
Environment & Housing	% of homeless presentations decided within 33 working days (Local)	89.1%	78.6%	85.0%	74.8%	↓	65.0%	
	The average number of working days between homeless presentation and discharge of duty for households found to be statutorily homeless (Local)	42	57	60	63	↓	75	

HOUSING - PRIVATE SECTOR

Community Strategy Theme	Indicator Description (and type)	2010/11	2011/12	2012/13		Direction of travel 2012/13 against 2010/11	2013/14	Comments
		Actual Data	Actual Data	Target	Data		Target	
Environment & Housing	The average number of calendar days taken to deliver a Disabled Facilities Grant (Statutory)	237	225	250	240	↓	270	Our 2012/13 figure of 240 is better than the all Wales average of 271
	The average number of calendar days taken to deliver a low cost adaptation works in private dwellings where the Disabled Facilities Grant process is not used (Local)	69	59	70	68	↑	90	
	The average number of calendar days to deliver a Disabled Facilities Grant for: (a) Children and young people (Local)	333	246	260	389	↓	400	Our 2012/13 figure of 389 is worse than the all Wales average of 359
	(b) Adults (Local)	333	224	245	230	↑	260	

Statutory - nationally defined performance indicators that must be reported to the Welsh Government on an annual basis.

Local - performance indicators established by Rhondda Cynon Taf to measure progress in those areas deemed to be of high priority to the Council (and not included within the suite of statutory indicators).

SOCIAL CARE ADULT SERVICES 2013

Community Strategy Theme	Indicator Description (and type)	2010/11	2011/12	2012/13		Direction of travel 2012/13 against 2010/11	2013/14	Comments
		Actual Data	Actual Data	Target	Data		Target	
Healthier Adults & Communities	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over (Statutory)*	5.4	5.81	5.75	5.45	↓	5.3	Our 2012/13 figure of 5.45 is worse than the all Wales average of 4.57
	(a) % of clients, in the following age groups, who are supported in the community during the year: Aged 18-64 (Local)	98.29%	97.73%	98.00%	97.59%	↓	97.50%	
	% of adult clients who are supported in the community during the year (Statutory)	N/A	86.79%	86.00%	86.11%	↓	86.00%	Direction of travel made against 2011/12 and 2012/13 performance only. Our 2012/13 figure of 86.11% is worse than the all Wales average of 86.16%
	% of adult protection referrals completed where the risk has been managed (Statutory)	83.07%	75.41%	70.00%	92.92%	↑	90.00%	Our 2012/13 figure of 92.92% is better than the all Wales average of 91.84%
	% of clients with a care plan at 31 March whose care plans should have been reviewed that were reviewed during the year (Statutory)	86.1%	82.6%	85.0%	81.2%	↓	85.0%	Our 2012/13 figure of 81.2% is better than the all Wales average of 80.9%
	(a) % of carers of adult service users who were offered an assessment in their own right during the year (Statutory)	100.00%	100.00%	95.00%	39.49%	↓	80.00%	A change in collection arrangements has impacted on the availability of evidence to substantiate the performance result. Work to be undertaken during 2013/14 to help to address this
	(b) % of carers of adult service users who had an assessment in their own right during the year (Local)	100.00%	99.67%	57.00%	86.57%	↓	57.00%	
	(c)% of carers of adult service users who were assessed in their own right during the year who were provided with a service (Local)	99.6%	99.5%	98.0%	99.5%	↓	99.5%	

* The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over - This performance indicator has been qualified by the Wales Audit office for all councils in Wales

Statutory - nationally defined performance indicators that must be reported to the Welsh Government on an annual basis.

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SOCIAL CARE - CHILDREN'S SERVICES - REFERRALS & ASSESSMENT

Community Strategy Theme	Indicator Description (and type)	2010/11	2011/12	2012/13		Direction of travel 2012/13 against 2010/11	2013/14	Comments
		Actual Data	Actual Data	Target	Data		Target	
Children & Young People	% of referrals during the year on which a decision was made within 1 working day (Local)	100.0%	100.0%	100.0%	99.9%	↓	100.0%	
	% of referrals during the year							Our 2012/13 figure of 67.5% is better than the all Wales average of 63.8%
	(a) Allocated to a social worker for initial assessment (Local)	44.8%	63.6%	65.0%	67.5%	↑	69.0%	
	(b) Allocated to someone other than a social worker for initial assessment (Local)	33.8%	30.7%	29.0%	25.0%	↑	25.0%	
	(c) Did not proceed to allocation for Initial Assessment (Local)	21.4%	5.7%	6.0%	7.6%	↑	6.0%	Our 2012/13 figure of 7.6% is better than the all Wales average of 28.0%
	(a) % of required core assessments completed within 35 working days (Local)	67.1%	84.9%	86.0%	85.1%	↑	86.0%	Our 2012/13 figure of 85.1% is better than the all Wales average of 76.6%
	(b) Average time taken to complete those required core assessments that took longer than 35 days (Local)	87	72	69	91	↓	71	
	(a) % of young carers known to Social Services who were assessed (Statutory)	99.0%	98.6%	99.0%	97.0%	↓	97.0%	Our 2012/13 figure of 97.0% is better than the all Wales average of 92.3%
(b) % of young carers known to Social Services who were provided with a service (Local)	95.2%	98.6%	99.0%	97.0%	↑	97.0%	Our 2012/13 figure of 97.0% is better than the all Wales average of 89.4%	

SOCIAL CARE - CHILDREN'S SERVICES - CHILD PROTECTION

Community Strategy Theme	Indicator Description (and type)	2010/11	2011/12	2012/13		Direction of travel 2012/13 against 2010/11	2013/14	Comments
		Actual Data	Actual Data	Target	Data		Target	
Children & Young People	(ai) % of open cases of children with an allocated social worker where the child is receiving a service - children on the child protection register (Local)	97.8%	98.5%	99.0%	97.9%	↑	99.0%	
	(bi) % of open cases of children allocated to someone other than a social worker where the child is receiving a service - children on the child protection register (Local)	2.2%	1.5%	1.0%	1.7%	↑	1.0%	

Statutory - nationally defined performance indicators that must be reported to the Welsh Government on an annual basis.

Local - performance indicators established by Rhondda Cynon Taf to measure progress in those areas deemed to be of high priority to the Council (and not included within the suite of statutory indicators).

LOOKED AFTER CHILDREN
Council Agenda - 30 October 2013

Community Strategy Theme	Indicator Description (and type)	2010/11	2011/12	2012/13		Direction of travel 2012/13 against 2010/11	2013/14	Comments
		Actual Data	Actual Data	Target	Data		Target	
Children & Young People	(b) For those LAC whose second review (due at 4 months) was due in the year, the percentage with a plan for permanence at the due date (Local)	100.0%	100.0%	100.0%	100.0%	↔	100.0%	
	(a) % of eligible, relevant and former relevant children that: a) Have pathway plans as required (Local)	93.3	96.2%	97.0%	95.7%	↑	97.0%	Our 2012/13 figure of 95.7% is better than the all Wales average of 89.5%
	(b) % of eligible, relevant and former relevant children that: b) Have been allocated a personal advisor (Local)	96.9	97.3%	97.0%	97.1%	↑	97.0%	Our 2012/13 figure of 97.1% is better than the all Wales average of 96.3%
	The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting (Statutory)	190.0	180.4	180.0	163.1	↓	180.0	
	(aii) % of open cases of children with an allocated social worker where the child is receiving a service - children looked after (Local)	75.8%	71.6%	80.0%	69.8%	↓	80.0%	
	(bii) % of open cases of children allocated to someone other than a social worker where the child is receiving a service - children looked after (Local)	24.2%	28.2%	20.0%	29.7%	↓	20.0%	
	% of looked after children reviews carried out within statutory timescales (Local)	94.9%	95.8%	97.0%	97.4%	↑	97.0%	Our 2012/13 figure of 97.4% is better than the all Wales average of 91.9%
	% of children looked after who had a fully completed and updated Assessment and Action Record at their third review (Local)	17.8%	23.8%	25.0%	17.5%	↓	19.0%	Our 2012/13 figure of 17.5% is worse than the all Wales average of 18.2%

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LOOKED AFTER CHILDREN continued
Council Agenda 30 October 2013

Community Strategy Theme	Indicator Description (and type)	2010/11	2011/12	2012/13		Direction of travel 2012/13 against 2010/11	2013/14	Comments
		Actual Data	Actual Data	Target	Data		Target	
Children & Young People	% of Children Looked After at 31 March who have experienced one or more changes of school, during a period or periods of being Looked After, which were not due to transitional arrangements, in the 12 months to 31 March (Statutory)	19.9%	17.8%	16.0%	18.1%	↑	16.0%	
	% of children looked after during the year with a Personal Education Plan within 20 school days of entering care or joining a New school in the year (Local)	86.1%	70.9%	86.0%	72.1%	↓	80.0%	Our 2012/13 figure of 72.1% is better than the all Wales average of 65%
	% attendance of looked after pupils a) in primary schools (Local)	93.8%	94.1%	94.1%	93.7%	↓	94.0%	
	b) in secondary schools (Local)	91.8%	91.6%	91.6%	91.3%	↓	91.0%	Our 2012/13 figure of 91.3% is better than the all Wales average of 90.6%
	% of looked after children eligible for assessment at the end of Key Stage 2 achieving the Core Subject Indicator, as determined by Teacher Assessment (Local)	32.00%	37.50%	38.00%	25.93%	↓	37.00%	Our 2012/13 figure of 25.93% is worse than the all Wales average of 46.09%
	% of looked after children eligible for assessment at the end of Key Stage 3 achieving the Core Subject Indicator, as determined by Teacher Assessment (Local)	14.8%	26.5%	27.0%	29.6%	↑	30.0%	Our 2012/13 figure of 29.6% is worse than the all Wales average of 30.4%
	% of placements started during this year where the child is registered with a provider of general medical services within 10 working days of the start of the placement (Local)	94.6%	95.2%	97.0%	97.2%	↑	97.0%	Our 2012/13 figure of 97.2% is better than the all Wales average of 90.1%
	% of looked after children who have had their teeth checked by a dentist during the year (Local)	94.9%	96.2%	97.0%	96.1%	↑	97.0%	
	% of health assessments for looked after children due in the year that have been undertaken (Local)	89.3%	93.4%	94.0%	89.8%	↑	93.0%	Our 2012/13 figure of 89.8% is better than the all Wales average of 80.3%

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LOOKED AFTER CHILDREN continued
Council Agenda 30 October 2013

Community Strategy Theme	Indicator Description (and type)	2010/11	2011/12	2012/13		Direction of travel 2012/13 against 2010/11	2013/14	Comments
		Actual Data	Actual Data	Target	Data		Target	
Children & Young People	% of young people formerly looked after :							
	d) with whom the authority is in contact at the age of 19 (Statutory)	95.2%	96.7%	97.0%	94.4%	↓	97.0%	Our 2012/13 figure of 94.4% is better than the all Wales average of 93.4%
	e) with whom the authority is in contact, who are known to be in a suitable, non emergency accommodation at the age of 19 (Statutory)	90.0%	89.7%	92.0%	97.1%	↑	98.0%	Our 2012/13 figure of 97.1% is better than the all Wales average of 93.2%
	f) with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19 (Statutory)	45.0%	51.7%	53.0%	70.6%	↑	75.0%	Our 2012/13 figure of 70.6% is better than the all Wales average of 56.4%
	a) % Children looked after who were permanently excluded from school during the previous academic year (Local)	0.0%	0.7%	0.0%	0.0%	↔	0.0%	
b) The average number of days spent out of school on fixed term exclusions for children looked after who were excluded during the previous academic year (Local)	5.1	5.7	5.0	6.5	N/A	5.0	Our 2012/13 figure of 6.5 is worse than the all Wales average of 6.3	

CHILDREN IN NEED

Community Strategy Theme	Indicator Description (and type)	2010/11	2011/12	2012/13		Direction of travel 2012/13 against 2010/11	2013/14	Comments
		Actual Data	Actual Data	Target	Data		Target	
Children & Young People	(aiii) % of open cases of children with an allocated social worker where the child is receiving a service - Children in need (Local)	61.7%	63.8%	66.0%	66.4%	↑	72.0%	Our 2012/13 figure of 66.4% is worse than the all Wales average of 74.5%
	(biii) % of open cases of children allocated to someone other than a social worker where the child is receiving a service - Children in need (Local)	27.4%	25.7%	28.0%	21.4%	↑	20.0%	Our 2012/13 figure of 21.4% is worse than the all Wales average of 21%
	% of reviews of child in need plans carried out in accordance with the statutory timetable (Local)	61.4%	75.7%	78.0%	80.9%	↑	82.0%	Our 2012/13 figure of 80.9% is better than the all Wales average of 71.4%

Statutory - nationally defined performance indicators that must be reported to the Welsh Government on an annual basis.

Local - performance indicators established by Rhondda Cynon Taf to measure progress in those areas deemed to be of high priority to the Council (and not included within the suite of statutory indicators).

CHIEF EXECUTIVE'S & CORPORATE SERVICES GROUP - PERFORMANCE MANAGEMENT INFORMATION

Council Agenda - 30 October 2013

FINANCIAL HEALTH

Community Strategy Theme	Indicator Description (and type)	2010/11	2011/12	2012/13		Direction of travel 2012/13 against 2010/11	2013/14	Comments
		Actual Data	Actual Data	Target	Data		Target	
Bringing it All Together	% of Undisputed Invoices which were paid within 30 days (Local)	92.6%	94.9%	95.0%	96.1%	↑	95.0%	
	% Undisputed Invoices Paid in 10 days (Postcodes CF,NP,SA) (Local)	70.35%	78.14%	75.0%	79.33%	↑	80.00%	
	% Undisputed Invoices Paid in 10 days (All Postcodes) (Local)	73.44%	78.28%	75.0%	82.63%	↑	78.00%	
	% of Council Tax due for the financial year which was received by the Authority (Local)	96.88%	97.06%	96.50%	97.04%	↑	96.50%	
	% gross Council Tax arrears b/f collected (Local)	44.30%	42.44%	42.00%	41.96%	↓	42.00%	
	% of Non-Domestic Rates due for the financial year which were received by the authority (Local)	97.08%	96.70%	97.00%	96.59%	↓	97.00%	
	% gross Non-Domestic Rates arrears b/f collected (Local)	70.82%	69.40%	65.00%	70.94%	↑	65.00%	

ICT SUPPORTING SERVICE DELIVERY

Community Strategy Theme	Indicator Description (and type)	2010/11	2011/12	2012/13		Direction of travel 2012/13 against 2010/11	2013/14	Comments
		Actual Data	Actual Data	Target	Data		Target	
Bringing it All Together	% of all corporate calls closed within agreed timescales (Excluding Schools) (Local)	N/A	NEW	90.00%	91.43%	N/A	90.00%	
	% ICT - uptime of Key Application Servers (Local)	99.99%	99.99%	98.00%	99.96%	↓	99.00%	
	% of telephone service desk calls closed via first point of contact (0-15mins) (Local)	N/A	NEW	25.00%	29.83%	N/A	25.00%	
	% Helpdesk calls answered (Local)	88.13%	90.17%	85.00%	83.50%	↓	85.00%	
	% of all schools calls closed within agreed timescales (Local)	N/A	NEW	85.00%	87.85%	N/A	85.00%	
	% of all calls closed within agreed timescales (Schools & Corporate) (Local)	N/A	NEW	88.00%	91.03%	N/A	90.00%	
	% of calls closed within 0-4 hours (Local)	N/A	NEW	35.00%	40.78%	N/A	35.00%	

Statutory - nationally defined performance indicators that must be reported to the Welsh Government on an annual basis.

Local - performance indicators established by Rhondda Cynon Taf to measure progress in those areas deemed to be of high priority to the Council (and not included within the suite of statutory indicators).

EQUALITIES WORKFORCE DELIVERY

Community Strategy Theme	Indicator Description (and type)	2010/11	2011/12	2012/13		Direction of travel 2012/13 against 2010/11	2013/14	Comments
		Actual Data	Actual Data	Target	Data		Target	
Bringing it All Together	% of local authority employees from minority ethnic communities (Local)	0.40%	0.56%	0.59%	0.55%	↑	N/A	
	% of local authority employees declaring that they are disabled under the terms of the Disability Discrimination Act 1995 (Local)	2.76%	2.85%	3.08%	3.05%	↑	N/A	
	% of Senior management posts filled by women (Local)	26.20%	28.81%	28.81%	36.36%	↑	N/A	
Safer Communities	Number of racial incidents per 100,000 population recorded (Local)	33.7	13.23	12.8	47.36	↑	N/A	

STAFF HEALTH & WELLBEING

Community Strategy Theme	Indicator Description (and type)	2010/11	2011/12	2012/13		Direction of travel 2012/13 against 2010/11	2013/14	Comments
		Actual Data	Actual Data	Target	Data		Target	
Bringing it All Together	The % of Days/Shifts lost to sickness absence per number of local authority employees (Headcount) (Local)	4.62%	4.79%	4.79%	4.54%	↑	<4.54	
	The number of working Days/Shifts lost to sickness absence per number of local authority employees (Headcount) (Local)	11.4	11.7	11.7	10.8	↑	<10.8	
	The number of ill-health retirements as % of the local authority's workforce (Local)	0.42%	0.29%	0.29%	0.16%	↑	N/A	
	The number of over 7 day injuries to employees reported to the HSE per 1,000 employees (Local)	N/A	6.29	6.03	4.35	↑	5.63	Direction of travel made against 2011/12 and 2012/13 performance only
	Number of major injuries to local authority employees reported to the Health and Safety Executive (HSE) per 1,000 local authority employees (Local)	1.95	1.21	1.72	0.77	↑	1.53	
	% of employees (including teachers and school based staff) who leave the employment of the local authority, whether on a voluntary or involuntary basis (Local)	7.65%	5.92%	5.92%	6.21%	↑	N/A	
	% of employees (excluding teachers and school based staff) who leave the employment of the local authority, whether on a voluntary or involuntary basis (Local)	7.31%	5.25%	5.25%	5.26%	↑	N/A	

Statutory - nationally defined performance indicators that must be reported to the Welsh Government on an annual basis.

Local - performance indicators established by Rhondda Cynon Taf to measure progress in those areas deemed to be of high priority to the Council (and not included within the suite of statutory indicators).

SERVICE DELIVERY

Community Strategy Theme	Indicator Description (and type)	2010/11	2011/12	2012/13		Direction of travel 2012/13 against 2010/11	2013/14	Comments
		Actual Data	Actual Data	Target	Data		Target	
Bringing it All Together	% of standard searches carried out in 10 working days (Local)	100.00%	100.00%	100.00%	100.00%	↔	100.00%	
	% standard searches returned within 5 working days (Local)	98.67%	98.62%	95.00%	94.20%	↓	95.00%	

GOVERNANCE

Community Strategy Theme	Indicator Description (and type)	2010/11	2011/12	2012/13		Direction of travel 2012/13 against 2010/11	2013/14	Comments
		Actual Data	Actual Data	Target	Data		Target	
Bringing it All Together	Number of complaints to an Ombudsman classified as maladministration (Local)	3.00	2.00	0.00	2.00	↑	0.00	
	% Agendas and reports to be available to the public 4 working days prior to meetings (excluding Special/Extraordinary Meetings) (Local)	99.47%	100.00%	100.00%	100.00%	↑	100.00%	

PUTTING CUSTOMERS FIRST

Community Strategy Theme	Indicator Description (and type)	2010/11	2011/12	2012/13		Direction of travel 2012/13 against 2010/11	2013/14	Comments
		Actual Data	Actual Data	Target	Data		Target	
Bringing it All Together	Contact Centre Services							
	Average Queue Time (seconds) - Out of hours (Local)	13.7 secs	12.65 secs	20 secs	13.45 secs	↑	30 secs	
	Average Queue Time (seconds) - Lifeline (Local)	7.7 secs	7.2 secs	20 secs	6.98 secs	↑	30 secs	
	Resolution - % Out of hours emergency (Local)	100.00%	95.00%	80.00%	97.60%	↓	80.00%	
	E-Access							
Website conformance - Sitemorse™ ranking (Local)	4th in Wales	3rd in Wales	5th in Wales	2nd in Wales	↑	5th in Wales		

Local - performance indicators established by Rhondda Cynon Taf to measure progress in those areas deemed to be of high priority to the Council (and not included within the suite of statutory indicators).

PLANNING
Council Agenda - 30 October 2013

Community Strategy Theme	Indicator Description (and type)	2010/11	2011/12	2012/13		Direction of travel 2012/13 against 2010/11	2013/14	Comments
		Actual Data	Actual Data	Target	Data		Target	
Economic Regeneration & Transport	% of total planning applications determined within 8 weeks (Local)	76.71%	71.29%	66.00%	72.44%	↓	66.00%	
	% of major planning applications determined during the year within 13 weeks (Local)	34.6%	47.8%	34.0%	26.7%	↓	N/A	
	% of minor planning applications determined during the year within 8 weeks (Local)	66.8%	57.1%	54.0%	57.1%	↓	54.0%	Our 2012/13 performance of 57.1% is worse than the all Wales average of 61.5%
	% of householder planning applications determined during the year within 8 weeks (Local)	87.6%	86.8%	81.0%	86.3%	↓	81.0%	Our 2012/13 performance of 86.3% is better than the all Wales average of 83.3%
	% of all other planning applications determined during the year within 8 weeks (Local)	74.9%	69.8%	66.0%	72.5%	↓	66.0%	Our 2012/13 performance of 72.5% is better than the all Wales average of 71.1%
	% of planning applications determined during the year that were approved (Local)	83.0%	87.5%	85.0%	84.7%	↑	85.0%	
	% of appeals determined that upheld the authority's decision in relation to planning application decisions and enforcement notices (Local)	79.7%	77.6%	70.0%	60.0%	↓	70.0%	Our 2012/13 performance of 60% is worse than the all Wales average of 61.4%
	% of enforcement complaints resolved during the year within 12 weeks of receipt (Local)	80.8%	78.7%	70.0%	76.3%	↓	70.0%	
	% of Building Control 'full plan' applications checked within 15 working days during the year (Local)	95.7%	92.6%	87.0%	90.0%	↓	87.0%	Our 2012/13 performance of 90% is worse than the all Wales average of 91.9%
	% of first time 'full plan' applications accepted (Local)	97%	98%	96%	94%	↓	90%	Our 2012/13 performance of 94% is worse than the all Wales average of 95%
% all applications subject to Environmental Impact Assessment (EIA) determined within 16 weeks (Local)	0%	0%	20%	0%	↔	20%	No applications received	

Statutory - nationally defined performance indicators that must be reported to the Welsh Government on an annual basis,

Local - performance indicators established by Rhondda Cynon Taf to measure progress in those areas deemed to be of high priority to the Council (and not included within the suite of statutory indicators).

ASSET MANAGEMENT
Council Agenda - 30 October 2013

Community Strategy Theme	Indicator Description (and type)	2010/11	2011/12	2012/13		Direction of travel 2012/13 against 2010/11	2013/14	Comments
		Actual Data	Actual Data	Target	Data		Target	
Bringing it All Together	(ai) % of the gross internal area of the local authority's buildings in condition categories - A (Local)	9.70%	10.30%	*	9.62%	↓	*	
	(aii) % of the gross internal area of the local authority's buildings in condition categories - B (Local)	48.90%	54.49%	*	54.78%	↑	*	
	(aiii) % of the gross internal area of the local authority's buildings in condition categories - C (Local)	41.00%	30.16%	*	30.21%	↑	*	
	(aiv) % of the gross internal area of the local authority's buildings in condition categories - D (Local)	0.40%	5.04%	*	5.39%	↓	*	
	(bi) % of the total value of required maintenance for the local authority's buildings assigned to works of priority level: 1 (Local)	1.00%	1.73%	*	1.92%	↑	*	
	(bii) % of the total value of required maintenance for the local authority's buildings assigned to works of priority level: 2 (Local)	35.00%	37.90%	*	37.47%	↓	*	
	(biii) % of the total value of required maintenance for the local authority's buildings assigned to works of priority level: 3 (Local)	63.90%	60.37%	*	60.61%	↑	*	

* No Targets set

HOUSING-PRIVATE SECTOR

Community Strategy Theme	Indicator Description (and type)	2010/11	2011/12	2012/13		Direction of travel 2012/13 against 2010/11	2013/14	Comments
		Actual Data	Actual Data	Target	Data		Target	
Economic Regeneration & Transport	The number of new affordable housing units provided during the year as a percentage of all new housing units provided during the year (Statutory)* Community Strategy Measure	17.00	11.24	12.30	11.94	↓	N/A	
	The number of new housing units provided during the year on previously developed land as a percentage of all new housing units provided during the year (Local)	59.18	55.62	31.00	47.10	↓	N/A	Our 2012/13 performance of 47.1 is worse than the all Wales average of 65.9

* The number of new affordable housing units provided during the year as a percentage of all new housing units provided during the year - This performance indicator has been qualified by the Wales Audit office for all councils in Wales

APPENDIX 2

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

COUNCIL

30TH OCTOBER 2013

THE COUNCIL'S ANNUAL DELIVERY REPORT 2012/13

FEEDBACK FROM THE OVERVIEW & SCRUTINY COMMITTEE AND 4 SERVICE SCRUTINY COMMITTEES

All five of the Authority's scrutiny committees met during October to consider the draft improvement priority assessments within their remit and their comments are attached.

- **Environmental Services Scrutiny Committee**
(Pages 3 – 7)

- **Corporate Services Scrutiny Committee**
(Pages 9 – 10)

- **Community & Children's Services Scrutiny Committee**
(Pages 11 – 15)

- **Education & Lifelong Learning Scrutiny Committee**
(Pages 17 – 20)

- **Overview & Scrutiny Committee**
(Pages 21 – 26)

Feedback

Environmental Services Scrutiny Committee – 7th October 2013

A. Priority: Enforcement & Regulation.

The Chairman questioned whether the service had updated statistics to illustrate whether there had been improvements in the services being provided? The Service Director, Public Health & Protection advised the Committee of the number of issues presented within the service during 2012/13 and the ongoing work with the Single Integrated Plan, to which a number of the services had been aligned. The Committee were advised that part of the process with the alignment of the Single Integrated Plan involved the undertaking of comprehensive needs assessments, which involved the production of statistics and figures. The Service Director, Public Health & Protection advised that there had been notable improvement in the services highlighted with evidence to illustrate positive outcomes, however; there was a need for the services highlighted to remain as priorities, due to the demands in the areas. The Service Director, Public Health and Protection also commented that the needs assessments outlining such statistics could be provided if needed.

One Committee Member referred to the positive statistics highlighted within the report in respect of supporting victims of ASB and commended officers on the service, however the support provided to those victims that were still vulnerable or repeat victims was queried. The Committee were advised of the specific support provided for the most vulnerable victims, and the work centred around safety for all victims. It was commented that continued support would be provided until a preferred outcome situation was delivered for victims of ASB. The officer was further queried on the reporting timescales to the general public following reports of ASB. The Service Director advised that all persons reporting incidents of ASB reported should receive feedback.

Members referred the Service Director, Public Health & Protection to the report in respect of Empty properties and it was queried how the properties brought back into use by the Council linked with demand for affordable housing and the percentage of occupancy for the properties referred to. The Members were advised that all 86 properties brought back into use were occupied and details of how the properties were improved were provided. With regards to the linkage with demand for affordable housing the Service Director, Public Health and Protection advised that this was a little more complex and referred to the Local Housing Market Assessment which highlighted a short fall in affordable housing within the County Borough and the problems associated with demand and supply. It was highlighted that some empty properties

were brought back into use through our Homestep plus scheme which is a Low Cost Home Ownership scheme and therefore the homes were affordable. The Service Director was questioned further as to the criteria used to identify empty properties to renovate and the Committee were advised of the range of different factors considered, which was often dependant on the scheme or initiative being used to bring the property back into use. The Chairman commented on the positive schemes and questioned whether these could be expanded further. The Service Director commented that although the service had been successful in accessing a range of external funding sources, the extent and cost of renovation work to bring empty properties back into use meant that 'need' significantly outweighs funding available.

One Member of the Committee commented on the energy conservation schemes in place and although these were having a positive effect it was commented that they were also having adverse effects in properties due to issues such as condensation. The Service Director commented that such adverse effects were down to two issues in particular, rogue traders and property management. The Committee were advised of the work of trading standards with regards to rogue traders and the advice being provided to residents through the Community Housing Service in relation to energy efficiency measures and general education surrounding property management.

One Member of the Committee referred to the work surrounding Domestic Abuse, which he had scrutinised previously on the LSB scrutiny working group and spoke of the positive outcomes already noted in the area. The Service Director, Public Health and Protection was however queried on the support provided to those individuals that were not deemed high risk and the role and intended benefits of the joint Domestic Abuse and Sexual Violence forum. The Service Director advised that due to demand the IDVA service was only able to respond to high risk cases at first point of contact, but that the service still tried to meet the needs of all individuals accessing the service, and since April 2012 the Council commissioned additional services from Gwalia which are dealing with some of the unmet load.. The Service Director also advised that the service worked closely with 'Women's Aid RCT' and spoke of 'positive opportunities' now that this has become a single organisation. The Service Director, Public Health & Protection proceeded to answer the question in respect of the forum and it was explained to the Committee that previously there were two separate forums within both Merthyr Tydfil and Rhondda Cynon Taf leading to duplication, and the formation of one forum has lead to an improved collaborative approach, which allowed the forum to broaden out its agenda within the Cwm Taf area.

The Service Director, Public Health and Protection was referred to the Performance Indicators (PIs) highlighted within his report and it was queried why a number of the PIs were populated with 'Non Applicable'. The Service Director explained that some of the measures

did not lend themselves to targets and commented that outcomes were more important than process measures and agreed that some of the PIs did not enrich the report and could be taken out. A further question on the energy efficiency PI target was also highlighted and the officer explained that the funding arrangements ended in December 2012 and measuring performance against a lower target than previously achieved allowed the new provider to embed and allow the new arrangements to become established.

B. Priority: Streetcare Services & the Natural Environment

The Service Director, Streetcare was questioned by Members of the Committee on the key factors resulting in lower than anticipated levels of recycling over 2012 / 13 and it was questioned whether there were any key issues that needed to be addressed. The Service Director, Streetcare advised Members that in respect of dry recycling RCT were in the top quartile in Wales, though with green recycling they were in fact last. The Service Director commented on the potential reasons for this position, indicating that the County Borough did not produce a lot of green waste due to households having small or even no gardens. Members were advised that the service was therefore focusing primarily on improving its figures in relation to food waste, although it was noted that this was difficult due to there being no mandatory powers in place to make people recycle. The Service Director, Streetcare provided the Committee with statistics illustrating an early indication of improvement with green recycling rates following the introduction of the new fortnightly collection arrangements. The Service Director was further queried whether any arrangements were in place with Housing Associations within the County Borough with regards to grass collections and the Service Director confirmed that recent communication had been made with the Chief Executive of RCT Homes in respect of the matter, although he added that not all contractors actually collect grass cuttings due to the cost involved. The Group Director, Environmental Services also added that the Council do not always collect grass cuttings which would be something that may need to be looked into.

One member commented on the issuing of fixed penalty notices and commented that such action was welcomed within his ward by the residents. The Service Director, Streetcare agreed that this opinion was mirrored across the County Borough.

Members of the Committee commented on the fortnightly refuse collection and Members expressed their thanks to the teams involved for their hard work and efforts, and spoke of the 'positives' witnessed with the early indications of increased recycling. One Member further questioned whether there had been increased fly tipping due to the recent changes and the Service Director, Streetcare commented that there had in fact been a minor decrease noted in the reported levels of

fly tipping. A query was further raised in relation to the charge for 'collection of bulky items' and the officer advised that the charge was more of a 'booking fee'.

Members of the Committee commented on the positive work in respect of 'Re-uniform' and it was queried how customer feedback was gauged. The Service Director, Streetcare advised that feedback on the initiative was very positive with parents keen to utilise the initiative. The Service Director added that feedback was generally verbal and he welcomed Members suggestion of a 'suggestion box' being made available within the shop to collect customer comments. Another Member commented on positive work of the scheme but also commented that every child deserves at least one new uniform advising of the extra costs on uniforms due to the requirements of school badges on the uniforms. The Service Director, Streetcare advised that he was unable to comment due to the decision of school uniforms resting with individual schools. The Member further commented on the school uniform allowance provided to each school and added that she hoped this was being passed on to children in need of uniforms rather than for generic school purposes.

The Service Director, Streetcare was queried on the impact dog fouling had on the service's performance and the officer agreed that dog fouling was and continues to be an issue. The Service Director advised Members of the schemes in place to assist performance with targeted awareness and patrolling of hotspot areas. Following a further question the Service Director, Streetcare confirmed that due to a change in legislation CCTV was not available to use as a form of evidence gathering, although this form of intelligence could still be used for flytipping.

One Member of the Committee queried the rationale behind the PI targets set in relation to graffiti and the Committee were advised that although recent performance had been 100% the future target was set at 90% which was a more realistic target of achievement.

The future investment into roads was highlighted by Members and the Service Director, Highways, Transportation & Strategic projects commented that continued investment would be provided where needed. The Chairman drew officer's attention to the results of the B roads within the report, which was worse than the all Wales average and the Service Director advised that this was a direct result of the way the survey was undertaken ie every two years and commented that we would expect to see an improvement in the future..

Following the specific comments on each of the assessments the Service Director, Performance & Resources asked the following questions:-

To what extent do the assessments correlate with performance up dates the scrutiny committee received during 2012/13?

Members agreed that the draft assessments correlated with the information provided to Committee during the Municipal Year. Members commented on the usefulness of meaningful data to allow the Committee to consider trends in performance and to scrutinise the Authority's performance 'like for like' against other local authorities.

To what extent do the assessments set out the difference the improvement priority areas have made / helped to make in 2012/13?

Members agreed that the assessments provided a good reflection of the improvements witnessed in the priority areas.

To what extent do the new 2013/14 improvement priority action plans address areas that require further improvement, as highlighted by the draft 2012/13 assessments?

Members were of the opinion that the action plans addressed the areas for further improvement.

The Chairman thanked the officers involved for the detailed presentations and commented that in future it may be more beneficial for the Committee to consider the information in smaller lots due to the amount of detail involved.

Feedback

Corporate Services Scrutiny Committee –8th October 2013

Priority Area – Better Customer Contact

The Head of Customer Care explained that it was intended to have a draft Digital Plan in place by quarter 4 of 2013/14 and that it would be aligned to the Digital Wales Plan which contained a number of themes. The Customer Contact actions would support the Transforming Public Services theme and key to this would be the continued drive to widen access to public services on-line and having in place the infrastructure to support this.

A Member asked whether the service charged for the provision of blue badges and was informed that the Authority did not charge for this service but was aware that some local authorities did apply a £10 fee.

A Member commented that her visits to the Customer Contact Centre at Ty Elai were always pleasurable and enlightening. Whilst she appreciated that the average waiting times for daytime calls is under 53 seconds, she asked whether there were peak times when it was higher. The Head of Customer Care explained that the way in which the staff were organised meant that peaks and troughs were reduced by a single team of multi-skilled staff in order to meet demand. She pointed out that occasionally there could be a problem if for instance there was a high level of Council Tax enquiries perhaps as a result of the mailing of the annual bills and this coincided with an unforeseen event such as flooding. She reported that over 70% of calls were answered within 60 seconds.

The Member also asked whether a landlord owning multiple properties would need to make a call for each property if he or she wanted to pay their council tax or could it be done in one call. The Head of Customer Care explained that there was no reason why an advisor could not take several payments in one call subject to verifying that the caller was the account holder in each case.

A Member asked how the service complied with Welsh language requirements. The Head of Customer Care reported that 17% of the staff across the service are Welsh speaking and that the Call Centre and One4All services can respond in Welsh and can offer appointments with a Welsh speaker. The website 'publishing' workflow ensured that the content was translated by the Welsh Translation Unit prior to publication. She added that as far as she was aware the service had only ever received one complaint in relation to a Welsh language issue.

A Member welcomed the introduction of a text phone for the audibly impaired but queried why the take up was so low. The Head of

Customer Care explained that it was a very specialist rather than a general need. She added that the text number had been passed to all Homecare staff so that they are able to pass this on to their clients. The service also worked closely with the Sensory Team in relation to accessibility standards including the text phone and website.

A Member commented that it was pleasing to note that the customer satisfaction level in respect of the Customer Contact Centre was high. However, he pointed out that in his role as a councillor he tended to only hear from those who informed him that they had waited for several minutes and then given up. He asked whether there was a way of measuring how long people waited before abandoning their calls to obtain a better picture.

The Head of Customer Care explained that for wait times the systems could report on a range of parameters and she would follow through with performance colleagues to consider an extended suite of indicators e.g. % of calls answered in 60 and 90 seconds.

She reported that callers were informed of what position they were in the queue and this was positively received, therefore some callers chose to abandon and call back. Equally some customers abandoned as the messaging answered their enquiry e.g. 'no change to bin collection day' during a bank holiday week would be played and a customer would then abandon the call without the need for an advisor.

A Member noted that the Council now used Twitter and asked whether Council alerts could be sent to e-mail addresses for those who did not wish to register with Twitter. The Head of Customer Care reported that the service was currently investigating the use of e-mail alerts to inform the service plan for 2014-15

A Member commented that the report did not mention the dedicated Member enquiry service which he felt was excellent. However, he did have a concern in relation to the delay in re-locating the Emergency Duty Team. The Head of Customer Care reported that the delayed relocation has not impacted on the customer but that the relocation now offered opportunities for closer integration of the service with wider Out of Hours services at the same location e.g. Homecare / Lifeline. The EDT move was part of a wider restructure and consultation process led by the Group Director of Community & Children's Services.

In conclusion, the Director of Performance and Resources drew Members' attention to the questions posed in paragraph 4.5 of the report and Members agreed that that the draft assessment set out under Appendix B was in accord with the performance updates received by the Committee during 2012/13 and that the new 2013/14 improvement priority action plans addressed the areas for further improvement.

Feedback

Community & Children's Services Scrutiny Committee – 8th October 2013

Priority Area – Children & Family Centred Services

A Member pointed to the increased demand for Children's Services in recent years and asked what measures had been put in place to deal with this increase. The Service Director, Children's Services reported that there were a number of preventative initiatives in place such as the Rapid Response Team which will go out and work with families to deal with problems before they escalate. Additional support can be provided by the Integrated Family Support Team who work with families with complex needs, often involving substance misuse and they can assist in keeping young people at home when it's safe to do so. The 'Team Around the Family' (TAF) framework provides support in communities, bringing agencies together in an integrated and collaborative way. In addition, there were also the specific initiatives contained within the Looked After Children Action Plan.

The Member further asked whether these families were generally responsive to these initiatives and was informed that often they were although there would be some who were not in which case, if necessary, the statutory functions would then apply. The Service Director pointed out that other agencies also provided a level of support, some more than others and explained that it was vital to engage with these providers to ensure that all the pieces of the jigsaw were in place.

A Member asked what checks were in place to ensure the quality of the assessments undertaken by social care staff and was informed that a Quality Assurance Framework is in the process of being developed with the aim of ensuring standards are met. It was also explained that social workers undergo regular supervision sessions with their team manager every 4 – 6 weeks. These sessions may include the sampling of cases to ensure the quality of work. In addition, there were usually many occasions when there was a need to go through a case file in detail and take the opportunity to look back on actions taken, such as when preparing for court proceedings.

A Member suggested that the 34-35% increase in demand over 3 years was a huge leap and asked whether staffing levels had risen to meet this demand and if not did it mean that there was less time to give to each case. The Service Director reported that there had been increased investment in the service and work was underway to consider how services may need to be delivered differently. However, there was an impact on staff and increased pressures and that the timeliness of responses in particular had suffered.

A Member asked if the situation could get worse given the economic climate and the Service Director agreed that it could but pointed out that the issues which result in family breakdown are often complex and that actions were being taken that were intended to help alleviate this. The Member asked whether this pressure was translating into an increase in staff sickness levels. The Service Director explained that sickness levels were monitored and support provided. To date there had been no rise in sickness; however, it may have impacted to some extent on their ability to retain staff.

A Member referred to the first page of the draft Improvement Priority Assessment which commented that improvement in areas where it needed to do better was mixed and that some performance was in the bottom quartile. Whilst accepting that the economic climate was challenging he suggested that other authorities were facing the same challenge and asked what plans the Authority had to improve the situation. The Service Director responded by explaining that the increase in referrals had placed services under pressure and had a negative impact on some areas of performance. In the instances referred to, the number of assessments completed within seven days had actually increased however because of the increase in the number of referrals the overall percentage within timescale had decreased. The number of Looked After Children allocated to a qualified social worker had also increased but due to the greater number needing to be allocated, the percentage had reduced. How the Assessment Care Planning Services are currently organised is being reviewed to establish whether they could be targeted more productively. Models of delivery in other parts of the country were being looked at to see what lessons could be learnt. He added that all performance indicators not achieving their target would be reviewed to consider ways to improve.

A Member questioned the impact of the 'bedroom tax' on the service. The Service Director, Children & Young People explained that it would certainly have an influencing factor. He suggested that whilst some families might try harder to keep their young people at home in general it could lead to an increase in homelessness amongst young people.

The Member explained that he had been informed that whilst some families have been managing to pay the additional amount throughout the summer they would not be able to do so once they have to pay for heating and the situation will get tougher. Another Member added he had concerns that the number of Looked After Children would rise as a result of the additional pressures placed on families.

A Member noted the progress around Special Guardianship Orders and asked whether these tended to be undertaken by close friends or extended family members. He also asked how many children were placed with relatives and was it known if the outcomes for these children were better than for those placed outside their community. The Service Director reported that the placements could be with close friends or extended family; in some cases it could be a step-parent who had built a good relationship with the child. He reported that the number of children placed with relative foster carers had

risen from 89 in 2011/12 to 119 in 2012/13. In relation to outcomes, he explained that generally children benefit from a stable family environment; however each child needed to be considered on an individual basis. Whilst in general children did better with family members there were exceptions to this and some young people did better in a residential setting. He explained that what was important were the individual needs of the child.

A Member referred to the work which had been undertaken to bring children & young people who had been placed in 'out-of-county' care back to Rhondda Cynon Taf. She asked whether the Authority had the capacity to deal with those young people who might still need residential care. The Service Director, Children & Young People reported that before changing a child's placement all aspects of care would be considered. Increased investment had been devoted to improving the capacity of fostering services.

A Member asked whether there were hidden costs to the costs of placements in the draft Improvement Priority Report. The Service Director reported that the costs of a placement would be monitored as part of the very strong procurement arrangements in place and it was always made clear what was included as part of the care package. The cost of placements in the report represented the average cost of placements.

The Member asked what was the current furthest placement and the Service Director reported that it was Blackpool.

Another Member pointed out there were other hidden costs associated with 'out of county placements' such as the cost of social worker visits.

A Member welcomed the improvement to the timeliness of Case Conferences and asked what had brought about the improvement. The Service Director, Children & Young People reported that there had been an increase in Independent Reviewing Officer capacity and the benefits of this were now being seen.

A Member referenced the recent budget statement from the Welsh Government and asked what implications this would have for the service. He noted that there had been an announcement that there would be additional investment in Flying Start. The Head of Financial Services, Community & Children's Services reported that the detail of the provisional settlement for Rhondda Cynon Taf would not be known until the following week.

Priority Area – Maintaining People's Independence

A Member referred to the Memory Project and asked whether this would become a permanent service. The Service Director, Community Care explained that the intention was that it would be a permanent service as part of the Intermediate Care and Reablement service. He explained that at present the referrals were coming via hospitals mainly through Occupational

Health involvement. There was now a need to develop the process so that referrals could be received from the community.

A Member pointed out the importance of the elderly remaining active in the community as a means of combating memory loss. The Service Director commented that this would be a role for the voluntary sector in the future through older persons clubs etc and agreed that it was key to keeping people active. The Member referred to the roll out of the Butterfly Project to Dan y Mynydd and asked to what extent further roll-out would be dependent on resources given the latest Welsh Government budget statement. Members were informed that there was a commitment to completing the work in Dan y Mynydd which was now half way through. It was explained that it had cost £25,000 for one year's input from Dementia Care Matters which had resulted in the very successful Butterfly Project at Clydach Court. The Service Director pointed out that whilst resources are always an issue and could affect the rate of roll-out it was intended that the service manager would be able to take forward the good working practices currently in operation in Clydach Court to other establishments. He was also aware that the Group Director was committed to taking this work forward.

A Member referred to the reported success of the Reablement Service and asked how the Authority compared with others. The Service Director explained that whilst there is no national league table for the service all 22 Welsh authorities were part of a national improvement network for Reablement services which he chaired. The purpose of the network is to share best practice and he was confident that Rhondda Cynon Taf was well placed in this field.

A Member asked whether the Reablement service was cost effective – were the overall costs lower than they would have been if there was no service. The Service Director reported that it was cost effective. He explained that whilst it was not a cheap service the success in promoting independence and lessening the need for long term support meant that over time it was cost effective to deliver.

A Member asked whether the increased life expectancy of many with learning difficulties was posing a challenge for the service. The Service Director agreed that many children and young people now lived well into adulthood whereas in the past this would not have been the case. This was down to a number of factors such as improved health care, diet and housing and better understanding of conditions. He reported that whilst this is welcomed it did bring its own challenges and more work needed to go into the transition stages between adolescence and adulthood. It was also known that many with learning difficulties such as those with Down's Syndrome developed illnesses such as alzheimers and dementia at an earlier age.

In relation to the integration of health and social care services a Member asked how the service would gauge success. The Service Director explained that information would come from a number of sources such as feedback from clients in relation to how seamless the transition between health and social

services was in their experience. He also explained that the integration would need to involve Merthyr Tydfil County Borough Council as well to provide an operation across the regional footprint. He pointed out that the Reablement service was already integrated and operating well and he would be looking to ensure the same efficiencies across all service areas. Whilst he felt that it was unlikely that the changes would result in cost savings he would expect the services delivered to be more efficient.

The Member commented that a common concern reported to him was that of consistency. People receiving care wanted it delivered by the same people. The Service Director agreed that this was a challenge. He explained that as the service provided care on a 24/7 basis it would be impossible for the same one or two care staff to visit a client each time. He reported that the service was structured into teams and the aim was that a client would receive care from a pool of approximately 6-8 people.

The Member also referred to the recent press coverage of 15 minute visits. The Service Director confirmed that the Authority did use 15 minute slots but these visits had to be seen in the context of the whole package of care e.g. in addition to one 15 minute visit there could also be another 3 or 4 other visits made to that client each day of varying lengths depending on need. He also pointed out that it was always stressed to care staff that they had to carry out what needed to be done regardless of any overrun of time. Whilst he would check, it was his understanding that the minimum visit time provided by external agencies was 30 minutes.

In relation to further questioning, the Service Director reported that care staff were usually allocated to clients within their local area. This was not always the case in the independent sector although they would be organised on a locality basis.

In conclusion, it was agreed that that the draft assessments set out under Appendices B and D were in accord with the performance updates received by the Committee during 2012/13 and that the assessments reflected how the action plans had driven improvement and that the new 2013/14 improvement priority action plans addressed the areas for further improvement.

Feedback

Education & Lifelong Learning Scrutiny Committee – 14th October 2013

One Member referred to the recent announcement of the proposed 'service cuts' and also highlighted the assessment's reference to deprivation being an influencing factor on educational outcomes. The member continued by asking officers that in the current financial climate, what impact would this have on future year's education results and what action is being taken to help counter this?

The Director, Education & Lifelong Learning confirmed that proposals for consultation had been put forward for consideration by Cabinet, which included proposed changes to admissions for Pre-Nursery and Nursery, Youth Service and proposed changes to the Library Service. The Director confirmed that an equality impact assessment would be undertaken if the consultation processes were taken forward.

One Member of the Committee also enquired into surplus places and the work being undertaken to address the issue. The Director, Education & Lifelong Learning advised the Committee that a programme of work is underway with the aim of reducing surplus places, although there was no easy fix. The Director continued by commenting that the new Aberdare School would remove around 1,000 surplus places.

The Vice Chairman questioned the Education officers on the attainment results, commenting on the positive news that for some areas RCT were improving at a faster rate than the Welsh average and queried whether this momentum would continue or plateau. The Service Director, Schools Access and Inclusion advised the Member that it was difficult to gauge due to the different cohorts each year, the ambitious target set year on year by the schools and the training available to help improve leadership and management within schools. The Service Director added that it was the service's intention to continue to maintain positive improvement year on year at all key attainments.

The Service Director was also queried as to whether the 'All Wales Comparison' in relation to primary school attendance was available, and it was confirmed that the figures will be available in January 2014 and would be reported to Members.

One Member commented on the positive results noted with secondary school attendance rates and the good practice and initiatives within schools were highlighted and it was queried how the success of the initiatives were measured. The Head of Attendance & Wellbeing thanked Members for their comments on the good practices identified within schools and advised of the continual work undertaken to change the culture in relation to attendance at both a service level and with the children and parents, and working closely with data collection teams to assist in measuring performance. It was further queried whether feedback was collected from children on the school

attendance initiatives and the Head of Achievement advised that this was part of the system leader's role.

The Service Director, Schools, Access and Inclusion was referred to the targeted approaches in relation to Looked After Children (LAC) and the expected improvement was queried following the service's work in this area. The Service Director confirmed that a co-ordinator had just been appointed and it was commented that although it was still early days to see signs of improvement the extra resources in place would have a positive impact in the future.

In respect of Looked After Children, one Member queried whether there were any all Wales comparative data available to put the performance into context. The Service Director, Schools Access and Inclusion advised that no such data was available, as it was difficult data to try to capture due to the differences with the cohorts which changes rapidly due to the nature of the children who become 'LAC'. Following a further request, the Service Director advised that a report highlighting details of the percentage of LAC achieving 2 or more GCSEs could be provided to the Committee for information.

Following a question on young people 'EOTAS' and the support provided by the Authority the Director, Education & Lifelong Learning confirmed that the service was operating with some of the most difficult young people to maintain within any education provision and spoke of the reasons why such provision was needed. The Committee were advised that the service provides different provisions for different circumstances including home tuition, group tuition and the committee were advised of the provisions within Ty Catrin offering a range of opportunities for young people and the opportunity to attend college courses. The Director continued by advising of the successful stories through provisions at Coleg Morgannwg and the intention to further improve and for the service to provide the best they can for the young people involved.

One Member requested whether there were any 'All Wales' comparison figures available in relation to Children with Special Education Needs and the Service Director advised that this was a difficult area to compare across Wales due to the different data collection methods used by individual Authorities and the different provisions in place.

A Member of the Committee commented on the positives highlighted within the report in respect of Governor Training and it was suggested that employment related matters should also be included within the training package provided. The Director, Education & Lifelong Learning spoke of the topics provided and commented that any specific issues could be built into future training packages as requested. A further question was raised in relation to the auditing of Governor Training, as Members commented on the difficulty sometimes experienced in getting some governors to attend training events. The Committee were advised that evaluation forms were completed following each training session and there was still the continuation of the self review.

Collaborative working between sectors of the Education Service and schools was commended by members of the Committee and one Member queried

how this had led to improved educational outcomes. Officers provided the Committee with details of certain collaborative schemes put in place and the opportunities available through collaboration of sharing best practices and maximising best talent across schools within the County Borough.

One Member queried the completion dates for the building of the new Secondary school within Aberdare, how the recent news of the proposed admissions changes would affect surplus places and the continuation of the preferred Education model 3-18 following the recent announcement. The Director, Education & Lifelong Learning commented that to his knowledge the build date was on target with no unforeseen delays to date. The Director continued by advising that if the proposed changes were to be implemented then this would have no affect on the surplus places as the proposed change was to reduce 3 year olds education provision to part time rather than full time; therefore this would be more of an occupancy issue. Again, the Director confirmed that the proposed changes if implemented would not affect the Education model 3 -18 years, as 3 year olds would still be receiving education but on a part time basis.

The Director, Education & Lifelong Learning was referred to details in his report which outlined that the numbers attending Ty Catrin had been capped and queried whether the future proposal was to close Ty Catrin and to move the service into a Pupil Referral Unit within Glyncoch. The Director, Education & Lifelong Learning confirmed that this was the future intention and outlined to Members of the Committee the reasoning behind the move and advised that the service were currently consulting with the staff involved.

One Member of the Committee referred to previous training received in relation to performance data and its importance as a key measure and queried the progress made in developing a system to enable benchmarking of performance across the Authority. The Director, spoke positively of the work completed to date with data systems using the regional collaboration fund. The Committee were advised that services were being aligned to SIMs, which would help establish a profile on every child and would assist with effective provision across the service and managing information which could be presented to Cabinet and the Scrutiny committee.

Reference was made to the actions identified within the report with no identifiable outcomes attached and Members queried whether such actions could be linked with performance. The Director, Education & Lifelong Learning agreed with the comments and accepted that performance measures should be aligned against identified actions in these cases.

One Member of the Committee spoke of the positive news in respect of 'more able and talented pupils', with 49 applying for placements within Oxford and Cambridge University, and the Director was queried as to the pupil's success level. The Director advised that the number of pupils applying to higher Universities had doubled although on average only half the numbers were given placements. The Director proceeded to advise of the programmes in place to assist students wanting to attend high performing Universities and the

pooling of expertise across the County Borough to assist students with their studies. The Committee were advised of the success witnessed with 20 pupils from across the County Borough taking part in team competitions in Kings College London, with the Director proudly advising that the competition was won by one of the teams from RCT. Members of the Committee commented on the positive initiatives in place to assist more able and talented pupils and Members also commented on the excellent results obtained by the pupils taking part in the team competitions, and it was agreed that letters of congratulations should be sent to each of the pupils involved.

In conclusion, it was agreed that the draft assessment for Education was in accordance with the performance updates received by the Committee during 2012/13 and that the assessments reflected how the action plan had driven improvement.

Feedback

Overview & Scrutiny Committee – 16th October 2013

Regeneration of our Communities – Physical Regeneration

Members raised concerns regarding reports in the national press in relation to falls which had taken place in a section of Taff Street, Pontypridd. The Director of Regeneration & Planning explained that the Council was very aware of the issue and was working behind the scenes to access the precise situation and take remedial action if necessary. A Member referred to the range of advice received in relation to work carried out in Aberdare Town Centre and the Director of Regeneration & Planning assured Members that the Council had consulted with a number of stakeholder groups in relation to the regeneration works in both towns.

A Member referred to the failure rate of businesses in Rhondda Cynon Taf and asked whether it was linked to high business rates and rental costs. The Director of Regeneration & Planning reported that in the rental sector particularly, business reports these issues are challenging. She went on to say that there were a high number of start ups but that if these could be sustained, they would make a very positive contribution to the economic base, she reported that the Council had been working with businesses and had in fact surveyed the businesses to better understand their needs. The Council had also been working with other agencies such as Business in Focus to particularly review business failures. She explained that there were a number of reasons for business failure and there was a need to tailor support to the specific needs of a business. She added that whilst retailers often cite rates and rental costs as a reason for failure she explained that businesses more frequently cite access finance and difficulty in developing sound business models as barriers. There was a need to establish a way of providing clear support at the initial ideas stage of a project.

A Member commented on how much improved the Fountain area of Taff Street, Pontypridd now looked and asked whether there had been feedback from local businesses. The Director reported that traders were very supportive of the work and the improved look of the Town Centre now that the works were complete. She explained that due to the nature of the work it was inevitable that there had been some disruption. She reported that information from some traders is that trade has improved. She noted that the footfall trends in both towns show increase footfall. However, there was now a need to keep working with traders to help them in other ways to help them convert the footfall into trade.

With reference to page 27 of the assessment, a Member asked whether Mr Barnett was still employed with the contractor of the Aberdare project. The Director reported that she was pleased to confirm that he was.

A Member referred to the 414 new dwellings which had been built in the County Borough and asked whether there had been any community infrastructure improvements delivered and would it be necessary to increase public services or amenities such as schools as a result. The Director explained that the 414 dwellings had been built across a range of sites in Rhondda Cynon Taf. She explained that as part of the planning assessment the impact of any development is assessed and if considered significant this would have translated to a Section 106 contribution, either financial or 'in kind'. The range of contributions across all the sites ranged from very minor ecology provision to more significant agreements. She added that the purpose of the agreements is to mitigate the impacts of developments.

A Member asked whether in light of welfare reform were there signs that developers were moving toward building smaller properties; were they looking to convert larger buildings into flats. The Director confirmed that there was now a definite trend to convert properties into smaller units and added that the Registered Social Landlords were also looking at how best they could provide smaller units.

The Member asked what the Council could do in response to some developers when they claim that they could not afford to meet their Section 106 commitments. The Director explained that the viability of a project would have been considered at the start and that the Council preferred to work with developers in an 'open book' way to ensure that what is proposed is realistic. She explained that developers often cited the need to provide affordable homes as a burden but she pointed out to Members that there were ways of surmounting these issues.

A Member asked whether the 'Grampian condition' could be used more whereby the Section 106 works have to be carried out prior to the start of the development. The Director explained that this condition was more frequently used with regard to any highway works which would be required as a result of the development. However, Section 106 agreements can be more varied. It was getting the right mechanism to deliver the necessary works.

With regard to the announcement from Persimmon Homes, the Director reported that the Council had met with the managing director and this had proved to be a useful meeting for both parties. In addition, she pointed out that there is an Officer Forum which meets regularly with local developers which they find very useful and a recent Welsh Government inquiry into house building cited the idea of the Council's Forum as being useful.

A Member commented that the Local Development Plan made it clear that there was a need to encourage development in the Northern areas of the County Borough and pointed out that it was vital to the future prosperity of the area that there was a mix of different types of dwellings.

A Member referred to the funding of social enterprises and suggested that as a result of recent Council proposals there could be an increased interest in these as people strive to keep services within their communities. She asked

whether funding would remain available for these types of projects. The Director explained that the funding from the South East Wales Community Economic Development Programme fund was already almost fully committed. However, she explained that there were other ways to support such enterprises and it was clear that these types of social enterprises were becoming increasingly significant and her service would look to provide support, advice and signposting. She explained that there will be a new round of European funding coming through but at present the detail of potential projects is not determined.

A Member pointed to the difficulties facing those attempting to start up small businesses in accessing support and advice. The Director reported that advice was available from a number of agencies, some funded by the Welsh Government and others provided by the voluntary sector. She explained that her service was looking at its business support function to consider how any gaps in provision can be filled and signposting to services improved.

A Member commented that the fact that the Authority could bid for funding from the European Structural Fund each year showed that the fund was not working as it was intended to increase the GDP of the area. He commented that he would prefer to see more money invested in young people. The Director commented that the evaluation of projects under the previous round of funding is providing useful information about the most successful schemes and will help to inform projects in the new round. In addition there is a current focus on developing projects across the South East region and could provide regional impact going forward.

Regeneration of Our Communities - Social Regeneration

A Member thanked the Service Director, Direct Services, Business and Housing for providing a range of updated statistics for Rhondda Cynon Taf through his presentation. She asked whether there would be any replacement programmes for the Genesis Project and Building the Future Together (BTFT). The Service Director reported that new ESF programme would provide an opportunity to build on some of the success already achieved. There would be a gap in provision for Lone Parents following the closure of Genesis by Welsh Government and this would be considered in developing projects for the new ESF programme. He explained that when the BTFT programme ended in September 2013 a number of staff employed by the programme, including Learning Coaches, Youth Coaches and Key Workers have now been directly employed by Schools instead, which has resulted in the valued support and engagement arrangements put in place through BTFT continuing. He explained that Fframwaith had used Families First funding to appoint three post 16 Transitional Support Workers as part of the "Your Future First" programme to support young people aged 16-24 to overcome the barriers young people face into Education, Employment and Training. By increasing skills and understanding through the provision of pre-engagement information, guidance and motivation, the overarching goal is to engage and empower young people in decision making for their future. The Council had

also invested additional funding to pilot the development of a work placement scheme and as well continue the “Care to Work” for Looked after Children that was previously funded through the BTFT programme.

The Service Director also explained that work was being undertaken to explore the possible further extension of the Bridges into Work (BIW) European funded programme to December 2014 from March 2014 in order to dovetail BIW into the new ESF programme.

A Member commented on the availability of up to date figures and the Service Director reported that data was obtained from a variety of sources. He explained that often the Council was dependent on other agencies and informed Members that many of the statistics contained within his presentation came from the DWP’s Nomis site and whilst there was an issue with regard to timeliness this was improving. He added that the child poverty figure of 26.7% had been produced by the Welsh Government but had not been updated since its inception several years ago, probably due to the difficulty in calculating it.

The Service Director, Performance and Resources commented that the issue of the up to date figures was a valuable point and he would amend the assessment to reflect the new information.

A Member commented that whilst she was appreciative of the work carried out by the Credit Union, she noticed that there seemed to be a shift toward more business lending. She asked whether the Authority had any influence with regard to ensuring that the poorer areas of the county borough were not at a disadvantage if they did not have access to IT facilities. The Service Director agreed that this was an area of concern which had been identified as a result of the Welfare Reform Scrutiny Working Group and he suggested that this concern could be picked up through the Group’s final recommendations.

The Member referred to Page 43 of the report which related to the performance indicators for homeless families being placed in bed & breakfast accommodation. The Service Director explained that there were pressures as a result of the ‘bedroom’ tax and that the housing stock of the social housing providers was mostly 3 bedroom family type accommodation. He explained that the Council had a good working relationship with the social housing providers and work was underway to examine different models to take forward. In addition, work was on-going with the private sector landlords to investigate the availability of affordable accommodation in this area.

A Member queried the lack of interest shown in relation to the Supported Lodging Scheme. The Service Director explained that there had not been a lack of interest from the social housing providers; but from local families and individuals to become involved and provide accommodation and support within their own home. He explained that work was taking place with social housing providers to develop a range of accommodation and support for young people in order to meet an ever increasing demand need.

A Member referred to the number of eligible children taking up Free School Meals. The Service Director reported that a great deal of work had been carried out by the Housing Benefits section in identifying eligible pupils and work had also been undertaken with education and schools to make the meals a more attractive option. He explained that previous research had indicated a number of factors which affected take-up e.g. quality of the food, the environment, the availability of 'fast food' in the vicinity and stigma. He reported that most schools were moving to cashless systems in an attempt to remedy this issue.

In relation to the homelessness figures, a Member asked whether these figures related to residents of Rhondda Cynon Taf. The Service Director explained that the figures were for those which the Authority had a responsibility for and were either residents or former residents of Rhondda Cynon Taf. He reported that a significant issue for the service was the release of former residents from prison. However, he explained that the Council had no powers to stop people moving into the area and taking up available accommodation.

Medium Term Service Planning

A Member raised his concern in relation to a recent report brought to the Audit Committee in respect of what should be a 'low risk' area. The report had revealed a number of failings and he suggested that cost savings might be found through more rigorous inspection of potential high income areas. The Director of Financial Services reported that he could not comment on the detail of individual audit reports. However, he reported that ensuring we constantly look for more ways to deliver greater levels of efficiency across all services was a key priority.

A Member referred to the recently announced proposed cuts to services and suggested that there was no correlation between the information in the reports and the proposed actions. The Director of Financial Services reported that the draft assessment reports were looking back on 2012/13 and since then, the projection of cuts to local authority budgets had been significantly increased. He noted earlier this year, a letter had been received from the Welsh Government Minister informing local authorities that the indicative settlements provided alongside the 2012/13 settlement should be ignored and that local authorities should expect 'English style' settlements. The updated medium term projections require much greater budget reductions than previously calculated. The Council would continue to target any available resources toward the priority areas and try to support where possible all the Improvement Plan areas. He added that in terms of the current context, the key principles would be that services needed to be equitable and sustainable and that the Council would continue to provide a service that was at least as good as, or better if possible, than that being received across Wales. As an example he explained that whilst the proposal for Cabinet consideration next week for changes to the Meals on Wheels service was adjusting service levels

in respect of daily deliveries, the service would still be at a level above that delivered by other authorities in Wales.

A Member asked what impact the energy efficiency measures had made. The Director of Financial Services reported that he did not have the actual details of cost savings but did have examples such as the move to LED lighting, awareness training and automatic meter readings to identify high usage. He reported that he would provide Members with the detail.

In conclusion, the Chairman asked Members to reflect on the information circulated in respect of the feedback from the four service scrutiny committees in relation to the assessment process and asked if there were any further queries.

A Member referred to the feedback from the Corporate Services Scrutiny Committee and the provision of Blue Badges and asked whether there was any intention to introduce charging and queried if there were any associated costs to the Council such as GP assessments. The Service Director, Direct Services, Business and Housing reported that Welsh Government legislation prevented the Council from charging other than for lost or damaged replacement cards (£10 per card). He explained that he would check the detail but that it was his understanding that the Council did not fund any assessments by GPs in cases where they are needed.

The Service Director, Performance & Resources thanked Members for their input into the process and explained that where necessary the assessments would be amended to reflect feedback.

In conclusion, it was agreed that that the draft assessments set out under Appendices B, D and F were in accord with the performance updates received by the Committee during 2012/13 and that the assessments reflected how the action plans had driven improvement and that the new 2013/14 improvement priority action plans addressed the areas for further improvement. Members were also content with the conclusions of the four service scrutiny committees.