

**RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL  
MUNICIPAL YEAR 2014-2015**

**OVERVIEW & SCRUTINY WORKING  
GROUP**

**4<sup>TH</sup> JUNE, 2014**

**Agenda Item No 3**

**SCRUTINY OF THE COUNCIL'S DRAFT  
2014/15 PRIORITY ACTION PLANS**

**Author: Mr P Griffiths  
Service Director, Performance & Improvement**

**1. PURPOSE OF THE REPORT**

- 1.1 The purpose of this report is to provide the Committee with the feedback from the Scrutiny Working Groups established to scrutinise the Council's 2014/15 draft priority action plans which will be incorporated into the Corporate Plan for 2014/15.

**2. RECOMMENDATIONS**

It is recommended the Members

- 2.1 Note the feedback from the scrutiny working groups;
- 2.2 Note the content of the revised draft action plans and consider whether they wish to add any further comment.

**3. BACKGROUND**

- 3.1 Members were asked during the April 2014 round of Scrutiny Committee meetings to establish Working Groups to pre-scrutinise draft 2014/15 priority plans before being reported to Full Council by no later than 30<sup>th</sup> June.

**4. SCRUTINY OF DRAFT PRIORITY ACTION PLANS**

- 4.1 The primary purpose of each Scrutiny Working Group is to drive improvement in the quality of information included in the plans and challenge the impact that the plans aim to have on residents.
- 4.2 Specifically, Members should:
- adopt a high-level of scrutiny, focussing on the overall meaning of the plan rather than the detail: ***Can the lead officer justify the priority and its outcomes?***
  - challenge the outcomes in the plan in the context of the overall priority: ***Will delivery against the outcomes achieve the priority?***
  - challenge the plan from the needs and perspectives of the residents: ***How will the outcomes enhance the quality of life of residents?***
  - assess the balance of the action plan: ***Are the actions and targets sufficiently ambitious or, conversely, are they unachievable?***

- 4.2 Appendix I provides Members with a brief overview of key information which each working group was asked to consider when reviewing proposed targets included in draft priority plans.
- 4.3 Members will be aware that the service specific scrutiny working groups have met throughout May 2014 to review and challenge the content of the draft priority plans assigned to them. The notes of each meeting are enclosed at Appendix 2 and updated draft plans, taking on board scrutiny working group feedback where appropriate, are included at Appendix 3. The exception to this is the working group of the Overview and Scrutiny Committee which is scheduled to meet on 4<sup>th</sup> June 2014 to consider the Medium Term Service Planning action plan and the notes and any updates in relation to the action plan will be circulated at the Overview & Scrutiny Committee meeting.

## Performance Targets

### Background

In RCT we measure, monitor and manage the performance of all our services. We do this in a number of ways, one of which is providing detailed performance information to the Cabinet Performance and Resources Committee and Scrutiny Committees. To help us to plan what we want to do, we set performance targets.

### What is a Performance Target?

***A Performance Target is something that helps to set the "direction" for the service and focuses future performance. It is our "best estimate" based on the latest information available at the time.***

A target can be to **improve**, **maintain** or **reduce** performance and can take different lengths of time to achieve, but mostly yearly. Whatever performance target is being set, it must be based on facts available. The reasons for the level at which a target has been set must be clear and transparent in all cases. Where a target has not yet been set, you can still seek the rationale that will be used to set the target. Changing circumstances may mean that for good reason, targets are not met however, poor performance is not a reason to lower targets.

### What information do you need to help you set targets?

**1. How does the planned performance fit in with what the Council / Partnership wants to achieve? What is the overall "direction of travel"?**

*This may not be straight forward: e.g. We want more older people to live in their own homes for longer. This would suggest that we want to see the numbers / percentages go up. But whilst we may wish to see a fall in the number of domestic violence incidents reported, it is likely that improvements to our services will encourage more people to seek our help so our numbers of incidents reported may increase, which is potentially a good thing.*

**2. Current performance levels and targeted performance levels for the year ahead:**

*How do current performance levels compare to other Councils? How do our targets compare to our performance in the previous 3 years? If we achieve the proposed target set, how does this compare with All Wales performance comparisons (where available)?*

**3. Past Performance levels:**

*Are we satisfied with the pace or direction of the service performance to date?*

**Changes that are happening in the Service or wider Council that might affect future performance: e.g.**

- *Service or budget changes that will affect resources;*
- *IT developments or other changes in working practices;*
- *Introduction of local standards;*
- *Review by scrutiny committees.*

**4. Changes that are happening outside the Service or Council that might affect future performance: e.g.**

- *Affect of new legislation or national standards;*
- *Regulators' findings;*
- *'Knock on' affect of changes by another public service;*
- *Changes in demand (either increase or decrease).*



# **APPENDIX 2**



**RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL**

**CORPORATE SERVICES SCRUTINY COMMITTEE**

**REGENERATION SCRUTINY WORKING GROUP**

**Notes** of the first meeting of the Scrutiny Working Group held at the Council Offices, The Pavilions, Clydach Vale on Wednesday, 7<sup>th</sup> May 2014.

**Present:**

County Borough Councillor D Weeks - in the Chair

**County Borough Councillors:**

(Mrs) J Cass

(Mrs) M Tegg

(Mrs) J S Ward

R Yeo

**Officers in Attendance:**

Mr P J Lucas - Director of Legal and Democratic Services

Mrs J Cook - Director of Regeneration and Planning

Mr N Elliott – Service Director, Direct Services, Business and Housing

Mr P Griffiths – Service Director, Performance and Improvement

Ms A Edwards – Scrutiny Support Officer

**1. APOLOGIES**

Apologies for absence were received from the Chairman and Vice Chairman County Borough Councillors G Stacey and M Norris respectively; and County Borough Councillor P Wasley. An apology for absence was also received from Cabinet Members County Borough Councillors P Cannon and C Middle.

**2. CHAIRMAN**

The Director of Legal and Democratic Services welcomed Members to the meeting explaining that due to the short timescales involved the Chairman and Vice Chairman, and the Cabinet Members had been unable to attend.

In the absence of the Chairman and Vice Chairman, County Borough Councillor D Weeks was elected as chairman for the duration of the meeting.

**3. DECLARATIONS OF INTEREST**

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

**4. INTRODUCTION**

The Service Director, Performance and Improvement reported on the introduction of this new scrutiny process. He explained that the scrutiny

committees had a key role to play in improving performance by thorough scrutiny and providing challenge. It was hoped that this new process would build on the solid scrutiny arrangements in place by providing Members with the opportunity to consider whether the direction of travel in these key areas was adequate or not and by considering what affect these actions had on the end users of the service. He also informed Members that this approach had been highlighted by the Wales Audit Office to the Council as good practice. It was hoped that it would lead to an improvement in the quality of the information produced and assist Members in undertaking their quarterly scrutiny of the Council's performance.

The Service Director, Performance and Improvement explained that the lead officers would provide an overview of each proposed outcome following which Members would have the opportunity to ask questions.

## **5. KEY IMPROVEMENT PRIORITY - REGENERATING OUR COMMUNITIES**

The Service Director, Direct Services, Business and Housing reported that in previous years there had been separate plans for social regeneration and physical regeneration. However, it now seemed more appropriate to combine the two. He explained that previously the focus with regard to social regeneration had been on the anti poverty agenda and more recently this included the effects of welfare reform. It was therefore inevitable that some areas of work relied heavily on Communities First for delivery. He explained that over the last couple of years there has been a shift toward supporting people into work and much of this was through training and education.

Before challenging officers, Members asked for an explanation of the data.

The Service Director, Direct Services, Business and Housing explained that there were no national performance indicators in relation to social regeneration although there were a few for the housing element. Whereas some service areas such as education had a great deal. He explained that the plan comprised 6 key outcomes, 3 for social regeneration and 3 for physical regeneration. Underneath these outcomes were measures to evaluate success. He explained that where targets had been set they were local indicators but also explained that for those Outcomes that were new, there was little comparative data available.

Following an explanation of the format of the draft priority plan, Members considered each key outcome in turn with the main points of the discussion summarised below:

### **Outcome 1 – Increase opportunities for working age adults to enter employment, education and training.**

The Working Group was in agreement with the measure relating to the number of apprentices recruited via the Council's apprenticeship scheme (Me01). However, Members felt that the inclusion of the underlying measures (Me02, Me03 and Me04) were unnecessary and had the potential to dilute the



message conveyed by Me01. It was also felt that any Members requiring further information would have the opportunity to question officers at the presentation of the quarterly performance reports.

The Service Director, Direct Services, Business and Housing responded to queries reporting that Council apprentices were usually taken on during the summer period of each year and the programme lasted for 2 years. He reported that more detail in respect of employment opportunities, drop-out rates etc., could be included in future performance updates.

The Service Director, Direct Services, Business and Housing referred Members to Critical Action CA01 which related to community based opportunities to support skills development and improve employment opportunities and explained that this action had been carried forward from previous plans. He suggested that Members might want to reflect on the level of Communities First programmes and at the same time satisfy themselves that other areas with pockets of deprivation were also being catered for.

Members pointed to the success of some of the local Communities First work clubs compared to those operated by Jobcentre plus.

The Service Director, Direct Services, Business and Housing highlighted CA02 and explained that the traineeships provided by Vision Products were different to the Council's corporate apprenticeship scheme. He informed the Working Group that due to the success of the scheme the model was now being rolled out by the Greater Gwent authorities using the Vision Products site at Newport.

The Service Director also responded to Members' queries in relation to Jobs Growth Wales and the intention to try and secure additional funding to expand the programme.

The Service Director, Direct Services, Business and Housing referred Members to CA03 explaining that there was a need to challenge the support provision for those with learning disabilities and it was intended to undertake a service review. He explained that whilst there had been some success in assisting those with physical handicaps and those within the care system, the situation was not the same for those with learning disabilities. He explained that the incentives for some businesses to support those with special needs were no longer there and the Council needed to consider how it can use its services such as catering, to create more opportunities with the hope that if this proves successful that the health service could be persuaded to become involved. He reported that whilst some businesses were supportive, the numbers that they could take on were relatively small.

**Outcome 2 – People better understand the financial choices that are available to them through the increased delivery of advice and information, and improved financial capability at earlier stages in their lives.**

The Service Director, Direct Services, Business and Housing explained that the demand now was for advice and support around money management. In response to Members' queries he confirmed that whilst some of the social registered landlords provided their own advice service, he felt that this was focussed on enabling tenants to pay their rent. He explained that action was needed to ensure that service provision was co-ordinated. He acknowledged that there were some areas of the County Borough which due to their close proximity to a range of support services and organisations, had seen their communities change.

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

The Service Director, Direct Services, Business and Housing referred to the pressures resulting from the introduction of the 'bedroom tax' and the shortage of one and two bedroom accommodation. He also explained that the Council had a responsibility to house those leaving prison within their locality.

Members questioned whether the Council could meet its affordable homes target and voiced concern with regard to developers not meeting their affordable housing obligations. The Group was informed that the Housing Strategy Plan sat within the remit of the Service Director of Public Health and Protection and that the issue of affordable housing was picked up within the Public Health & Protection priority plan and also formed part of the Council's Outcome Agreement.

The Director of Regeneration and Planning explained that there were a number of approaches which could be taken to increase the availability of affordable homes. She explained that the development of affordable homes through planning gain had suffered due to the economic downturn but it was hoped that things would change as the housing market picks up. Officers agreed to note the concerns of the Working Group with regard to this issue.

The Service Director, Direct Services, Business and Housing reported on the work being undertaken with the Social Registered Landlords and also the appointment of a development worker to work with the private landlords to develop greater rental capacity. It was also reported that money had been allocated in the Capital Programme to support the Empty Housing Strategy which sat within the remit of Public Health and Protection.

The Working Group pointed out that it was important not to forget that there were pockets of deprivation within the Southern areas of the County Borough which were only masked by some very affluent areas.

### **Outcome 4 – Sustainable town centres which contribute to the economy of the Borough.**

The Director of Regeneration and Planning explained the difficulty in setting targets in an area which the Council had limited influence. Her approach to

the priority plan was that it should not be overly complicated. However, this would not prevent additional information being recorded behind the scenes.

The Director of Regeneration and Planning referred to the occupancy rate of retail properties in the town centres and pointed out that the County Borough was performing relatively well in this area with the occupancy level being above the Welsh average.

Members referred to the Pontypridd Lido and asked whether there would be a budget to promote and market the venue. The Director of Regeneration and Planning confirmed that this would be the case and informed the Group that the project was on schedule. She also reported on the plans to encourage the renovation of empty floor space above town centre retail units for housing. Members welcomed the initiative as part of the drive to attract people into the town centres.

In response to queries relating to the former Precinct site in Pontypridd, the Director of Regeneration and Planning explained that whilst the Council owned the freehold, the leasehold was in the hands of the receiver with whom the Council was in close contact.

Members pointed out that both Aberdare and Pontypridd were blessed with beautiful parks and suggested that the events held in Pontypridd should be more widely promoted given the rail links. Members also felt that with the opening of the Lido there needed to be a more co-ordinated approach taken to marketing the area, linking with the Taff Trail and developing good quality bed and breakfast accommodation.

**Outcome 5 – Encourage and facilitate investment in Rhondda Cynon Taf to strengthen the economy and create jobs, by working with business, developers, partners and funders, to help deliver initiatives which contribute to economic growth.**

The Director of Regeneration and Planning explained that this area of work could be measured more easily, however, she pointed out that the targets had been reduced as the Local Investment Fund which was providing the grant money to support businesses was due to close in June 2014. She explained that some areas of work sitting under this outcome fell within the remit of the Service Director of Procurement.

The Director of Regeneration and Planning pointed out that the key element moving forward was to consider what could be achieved by working at a regional level in order to take best advantage of new EU funding streams once available.

In response to queries the Director explained that grant funding was usually more easily accessed by businesses which produced 'goods' rather than retail. It was acknowledged that 'business to business' transactions provided more benefit to the economy than business to retail/household.

The Working Group pointed to the importance of raising the skills level of young people particularly in the areas where there was a skills shortage such as engineering. They also pointed to the need to raise people's aspirations. The Director of Regeneration and Planning agreed that it was an important issue explaining that businesses did look at the skills base of an area before locating.

**Outcome 6 – Maximising the benefits to RCT of the next round of European Funding.**

The Director of Regeneration and Planning reported on the need to get the most out of the new round of European Funding. She explained that there was a great deal of work to be done in developing new projects. However, a key risk this time was the availability of 'match' funding.

In conclusion, the Service Director for Performance and Resources thanked Members for their comments which he explained would be considered by officers. He reported that the feedback from all the scrutiny working groups would be fed into a meeting of the Overview and Scrutiny Committee in early June.

D Weeks  
Chairman

The meeting closed at 4 pm.

**RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL**

**CORPORATE SERVICES SCRUTINY COMMITTEE**

**ADULT SERVICES SCRUTINY WORKING GROUP**

**Notes** of the first meeting of the Scrutiny Working Group held at the Council Offices, The Pavilions, Clydach Vale on Wednesday, 7<sup>th</sup> May 2014.

**Present:**

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

**County Borough Councillors:**

J David  
(Mrs) A Roberts  
(Mrs) J Ward

**Officers in Attendance:**

Mr N Elliott – Service Director, Direct Services, Business and Housing  
Mr R Gatis – Service Director, Community Care  
Mr P Griffiths – Service Director, Performance and Improvement  
Ms A Edwards – Scrutiny Support Officer

**1. APOLOGIES**

Apologies for absence were received from the Vice Chairman (Mrs) S Rees and the Cabinet Member County Borough Councillor M Forey.

**2. DECLARATIONS OF INTEREST**

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

**3. INTRODUCTION**

The Service Director, Performance and Improvement reported on the introduction of this new scrutiny process. He explained that the scrutiny committees had a key role to play in improving performance by thorough scrutiny and providing challenge. It was hoped that this new process would build on the solid scrutiny arrangements in place by providing Members with the opportunity to consider whether the direction of travel in these key areas was adequate or not and by considering what affect these actions had on the end users of the service. He also informed Members that this approach had been highlighted by the Wales Audit Office to the Council as good practice. It was hoped that it would lead to an improvement in the quality of the information produced and assist Members in undertaking their quarterly scrutiny of the Council's performance.

The Service Director, Performance and Improvement explained that the lead officers would provide an overview of each proposed outcome following which Members would have the opportunity to ask questions.

4. **KEY IMPROVEMENT PRIORITY - MAINTAINING PEOPLE'S INDEPENDENCE**

The Service Director, Community Care advised that the two key outcomes for the priority plan focussed on promoting people's wellbeing and independence and safeguarding them from harm. Both of these objectives supported themes set out in the Single Integrated Plan (SIP) i.e. the safeguarding element of the Safety theme and the promoting independence element of the Health theme.

**Outcome 1 – Safeguard adults whose circumstances make them vulnerable, ensuring they are treated with dignity and respect and are protected from avoidable harm.**

The Service Director, Community Care provided an overview of Outcome 1 and pointed out that the Social Services and Wellbeing Act would change the way in which the Council currently operates with regard to safeguarding.

The Service Director drew Members' attention to Critical Improvement Action 1 (CA01) and commented on the importance of quality assurance when dealing with safeguarding. The service deals with a large volume of work and whilst each team manager is responsible for the quality of work of their team, it is important to ensure that the same standard of service is delivered across the whole of Rhondda Cynon Taf. In addition to the internal mechanisms, the external regulators i.e. CSSIW also have a role in this. He explained that the introduction of the MASH (Multi Agency Safeguarding Hub) for adult safeguarding was a priority and would improve the sharing of information and the collective understanding. He commented that the service received a high volume of 'ppd1' referral forms from the police which had the potential to make it difficult to manage risk. However, the new system will help improve the way referrals are dealt with.

The Service Director pointed to the need for a timely service and he acknowledged that there were areas around the delivery of some aids and equipment which needed to be improved. There was also work to be undertaken with regard to the Sensory Impairment Service.

The Working Group asked whether the Service Director was aware of any issues caused by language barriers.

The Service Director, Community Care commented that the Deputy Minister for Social Services, Gwenda Thomas has been raising the profile of language barriers with local authorities. He explained that the population of Rhondda Cynon Taf was made up of less than 5 % of ethnic minorities whilst in Cardiff, for example, it was much higher and therefore more of a challenge. He explained that part of the assessment process was to establish the first

language of the client. The service worked closely with the Welsh Language Unit and there were a number of welsh speakers amongst the caring staff. He also pointed out that the use of Philipino and eastern Europeans tended to be greater in nursing although he was aware of a few in the care home setting. He was aware that this is a sensitive issue and would continue to work with care providers. Whilst not specifically in the plan the concerns would be noted.

In response to a query the Service Director, Community Care provided the Working Group with more detail in respect of the operation of the MASH and added that with regard to the police referrals the new system would enable earlier consideration of the issues and allow a judgement to be made on what action, if any, should be taken. There was also less risk of something being missed due to an overload of referrals.

The Service Director, Performance and Improvement reminded the Working Group that 'safeguarding' was a high profile area for the Council. Whilst it might be impossible to get everything right every time it was important to minimise the risks as much as possible to avoid the worst case scenario.

**Outcome 2 – Promote wellbeing and independence, choice and control for adults who need support, within available resources, through prevention and greater integration of health and social services.**

The Service Director, Community Care highlighted the key issues of this priority area which formed part of the integration and preventative agenda. He pointed out that plan included a number of critical actions in relation to the assessment process which is very much the core business of the service. The emphasis is on promoting choice and control and the challenge is to at least maintain and if possible improve services. He explained that a report had been presented to Cabinet on 8<sup>th</sup> April 2014 with regard to progress in integrating health and social services. This report also included details of the Welsh Government's Intermediate Care Fund which has been put in place to support the integration agenda and set out the details of the statement of intent which has been drawn up between Merthyr Tydfil and Rhondda Cynon Taf Councils and Cwm Taf University Health Board. He explained that the Intermediate Care Fund was 'one-off' funding to accelerate the pace of change but added that it would be a challenge without on-going finance.

The Service Director Community Care drew Members' attention to the Critical Actions underpinning the Outcome and in response to the Working Group's queries, explained how the direct payment process would operate in the case of clients with dementia. He reported that the use of Direct Payments was not a cheap option, rather it was about providing people with choice. He added that the Direct Payment system was not without risk and there was a process of checks and balances in place. He also reported on the work being undertaken to increase the supply of community based housing accommodation, the development of a new purpose built extra care scheme in Talbot Green and the work being undertaken with RCT Homes developing a 3 tier support system in relation to sheltered accommodation.

The Working Group raised concern in relation to what appeared to be anomalies with regard to the amounts paid in service charges for sheltered accommodation. The Service Director, Direct Services, Business and Housing explained that as well as the basic service charge there were in some cases broader services which were being charged for, supported to some extent through individual support and well being grants. He suggested that the concerns around the service charges be fed back to RCT Homes as there appeared to be an issue around how well information is being communicated to tenants.

In response to a query the Service Director, Direct Services, Business and Housing confirmed that no charges were made for community equipment other than for the Telecare service. He explained that often these clients also received home care services and the maximum level set through Fairer Charging had risen from £50 per week to £55 per week for 2014/15. In response to concerns he confirmed that they did usually get all the equipment back when it was no longer needed and the service certainly did make a serious effort to retrieve all items.

The Working Group questioned the level of service provided to those in social housing who required adaptations. The Service Director Community Care explained that in the case of RCT Homes they had made a commitment to set aside £1m each year for adaptations. He added that there had been some concerns raised with regard to the equity of provision for those in social housing and that the Older People's Commissioner was currently lobbying on the issue.

The Working Group discussed the risk posed by the introduction of the Social Services and Wellbeing (Wales) Act 2014 and the Service Director, Community Care explained that the Act introduced greater statutory responsibility. He explained that whilst the contents of the Act are welcomed, there needed to be adequate funding in place to deliver the requirements and the Council will need to change how it delivers services to meet the challenge.

In conclusion the Service Director, Performance and Improvement thanked Members for their comments which he explained would be considered by officers. He reported that the feedback from all the scrutiny working groups would be fed into a meeting of the Overview and Scrutiny Committee in early June.

(Mrs) M Davies  
Chairman

The meeting closed at 17.15 pm.



**RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL**

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

**JOINT EDUCATION & CHILDREN'S SERVICES SCRUTINY WORKING GROUP**

**Notes** of the first meeting of the Scrutiny Working Group held at the Council Offices, The Pavilions, Clydach Vale on Thursday, 8<sup>th</sup> May 2014.

**Present:**

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

**County Borough Councillors:**

(Mrs) A Calvert  
D Weeks  
C Williams

**Co-opted Members:**

Mr J Fish  
Mr J Horton

**Other County Borough Councillors in Attendance:-**

(Mrs) A Davies  
(Mrs) E Hanagan

**Officers in Attendance:**

Mr C Bradshaw – Director, Education & Lifelong Learning  
Ms E Thomas – Service Director, Schools & Community  
Mr N Elliot – Service Director, Direct Services, Business & Housing  
Mr A Gwynn – Service Director, Children's Services  
Mr P Griffiths – Service Director, Performance and Improvement  
Ms L Lawson – Service Improvement Officer – Strategic Planning  
Ms A Edwards – Scrutiny Support Officer  
Ms E Coates – Scrutiny Support Officer

**1. APOLOGIES**

Apologies for absence were received from County Borough Councillors C Davies, (Mrs) C Leyshon, (Mrs) S Rees and from Co-opted Member Ms C Jones.

**2. DECLARATIONS OF INTEREST**

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

### 3. **INTRODUCTION**

The Service Director, Performance and Improvement reported on the introduction of this new scrutiny process. He explained that the scrutiny committees had a key role to play in improving performance by thorough scrutiny and providing challenge. It was hoped that the new process would build on the solid scrutiny arrangements in place by providing Members with the opportunity to consider whether the direction of travel in these key areas was adequate or not and by considering what affect these actions had on the end users of the service. He also informed Members that this approach had been highlighted by the Wales Audit Office to the Council as good practice. It was hoped that it would lead to an improvement in the quality of the information produced and assist Members in undertaking their quarterly scrutiny of the Council's performance.

The Service Director, Performance and Improvement explained that a joint working group of the two Committees had been established due to the cross cutting nature of the two action plans, and advised that the Working Group would be considering both the action plan in relation to Education and also Children's Services. With regards to process it was explained that the appropriate officers would provide an overview of each proposed outcome following which Members would have the opportunity to ask questions.

### 4. **KEY IMPROVEMENT PRIORITY – A TOP QUALITY EDUCATION FOR ALL – ‘EVERY SCHOOL A GREAT SCHOOL’.**

For the benefit of the members of the Community and Children's Services Committee, the Director, Education & Lifelong Learning provided a brief summary of the Education provision within Rhondda Cynon Taf, providing details of the Estyn Inspection outcomes and resulting 6 recommendations namely:-

- R1 - raise standards in schools particularly in key stage 4;
- R2 - improve attendance rates in all schools;
- R3 - improve the evaluation and analyses of data across service areas and partnerships to drive improvements in outcomes for learners;
- R4 - use the full powers available to the authority to improve leadership and management in schools;
- R5 - reduce surplus places; and
- R6 - improve the rigour and the level of scrutiny and challenge across all services and partnerships.

The Director explained how the recommendations had been incorporated within the Council's improvement priorities and the draft plan before them.

Following an explanation of the format of the draft priority plan, Members considered each key outcome in turn with the key points of the discussion summarised below:

**Outcome 1 – To build great leadership and an ethos of aspiration, high achievement and accountability at all levels.**

The Director was questioned on the intended outcome of MeO1 in relation to the development of a leadership programme for existing headteachers that focuses on leading more than one school, with a Member querying whether this referred to the progressing of federation schools as a way forward. The Service Director, Schools & Community commented that federation is a good option for schools and the local authority to consider on a number of grounds, and there was evidence in England that it had an impact on school outcomes. The introduction of training and support through preparation for federation leadership programmes could help to ensure that we have the headteachers with the skills and knowledge to be headteachers of a federation of schools.

Consistency in approaches across schools was addressed by Members of the group, with Members commenting on the need for standardisation across schools to assist pupils when transferring from primary to secondary school provision, with members commenting on the problems in respect of inconsistency of grading reading ages. The Service Director, Schools & Community spoke of the moderation of scores and standardisation of pupil tests and agreed that there were noticeable effects with the transition from primary to secondary schools, which were being addressed through better linkages between the two. The Director, Education & Lifelong Learning commented that strong leadership within schools was essential to rectify such issues, as well as accuracy with assessments of pupil's ability going forward. The working group was also advised of the quality of information provided to Governing Bodies to ensure that they were able to perform their roles effectively.

The Service Director, Performance and Improvement commented to the group that delivery of some of the plan's outcomes would not be demonstrated within a 12 month period, but over a longer time period for example, the work in relation to leadership and intervention programmes.

One member of the group commented that leadership programmes needed to be flexible to adapt to different circumstances within schools, and also reiterated previous comments in respect of succession problems when strong Head Teachers leave a school and the support that is then needed for deputy Head teachers. The Director, Education & Lifelong Learning referred to the transforming leadership programme and the positive feedback received from Deputy Head teachers who had used the programme. The Service Director, also commented on the rigorous recruitment process undertaken for Headteachers and the guidance provided to Governing Bodies during the process.

Members of the group discussed the important role of Governing Bodies within schools and the amount of commitment and hard work needed by each governor, which was done on a voluntary basis. The Director, Education & Lifelong Learning was questioned on current Governing Body vacancies and any recruitment drive within this area. The Director confirmed that there was

currently around 14% open vacancies, with this number increasing. The Director agreed that there were increasing pressures on Governors and spoke of the training and support provided by the Council to assist, with Members being advised of the ongoing recruitment campaign. Members sought clarity on what sanctions are available where Governing Bodies or Chairs of Governors underperform. The Director confirmed that in general, action could only be taken by the Governing Body to address any underperforming Chair or Governing Body member, although in severe circumstances the Welsh Government Minister could ask for an intervention Board to be put in place.

Members commented on the Governor training programmes in place, which Members felt was essential, although it was commented that the training could potentially be seen as onerous and time consuming through attendance on courses. The Director again agreed that Governors had a difficult role to perform, but positively commented on the commitments made by the majority of Governors. The group were advised that in respect of training, packages could be tailored to suit the needs of specific governing bodies.

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

One Member of the group raised attention to ME04 and ME05 and the difference in percentages between the two measures, for English and Welsh as a first language with the Member querying the reason for the difference. The Director, Education & Lifelong Learning commented that the difference may be due to the fact that the percentage level of free school meals in the Welsh medium sector was approximately 10% lower than the English medium sector. It is evident that the higher the percentage of free school meals the lower the levels of performance. However the Director emphasised that 'deprivation' was a reason, not an excuse, for under performance, and that both mediums should have the same aspirations for all pupils.

The group commented on CA04 and the tracking information available, which officers confirmed was an important tool available to support improving educational outcomes at Key Stage 4.

Difficulties with recruitment of maths teachers was addressed by members of the group as a concern, with the Director being queried whether a salary premium should be used to assist with recruiting the calibre needed, with Members commenting on the practice taken forward in England. The Service Director, Schools & Community agreed that the teaching quality of maths within schools was an issue and advised of recent meetings with new graduate teachers to establish how RCT could better attract graduates. With regards to a salary premium, it was advised that it was for the Governing Body and Head Teacher to decide salaries and set pay scales in line with the formula funding allocation made to schools.

Members commented that if schools focussed on maths, then this would drive the Council's overall outcome of improving education, and the importance of focusing on maths from a young age and not just at secondary school level. The Director, Education & Lifelong Learning agreed that the basics in maths needed to be in place from the beginning, to assist with the transition to secondary schools and that this was an area of focus for the service.

One member of the group commented on the caution that was needed with the LNF drive and the engagement with all children, and it was added that the focus for the Authority's action plan needed to be a 'comprehensive education' and not just focusing on the 'here and now'. The group also commented on the review of KS2 national curriculum, referencing the models in place within England. The Service Director, commented on the current review of KS2 national curriculum, and the different vehicles for improving literacy and social skills, also adding that well being was also high on the agenda. The Director, Education & Lifelong Learning commented on the rounded curriculum in Wales and that the previous narrow curriculum within England focusing more on English and Maths is now being changed by the English Education Minister.

### **Outcome 3 – To work in partnership to overcome the barriers to learning and safeguard the wellbeing of learners.**

One Member queried how schools reduce exclusions and the Director, Education & Lifelong Learning referred the group to the data before them, which highlighted the reduction in exclusions across the County Borough and advised members of the progress made with accurately recording school exclusions. However, the Director informed the group that exclusions were still too high and that all schools are aware of the impact of exclusions and of the programmes being encouraged within schools, looking at new approaches and new ways of working. The Director also responded by advising of the recent report to Cabinet in respect of the remodelling of Additional Learning Needs support classes and delegation of £2.7m additional learning needs resources to school clusters for the headteachers to determine the on-going support provided to pupils with additional learning needs.

One member commented on the positive data illustrated in respect of Looked After Children (Me13/14), although queried the breakdown in the performance. The Service Director, Schools & Community advised that the information was available and was due to be presented to the Education & Lifelong Learning Scrutiny committee, and also to the Corporate Parenting Board.

Some of the delivery dates within the plan were queried due to them being imminent and the Director confirmed that some of the dates would need to be amended, to reflect a more realistic time frame for completion.

#### **Outcome 4 – Embed a culture of reflective practice to plan and drive school and service improvement.**

One Member of the group commented on the positive presentation delivered at a recent meeting of the Education & Lifelong Learning Scrutiny Committee in respect of the 'ICT Enabled Schools Transformation Programme' and added that although very positive, such provisions had been in place in Glasgow for at least 14 years. The Director, Education & Lifelong Learning advised of the problems with the broadband infrastructure nationally, which was being reviewed and which had delayed progress with the programme.

#### **Outcome 5 – Meaningfully engage with the wider community in learning.**

The Director, Education & Lifelong Learning was queried on the take up of the family learning programme and the group were advised of the appreciation of the programme by its users. The Director also added that Head Teachers actively wanted to be part of the programmes. Members of the group commented that engagement of the right people was key to the programme's success.

One member of the group commented upon the use of the Pupil Deprivation Grant and queried whether the use of this grant was scrutinised. The Director, Education & Lifelong Learning advised that the Pupil Deprivation Grants had been audited this financial year, with letters being sent out to schools regarding eligible spend. The Director also advised how such audits had been incorporated within the Council's internal audit review programme.

It was queried whether the Pupil Deprivation Grants improved outcomes and how the outcomes were measured. The Service Director advised of the range of data available to the Authority which illustrated improvement in educational outcomes, and spoke of other outcomes being achieved through better engagement. The Service Director commented that improvements with literacy would not be witnessed until the programmes had time to become embedded, as many programmes were not 'quick fixes'.

The Service Director, Performance & Improvement commented on the opportunities available to provide example case studies throughout the year which may be more insightful to members to gauge performance and outcomes, rather than just performance indicator information. Members agreed that the 'story' behind the figures would be more insightful in some instances.

#### **Outcome 6 – to provide a learning environment fit for the 21<sup>st</sup> Century.**

The Director advised that some of the data within the outcome was provided by the Welsh Government, which was not available until the end of May. The group were also advised that details regarding Libraries and Meals and Wheels needed to be taken out of the plan (CA04, CA05) as they did not fit into the outcome.

One Member commented on CA03 in respect of building maintenance and indicated that with schools tightening their budgets, would there be sufficient finances available to carry out maintenance works. The Director commented on the SLA that schools sign up to in respect of school maintenance and confirmed that essential works would need to be carried out to ensure that such buildings continued to be fit for purpose. Another Member of the group commented on issues such as asbestos, which could not necessarily be planned for in advance. The Director referred to recent asbestos cases within schools and the new school buildings being developed and taken forward.

Members of the group referred to Me04 in respect of surplus places within secondary schools, with the data illustrating 47.4%, and the officers were queried whether this high figure was still the case. The Director, Education & Lifelong Learning suggested that there would be a rise over the next couple of years, and commented that this position would get worse before it got better. Members of the group commented on the number of large residential developments being taken forward within the County Borough, with the potential to reduce the number of surplus places within schools.

## **6      KEY IMPROVEMENT PRIORITY – CHILDREN'S SERVICES.**

The Service Director, Direct Services, Business & Housing provided the working group with background information in relation to the work of Children's Services that included inspections undertaken by CSSIW and the resulting inspection reports and recommendations. The working group heard that Children's Services had been an improvement priority for the Council for a number of years. Whilst there were no 'quick fixes' there was a need to speed up the pace of change in relation to how services are delivered to meet the increasing demand. The Group was advised that there were 2 outcomes for the service.

**Outcome 1 – Enable children, young people and families to access appropriate support as early as possible, to help them maintain their quality of life, prevent any problems escalating and reduce the demand for high cost, specialist support services.**

The Service Director, Direct Services, Business & Housing advised the working group that due to tight timescales, targets had not been included within this section of the plan but were currently being worked upon.

The group was advised of the position with regard to 'Team Around the Family' (TAF), and the Service Director explained that a review of the service had identified areas for improvement to take forward. He commented that whilst the process in place was robust there was a need to change to a more flexible less bureaucratic assessment process. The group was also advised of the intention to develop a new prevention strategy in consultation with partners, incorporating a more co-ordinated approach which would be presented to both Cabinet and scrutiny later in the year.

The group questioned the early intervention strategy, querying how early intervention was achieved, and the involvement of agencies. The Service Director, Children's Services provided an overview of the referral process, commenting that referrals came from a number of sources, for example, health visitors, schools and family members. The group was advised of the assessment process which would try to determine the issues of concern and whether these concerns were justified. Then if the threshold was met an intervention would be delivered. The Service Director, Direct Services, Business & Housing explained that the TAF model was part of this. The aim of the TAF process was to prevent escalation of a situation by the appropriate agencies undertaking timely action and intervention. However, if there were child protection issues then the referral would proceed down the route of statutory intervention and similarly if there were then emerging new concerns during the intervention programme, again there could be the need to go down the child protection route. The Service Director commented on the need for monitoring and regular review of outcomes, advising that the service was continually learning through experience with better work practices and more co-ordinated approaches.

The working group queried how the service was able to co-ordinate agencies and resources given the level of demand and members were advised of the noticeable improvement with communication through schools and the sharing of information across agencies. It was noted however that there were still some instances where information could have been shared earlier.

The working group queried the rising demand for services and questioned whether it was children of a particular age or type or due to a change in society or raised awareness by other agencies. The Service Director, Children's Services advised that the demand was across the board, with a significant increase in referrals and an increase in young people requiring safeguarding and accommodating. He added that the service had undertaken an audit over a period of time to ensure that those in the system had been appropriately assessed and the conclusion was that everyone in the system needed to be there. He also commented that it was an acknowledged fact that areas of poverty and deprivation led to high referral rates.

The Working Group discussed the potential risk to the service of families with complex needs moving into Rhondda Cynon Taf as a result of the Bedroom Tax and/or to access services which are delivered to a high standard in the County Borough, such as 'special needs provision'. Officers commented that cases of neglect was a major theme at the moment as well as large numbers of teenagers needing support.

With regard to setting targets, officers confirmed that this was a difficult task given the services they delivered. Whilst they could take account of the current position any future demand for services was out of their control. The Service Director, Direct Services, Business and Housing commented that safeguarding processes were very strong in Rhondda Cynon Taf and historically there had always been high numbers on the Child Protection Register. Of more significance in terms of resources was the number of



Looked After Children which was why the intervention services were so important. He explained that the TAF process was a voluntary process and therefore families had no statutory obligation to work with the Council and its partners. It was therefore important to try and change the process thereby encouraging families to work with the service rather than see it as a threat.

The working group asked whether there were difficulties between agencies in relation to funding due to the increase in multidisciplinary work and service integration. It was commented that funding from partners was not always forthcoming and this was an area which perhaps needed guidance from the Welsh Government.

The working group pointed out that it would be demoralising for staff to set targets that could not be met due to, for example, the high number of referrals and questioned whether there was an option to reduce performance targets although accepting that this could be an emotive issue in respect of children's services.

The Service Director, Direct Services, Business and Housing commented that he held the view that there was room to improve and felt that the Health Board needed to be challenged more in areas such as CAMHS (Children and Adult Mental Health Services) and especially in relation to conditions such as Aspergers and ADHD. He explained that whilst the CSSIW would argue that some targets should be set at 100%, as a service they tried to set realistic targets but at the same time they always aspired to achieve more. The Service Director, Schools and Communities spoke of the effects of incidents being reported on national news which often resulted in an increase in referrals and also suggested that the increase in referrals could also in part be down to better awareness.

The Service Director, Children's Services assured the group that generally the quality of the assessments undertaken by the department was good and in fact the number of assessments completed had increased overall, however, because of the large increase in referrals the percentage completed within timescales had reduced. The issue they struggled with was one of timeliness in signing off the paperwork due to the sheer volume.

## **Outcome 2 – Improve assessment, planning and decision making for those children who will require long term permanent care in accordance with legislative requirements.**

The Service Director, Direct Services, Business and Housing reported that within this outcome were a number of statutory indicators. The all Wales position had also been included which highlighted that the Council was, for the majority of performance indicators, in the third or fourth quartile.

The group referred to the lack of data in respect of foster carers (ME08, ME09), and queried the Council's ranking in comparison to other authorities for intake of Foster carers. The Service Director advised that the Authority

was able to recruit the right people, although the numbers coming forward was an issue.

The group referred to CA04 which related to the workforce strategy and questioned whether the department had enough social workers and whether the stress of operating in such an environment was having an effect on their health and well being.

The Service Director, Direct Services, Business and Housing explained that in delivering Outcome 2, the approach they were taking was to change the way the service operated by reviewing the structure, the processes and the systems in place including IT, to eliminate as much bureaucracy as possible. He informed the group that the issue of recruitment and retention of social workers was not unique to Rhondda Cynon Taf and was also a national issue. However, he pointed out that over the last 5 years around an additional 25-30 social workers had been recruited and the Council had been particularly successful in developing their own and had built an excellent relationship with the University of South Wales. He confirmed that the Council did have vacancies but that they had recently been successful in recruiting 7 social workers, some newly qualified and some experienced which was pleasing. It was also reported that the Council was losing some social workers to local authorities where the salary was higher. The Service Director reported that a workforce group had been set up to consider the issue in more depth. In response to a query he confirmed that there was no national agreement with regard to social work pay but added that there were other areas which they could investigate to make the Council more attractive to social workers such as environment, investment in IT and more mobile, flexible working arrangements. It was also reported that the introduction of the Public Law Outline (PLO) had increased the level of paperwork involved in Court proceedings and introduced tighter timescales and was an additional burden.

The Service Director, Direct Services, Business and Housing pointed out that other information needed to be taken account of when looking at performance indicator results. The Service Director indicated that for indicators such as the % of Looked After children allocated to a social worker, the Council has caseloads per social worker of around 20 to 25 and similar information would be needed from other local authorities to enable a meaningful assessment of Rhondda Cynon Taf's performance to be made. He commented that the Council had a sound assessment process which allocated the more complex cases to the qualified social workers and the less complex to those who were not qualified. The Service Director further commented that many of the officers who did not hold a social worker qualification were very experienced and skilled and the only difference was that they did not hold the formal qualification. He pointed out that there was a very clear risk management process in place for this area.

The working group highlighted ME04 and questioned whether there were any other additional reasons other than those already highlighted for the performance in relation to assessments.

The Service Director, Children's Services explained that all children were seen and assessed but the issue was one of timeliness due to staff having to cope with the volume of work. The Service Director, Direct Services, Business and Housing explained that the way in which the measure is calculated was based on completed assessments and therefore were not classed as complete until they were signed off. He added that the current process was bureaucratic and work was underway to improve this and make the core assessment process easier for staff.

Officers referred to the last critical improvement action CA07 and the need to provide sufficient, suitable and cost effective care placements to meet the needs of children looked after and care leavers and spoke of the move toward a regional adoption model. Whilst the Council was successful in its levels of adoption a key challenge for the 'looked after' service was accommodation for care leavers. The Service Director, Children's Services responded to queries in relation to the aftercare responsibilities and reported on the Welsh Government's 'When I Am Ready' scheme which allows foster carers to continue to provide support after the child reaches 18. He confirmed that the Council did support those who wished to go on to university education adding that it fell within the Corporate Parenting role and explained that this highlighted the link between Education and Children's Services. The Service Director, Direct Services, Business and Housing also referred to the close links between the services in relation to the NEETS strategy.

The Service Director, Performance & Improvement thanked the members and officers for their contributions towards the draft plans and advised that where necessary the plans would be amended to take into consideration the working groups comments.

(Mrs) M E Davies  
Chairman

The meeting closed at 5 pm.



**RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL**

**ENVIRONMENTAL SERVICES SCRUTINY COMMITTEE**

**STREET CARE SERVICES AND PUBLIC HEALTH & PROTECTION SCRUTINY  
WORKING GROUP**

**Notes** of the first meeting of the Scrutiny Working Group held at the Council Offices, The Pavilions, Clydach Vale on Monday, 19<sup>th</sup> May 2014.

**Present:**

County Borough Councillor G Davies - in the Chair

**County Borough Councillors:**

S Bradwick  
(Mrs) J Bonetto  
G Smith  
S Powderhill  
(Mrs) S Pickering  
(Mrs) A Roberts

**Officers in Attendance:**

Mr G Jones – Group Director, Environmental Services  
Mr N Wheeler – Service Director, Street Care  
Mr P Mee – Service Director, Public Health & Protection  
Mr N Brinn – Service Director, Highways, Transportation & Strategic Projects  
Ms L Davies – Environmental Protection, Manager  
Ms N Jones - Strategy and Operations Officer, Waste Services  
Mr P Griffiths – Service Director, Performance and Improvement  
Ms H Morgan – Public Services Partnership Manager  
Ms E Coates – Scrutiny Support Officer

**1. MINUTE SILENCE**

As a mark of respect, and to acknowledge the recent passing of the Council's Leader, County Borough Councillor A Christopher, the Group observed a minute's silence.

**2. APOLOGY**

An apology for absence was received from County Borough Councillor J Watts.

**3 DECLARATIONS OF INTEREST**

**RESOLVED** to note that in accordance with the Members' Code of Conduct, the following declarations of personal and not prejudicial interest relating to the agenda were made:-.

‘County Borough Councillor S Bradwick – Agenda item 3 – ‘I have a residents Parking permit for 302 area in Aberdare, and have paid the Council £10 for the permit.’

‘County Borough Councillor G Davies – Agenda Item 3 – ‘I provide a substance misuse service within my local community’

#### 4. **INTRODUCTION**

The Service Director, Performance and Improvement reported on the introduction of this new scrutiny process. He explained that the scrutiny committees had a key role to play in improving performance by thorough scrutiny and providing challenge. It was hoped that the new process would build on the solid scrutiny arrangements in place by providing Members with the opportunity to consider whether the direction of travel in these key areas was adequate or not and by considering what affect these actions had on the end users of the service. He also informed Members that this approach had been highlighted by the Wales Audit Office to the Council as good practice. It was hoped that it would lead to an improvement in the quality of the information produced and assist Members in undertaking their quarterly scrutiny of the Council’s performance.

The Service Director, Performance and Improvement explained that the Working Group would be considering two action plans in relation to ‘Street Care Services & the Natural Environment’ and also ‘Public Health & Protection’. With regards to process it was explained that the appropriate officers would provide an overview of each proposed outcome within the plans, following which Members would have the opportunity to ask questions.

#### 5. **KEY IMPROVEMENT PRIORITY – PUBLIC HEALTH & PROTECTION - PROTECTING PEOPLE FROM HARM.**

The Service Director, Public Health & Protection provided Members of the working group with a brief overview of the plan along with a detailed explanation of each outcome and accompanying measures and critical actions. Members were advised that the plan was aimed at improvement in services and protecting people from harm. The Group were also advised that the outcomes within the Plan were key priorities for the Council and its partners, with some also being incorporated within the Single Integrated Plan.

**Outcome 1 – Fewer people in Rhondda Cynon Taf are the victims of anti social behaviour and public concern is reduced overall. People in Rhondda Cynon Taf are protected from the actions of repeat offenders.**

The Service Director was questioned on the anti social behaviour process, with the group being advised of the large number of referrals received by the Community Safety Unit and the deterrent actions included in the referral process which included the serving of warning letters, attendance at Court and the ultimate action of seeking an anti social behaviour order. The

Service Director advised that referrals into the process could come from a number of different agencies outside of the Council, with the Police receiving more complaints of ASB than the Council ultimately receives in referrals. For the benefit of the Members the Service Director, Public Health & Protection provided a brief update on the changes in legislation to ASB and the introduction of the Community Remedy and Criminal Behaviour Order (Anti-Social Behaviour, Crime and Policing Act 2014).

In respect of partnership working, one Member of the Group commented on the good partnership relations between the Councils Community Safety Unit and South Wales Fire and Rescue, commenting on the success with the Grass Fire project 'Bernie'. The Service Director commented on the multi agency approach in tackling the issue of grass fires, which was taken forward by South Wales Fire and Rescue.

Following a query in respect of CA01, the Service Director advised that the mediation service was facilitated by an independent, professional organisation, outside of the Council and confirmed that this was a new proposal being taken forward, following secured funding with the project.

### **Outcome 2 – Fewer people in Rhondda Cynon Taf are the victims of domestic abuse and sexual violence.**

The Chairman commented on the significant issue of Domestic Abuse within the County Borough and questioned the 'interventions' to be taken forward. The Service Director, Public Health & Protection advised Members that there was a range of settings for Domestic Abuse to be reported through GPs/ Police/ Housing Associations and the Service Director commented on the difficulty in trying to capture the number of reported incidences received. The group were advised of the reluctance of some areas, such as GPs to become involved with the issue of domestic abuse, and the group were advised of the proposed Welsh Government legislation to address the issue. The group were also advised of the collaborative work with the voluntary sector to address any gaps within the service. The Service Director concluded by commenting on the huge demands on services in respect of Domestic Abuse and commented that there was a big unmet need, which would continue to be the case, even with improved service delivery.

### **Outcome 3: Fewer people in Rhondda Cynon Taf misuse alcohol and drugs.**

The Chairman commented on the controversial programme in relation to needle exchange, commenting on the reports of discarded needles, with the Chairman querying whether there was evidence to support the reports. The Service Director, Street Care advised the group that there were incidences of irresponsible disposal of needles and the group were advised of the process taken forward by the street care service, including awareness raising on disposal to prevent any further reoccurrence.

The Chairman commented on the controversial programme in relation to needle exchange, noting reports of discarded needles, with the Chairman

querying whether there was evidence to support the reports. The Service Director, Street Care advised the group that there were incidences of irresponsible disposal of needles and the group were advised of the preventative actions being taken forward by the Street Care service, that included awareness raising.

Members of the group commented on the problem of misuse of alcohol and drugs within local communities and the concentration of substance misuse services in some local areas, which was of concern to some Members. The Service Director agreed that there was a concentration of service provision within some areas across the County Borough, with this being raised on a number of occasions and commented that provisions of these services within the area was a commissioning decision. The Service Director also commented on the benefits of locating services in locations accessible for the service users but also spoke of the potential negative effects on the local community. The Group heard of the positive services being provided by pharmacies across the County Borough, with the Service Director commenting that very little complaints were received in respect of this service. The group heard that the Integrated Offender Intervention Service (IOIS) commissioned by the Home Office as subject to review and may be delivered in a different way.

The Group Director, Environmental Services was queried as to whether there was a steroids culture in the leisure centres within the County Borough and the group were advised that this was not a prevalent issue in Council run Leisure Centres, albeit it was believed to be a problem within private gyms in the form of 'performance enhancing drugs'.

#### **Outcome 4: People in RCT live in safe, appropriate housing in sustainable and prosperous communities.**

Members spoke of the issue of empty private owned houses falling into disrepair and the challenges facing the Authority with dealing with the problems that it causes, with one Member speaking highly of the work undertaken by the Authority.

Concerns surrounding the standards within HMOs across the County Borough were highlighted by Members of the group and the Environmental Protection Manager advised the group of the standards required by the Authority within HMOs and spoke of the licensing schemes in place across the County Borough, including details of the additional licensing scheme recently introduced, as identified as good practice by the HMO scrutiny working group.

The review of the Housing Allocation Scheme, as mentioned by the Service Director, Public Health & Protection was queried by members of the group and the Service Director, provided details regarding the reason for the review. Members were advised that pre October 2012, the housing allocation scheme was based on a points system, which was deemed an unpopular delivery method and therefore changed post October to a banding system. The Service Director, advised that following a review, a method of allocation based



on 'choice based letting' would be a recommended method by the Local Authority, with the Service Director commenting that this method would make the tenant more engaged in the process, although it was added that the banding system would still run in the background. The group were advised that a report regarding the proposed policy change would be presented to Cabinet, which Members welcomed.

Officers were queried on the length of time given to absent landlords to make improvements to derelict buildings, with members commenting on the problems that such buildings have on neighbouring properties. The Environmental Protection Manager spoke of the enforcement powers available to the Authority and advised that the time period given was dependant on the work involved to improve the property. The group heard how the service actively engaged with landlords to resolve issues and the options that could be taken forward by landlords through Council based loans and grants. The Environmental Protection Manager also added that landlords who were unwilling to engage or complete any required works to a property could be served with a legal notice.

The Service Director, Public Health & Protection was queried on the rationale for the target set for Me02, which was set at 1.50% when previous performance reflected a 3.47% and 3.05% achievement rate, with the Member commenting on whether 1.50% was a suitably challenging target for achievement. The Service Director, Public Health & Protection agreed that the target did look low in comparison to previous performance, although it was added that this was a realistic target and the Service Director commented on the complexities with the measure and how the performance measure was expressed. The Service Director spoke of the success's witnessed in the previous year with the number of private sector dwellings being brought back into occupation, and commented on the scale of the problems within the County Borough and issues surrounding sustainability and affordability, commenting that the current housing supply did not meet the housing demands. The group was also advised of the range of initiatives in place to help the service combat the problem.

One Member commented on the number of HMOs within some parts of the County Borough, and it was queried whether grant funding was available for HMOs. The Environmental Protection Manager advised that grant money was available for items such as flats above shops. The Service Director commented upon the micro housing markets witnessed across the Authority, with different issues such as low demand and high density of privately rented housing issues, with the Service Director commenting that different problems required different solutions. The officer continued by commenting on the need to prioritise resources in those areas of greatest need.

#### **Outcome 5: People in Rhondda Cynon Taf are safe and feel safe.**

One Member of the group commented upon the BTEC qualification for newly qualified taxi drivers, commenting positively on the introduction of the qualification, and suggesting that this should be introduced as a requirement

for all taxi drivers, not just newly qualified. The Service Director, Public Health & Protection advised that as well as newly qualified taxi drivers, the licensing committee also had discretion to require drivers subject to review by committee to undertake the qualification. The Service Director commented that the intention was to evaluate the impact the qualification has on the licensing process.

## **6 KEY IMPROVEMENT PRIORITY –STREET CARE SERVICES & THE NATURAL ENVIRONMENT .**

The Service Director, Street Care and the Service Director, Highways, Transportation and Strategic Projects presented the 2014/15 action plan before Members, highlighting the main areas of focus for the plan going forward. The group were advised that the plan was the culmination of areas surrounding street care and disposal of waste and recycling as well as a focus on maintenance of highways, highway infrastructure and the introduction and appropriate enforcement of civil parking regulations.

### **Outcome 1 – Deliver Cleaner Streets.**

A member of the working group queried the dog fouling penalties and the Service Director, Street Care confirmed that the fixed penalty was a standalone amount of £75, which was regardless of the number of dog fouling offences committed. The group were further advised of the difficulties with enforcing such penalties, as many residents still did not see dog fouling as an offence. The Service Director, Street care advised that the Authority did not make any money through enforcement through the fixed penalty notices, but were used to highlight the problem dog fouling was having on the Authority. Members queried whether the monetary value of the fine could be increased to further highlight the seriousness of the offence and the Service Director commented that the Authority were already criticised for the levy of fines, with the group hearing of different court judgements being made around the enforcement of fines.

One Member commented on the seriousness of the offence and the Service Director, Street Care reinforced the importance of receiving intelligence from members of the public to assist with enforcement within the area.

### **Outcome 2 – To improve recycling.**

Members of the group commented on the practices conducted by some residents within the County Borough who were not recycling and instead leaving black bags on street corners. The Service Director, Street Care commented on the problem, and again reiterated that there were no legislative powers to mandate residents to recycle and again spoke of the need for further awareness raising.

One member queried whether the Council had any arrangements in place with allotments for dry recycling collections, and the Service Director advised

that he was unable to confirm whether there was an arrangement in place for all allotments across the County Borough.

The Group Director, Environmental Services was queried why general council green waste was not collected for recycling and the group were advised that this was due to the overall cost of the collection.

The Chairman took the opportunity to enquire on the progress to date with the Council's nappy collection service and the Service Director, Street Care spoke of the positive progress being made in respect of delivery of the bespoke nappy collection vehicles. The group were advised that the service would be rolled out in the next few weeks, with potentially 8,000 service users.

Members spoke of the problems with contamination of recycling and the Service Director, Street care advised of the approaches used by the Street Care service to increase awareness with residents. It was brought to the Service Director's attention that problems were still being experienced by residents in respect of supply of recycling bags. The Service Director, Street Care advised the group of some potential initiatives being taken forward. Once trialled the initiatives would be evaluated in terms of cost effectiveness and the effect on recycling, before a decision is made to take any forward on a more permanent basis.

**Outcome 3 – Develop a residual waste treatment plant with Merthyr Tydfil County Borough Council in line with Welsh Government requirements and to review options to achieve higher levels of recycling through the processes operated by the service.**

Members requested further details on the progress with the formalities in securing a preferred contractor and the Service Director, Street Care advised that the OJEU notice had been posted and that there were 6 potential bidders interested.

**Outcome 4 – Develop a food waste treatment plant with Merthyr Tydfil and Newport County Borough Councils in line with Welsh Government requirements and to review options to achieve higher levels of recycling through the processes operated by the service.**

The Service Director, Street Care provided Members with details on the progress with the food waste treatment plant and advised that the plant is scheduled to be completed by June 2015. Members of the group commented on the potential benefits of the Environmental Services Scrutiny Committee visiting the plant in Bryn Pica once completed.

**Outcome 5 – A well maintained highways infrastructure that will support our Prosperity Priority through contributing to the economic, environmental and social development within the County Borough. The single most important element of our highway network is our extensive carriageway asset. It extends to 1,260km and is the authority's largest single asset.**

One Member of the group queried the critical action in relation to street lighting CA03, querying the bulbs to be used across the Authority. The Service Director, Highways, Transportation and Strategic Projects advised the group on the proposals going forward in respect of street lighting, confirming that LED lights would not be included in the proposal.

The Service Director, Highways, Transportation & Strategic Projects was also queried on the use of solar power lighting, for use with traffic lights and pedestrian crossings. The Service Director advised that this had been trialled by the department, but was unsuccessful and was not being taken forward.

For Members' information the Service Director, Highways, Transportation & Strategic Projects provided details surrounding the data in respect of Me01 and the problems encountered when Welsh Government undertake road quality monitoring by utilising the Scanner survey system. The system being designed for high speed roads such as motorways and not mountain roads.

**Outcome 6: A safe environment for RCT residents through increased protection from flooding and improved road safety awareness and training for our residents within our most vulnerable groups.**

One member of the group commented on their concerns with the residents parking scheme in respect of allocation of second permits and the Service Director, Highways, Transportation & Strategic Projects assured the group that residents would have sufficient time to apply for a second permit before enforcement of the scheme is introduced.

The Service Director, Highways, Transportation & Strategic Projects was queried on the incidences of fraudulent parking permits and the group were advised that a more robust system was now in place, which had seen a considerable decrease in the number of permit applications. Some members of the group commented on the consultation process in respect of residents parking permits and advised that some residents affected had not received letters. The group were advised of the extensive communication methods used for the consultation and that all residents directly affected by proposed changes had been contacted.

Members of the group discussed the critical action CA01 in relation to flood risk management, with one Member of the group commenting on the proactive action taken in previous years with culvert cleaning, which prevented flooding within the area. The Service Director, Highways, Transportation & Strategic projects advised of the priority culvert scheme in place.

In conclusion the Service Director for Performance and Improvement thanked Members for their comments which he explained would be considered by officers. He reported that the feedback from all the scrutiny working groups would be fed into a meeting of the Overview and Scrutiny Committee in early June.

G R Davies  
Chairman

The meeting closed at 3.50 pm.



# **APPENDIX 3**





## **2014/15 - Regeneration of Our Communities**

Supporting the Social & Physical Regeneration of Rhondda Cynon Taf by providing people with opportunities to improve their employability and financial capability.

We also need to focus on places - Providing sustainable and vibrant communities that promote our area as an attractive place to live, and to create the right environment that will encourage business investment to benefit the local economy and support local business.

**Lead Officers: Neil Elliott & Jane Cook**

Key Improvement Priority:

REGENERATING OUR COMMUNITIES

Lead Officer

Neil Elliott

**PEOPLE - People in RCT have the education and essential skills to secure employment (SIP)**

<b>What we are trying to achieve:</b>	<b>Outcome 1 - Increase opportunities for working age adults to enter employment, education and training</b>
<b>Why we need to do it:</b>	Increasing people's employability through the provision of relevant training and support to develop the right skills for them to obtain gainful employment will help reduce the high levels of unemployment in Rhondda Cynon Taf and support the move away from a reliance of state benefits to maximise income
<b>It will support the delivery of the Single Integrated Plan Priorities (s)</b>	Prosperity – People – Employability Places – Economic Growth
<b>What difference will delivery of this objective make to the service users/residents of RCT?</b>	Residents will have the opportunity to access relevant training and learning opportunities to increase their skills and worked based experience and secure future employment

**How will we measure our success**

Measures	2012/13	2012/13 - Comparative Data			2013/14		2014/15			
	Actual Data	Quartile	Rank	All Wales Average	Data (latest Q4)	Annual Target	Target Qtr 1	Target Qtr 2	Target Qtr 3	Annual Target
Me01 - Number of apprentices recruited via the Council's Apprenticeship Scheme (Local)	33	N/A	N/A	N/A	11	11				13
Target rationale: The target is based on the number of apprentices agreed on by Corporate Management Team										
Me02 - % of apprentices achieving the apprenticeship framework criteria - Cohort 1 (New) (Local)	N/A	N/A	N/A	N/A	N/A	N/A (none completing this year)	N/A	N/A	N/A	100% (33)
Target rationale: The Apprenticeship Scheme is a 2 year scheme. All apprentices complete the apprenticeship over the two years. The target set is based on recruitment for 2012/13 and it is anticipated that all apprentices will achieve the requirements of the Apprenticeship Framework Criteria set by Welsh Government										
Me03 - No. of apprentices completing job search workshops (New) (Local)	N/A	N/A	N/A	N/A	Available June 14	For information only	N/A	N/A	N/A	For information only
Target rationale: It is anticipated that all apprentices who do not secure employment within the Council will attend and complete job search workshops										
Me04 - No. of young people recruited onto the Council's traineeship scheme – Step in the Right Direction (per year) (New) (Local)	6	N/A	N/A	N/A	N/A	6	3	0	3	6
Target rationale: The target is based on a twice yearly intake (3 in Qtr 1 and 3 in Qtr 3). This number is subject to the Council being able to provide the resources to support the young people through the programme.										

Measures	2012/13	2012/13 - Comparative Data			2013/14		2014/15			
	Actual Data	Quartile	Rank	All Wales Average	Data (latest Q4)	Annual Target	Target Qtr 1	Target Qtr 2	Target Qtr 3	Annual Target
Me05- No. of young people recruited onto the Summer Employability Programme as part of the Care2Work Programme (per year) (New) (Local)	28	N/A	N/A	N/A	22	N/A	0	5	0	5
Target rationale: This target has been based on the demand for access to such a programme and the resource available to support young people through the programme. Target data set for 2014/15 is considerably lower than that achieved in previous years. This is a result of a change in the way in which the programme is now structured and delivered, resulting in the recruitment of less young people who will now achieve a more comprehensive range of outcomes.										
Me06 - % of young people completing the traineeship scheme securing employment or entering further education or training (New) (Local)	Not available	N/A	N/A	N/A	100%	75%	N/A	N/A	N/A	75%
Target rationale: The target has been set in accordance with known historical data available. We have also factored in the differing levels of support required and the capability of the young people concerned.										
Me07 - Number of people attend community learning programmes gaining accredited qualifications (Local)	726	N/A	N/A	N/A	417	N/A	N/A	N/A	N/A	TBC
Target rationale:										
Me08 - No. of Job Growth Wales placements made available (Local)	N/A	N/A	N/A	N/A	14	14	N/A	N/A	N/A	TBC
Target rationale: 2013/14 is the first year of this Welsh Government initiative. It is currently under review with Welsh Government, and the outcome of which will dictate available numbers in the future. We are unable to set a target for this indicator until this review is complete.										
Me12 - % people completing Job Growth Wales placement (or planned leavers) (Local)	N/A	N/A	N/A	N/A	100% (14)	90%	N/A	N/A	N/A	TBC
Target rationale: As above										

### Population & Contextual Measures

Measures	Actual Data	
	2012/13	2013/14
PMe01 - % of 16-18 Not in Employment, Education or Training (NEETs) (Local)		TBC <sup>1</sup>
PMe02 - % of 18-25 Not in Employment, Education or Training (NEETs) (New) (Local)		TBC <sup>1</sup>

PMe03 - Employment rate of those aged 16 to 64 years old (Local)	63.2	71.7 <sup>2</sup>
PMe04 - % of workless households (Local)	N/A	26.6 <sup>3</sup>
PMe05 - % of children living in workless households (Local)	N/A	22.7 <sup>4</sup>

<sup>1</sup> - Data relates to the 2011/12 academic year (Data provided by Careers Wales)

<sup>2</sup> - This refers to individuals who are economically active. All Wales data is at 73.8% (as at Mar 2013 - Stats Wales)

<sup>3</sup> -Relates to 20,200 households at Dec 2012 (Stats Wales)

<sup>4</sup> - Relates to 9,900 children at Dec 2012 (Stats Wales)

**2014/15 Actions & Milestones**

<b>Critical Improvement Actions</b>	<b>Responsible Officer</b>	<b>Way Forward/Milestones</b>	<b>Delivery Date</b>
CA01 - Increase community based opportunities to support skills development and improve employment opportunities	Social Regeneration Coordinator	M01 (i) – Agree annual work club programme per communities first cluster to help people gain employment	<b>May-14</b>
		M01(ii) - Work with Marketing Team to develop campaign to publicise weekly work club sessions	<b>Jul-14</b>
		M02(i) – Work with Partners, to develop Communities First based learning and skills development programme activity for the year ahead	<b>May-14</b>
		M02(ii) - Develop promotional material to publicise agreed programme of activity	<b>Jul-14</b>
		M03 – Work with Communities First Clusters and Job Centre Plus to deliver an annual jobs fair event	<b>Oct-14</b>
	Communities First Manager	M04 – Building on the volunteering opportunities created in 2013/14, continue to support volunteers through the Communities First programme to gain the skills and confidence to increase their employability options	<b>Mar-15</b>
	Service Director Direct Services, Business and Housing	M05 - Produce 6-monthly updates for the Corporate Services Scrutiny Committee on the community based skills and employability work undertaken during the year	<b>Oct-14 &amp; Apr-15</b>

Critical Improvement Actions	Responsible Officer	Way Forward/Milestones	Delivery Date
CA02 - Improve the opportunities for more young people to secure better future job outcomes and reach their potential	Apprenticeship / Work Experience Manager	M01 - Continue to deliver the Council's apprenticeship programme to provide career development for individuals and meet the workforce planning needs of service areas: M01(i) - Undertake annual recruitment to corporate apprenticeship programme for 2014 scheme cohort	<b>Aug-14</b>
		M01(ii) - Enrol all apprentices onto an appropriate qualification framework to develop their skills and to meet service needs	<b>Sep-14</b>
		M01(iii) - Design and deliver job search work shops and training, to support apprentices (from the first cohort of appointments) at the end of their contract in September 2014 to secure sustainable employment	<b>Jun-14</b>
	Head of Community	M02 - Continue to deliver the Council's Vision Products traineeship programme for young people with a learning disability: M02(i)- In partnership with local schools undertake annual recruitment exercise, to the Vision Products traineeship scheme	<b>Jun-14</b>
		M02(ii) - Agree individual work placements and support plans with trainees	<b>Jul-14</b>
		M03 - With Elite Supported Employment Agency, agree post traineeship support plan for each individual	<b>Mar-15</b>
	Apprenticeship / Work Experience Manager	M04 - Provide job ready unemployed young people with real work based employment through the "Jobs Growth Wales" programme	<b>Mar-15</b>
		M04(i) - Recruit 5 young people through the "Jobs Growth Wales" programme	<b>May-14</b>
		M04(ii) - Secure additional "Jobs Growth Wales" funding from Welsh Government to provide work placement opportunities	<b>Mar-15</b>
		M05(i) - Building on the pilot in 2013/14, roll out delivery of the Council's "Careers and the working world" programme to secondary schools across Rhondda Cynon Taf	<b>Sep-14</b>
		M05(ii) - Engage local and national companies to provide industry presentations and visits as part of the above programme	<b>Mar-15</b>

Critical Improvement Actions	Responsible Officer	Way Forward/Milestones	Delivery Date
CA03 - Review and reconfigure specialist Learning Disability employment and training programmes to ensure more sustainable job outcomes are achieved for service users	Head of Direct Services	M01 - Establish baseline performance of existing service provision	<b>Oct-14</b>
		M02 - Evaluate existing service provision against each other and against other models in place across Wales	<b>Oct-14</b>
		M03 - Develop new model and consult with service users	<b>Dec-14</b>
		M04 – Implement reconfigured service provision, subject to appropriate approval	<b>Mar-15</b>
		M05 - Evaluate performance of the new service provision through contract management framework	<b>Mar-16</b>
CA04 - Improve the opportunities children in care and care leavers have to develop their skills, knowledge and experience in order to improve their long-term employment prospects	Employment & Training Manager LAC	M01 - As part of the Council's "Care2Work" programme, deliver an educational summer employability programme to provide development opportunities during the school holidays	<b>Sep-14</b>
		M02 - Recruit six young people onto the Council's "Step in the Right Direction" traineeship programme (3 in May 2014 and 3 in October 2014) and provide a structured 4 week induction programme	<b>Oct-14</b>
		M03 - Agree individual learning plan for the each trainee, to include training and workplace opportunities, as a part of a structured programme of support	<b>Dec-14</b>

**Key Improvement Priority:**  
**Lead Officer**

REGENERATING OUR COMMUNITIES  
 Neil Elliott

**PEOPLE - People in financial need receive the right advice and support (SIP)**

<b>What we are trying to achieve:</b>	<b>Outcome 2 - People better understand the financial choices that are available to them through the increased delivery of advice and information and improved financial capability at earlier stages in their lives</b>
<b>Why we need to do it:</b>	To help People from being financially excluded, putting them back in control of their life and enabling them to fully contribute to, and participate in, the social and economic life of the County Borough
<b>It will support the delivery of the Single Integrated Plan Priorities (s)</b>	Prosperity – People – Supporting people in financial need
<b>What difference will delivery of this objective make to the service users/residents of RCT?</b>	People will be able to maintain and improve their financial wellbeing and resilience

**How will we measure our success**

<b>Measures</b>	<b>2012/13</b>	<b>2012/13 - Comparative Data</b>			<b>2013/14</b>		<b>2014/15</b>			
	<b>Actual Data</b>	<b>Quartile</b>	<b>Rank</b>	<b>All Wales Average</b>	<b>Data (latest Q4)</b>	<b>Annual Target</b>	<b>Target Qtr 1</b>	<b>Target Qtr 2</b>	<b>Target Qtr 3</b>	<b>Annual Target</b>
Me01 - Number of people supported through Council funded welfare rights advice services (Local)	2,671	N/A	N/A	N/A	Year End	For information only				TBC
Target rationale:										
Me02 - Amount of income maximised for people supported by Council funded welfare rights services (Local)	£1,848,627	N/A	N/A	N/A	Year End	For information only				TBC
Target rationale:										
Me03 - Percentage of Communities First programme participants with improved financial capability (Local)	N/A	N/A	N/A	N/A	42.19	For information only				TBC
Target rationale:										

**Population & Contextual Measures**

<b>Measures</b>	<b>Actual Data</b>	
	<b>2012/13</b>	<b>2013/14</b>
PMe01 - Anti Poverty Measure TBC		
PMe02 - Anti Poverty Measure TBC		
PMe03 - Anti Poverty Measure TBC		



**2014/15 Actions & Milestones**

<b>Critical Improvement Actions</b>	<b>Responsible Officer</b>	<b>Way Forward/Milestones</b>	<b>Delivery Date</b>
CA01 – To ensure that Council commissioned and directly provided welfare rights and money information and advice services are effectively coordinated and delivered to meet the needs of service users across the County Borough	Service Director Direct Services, Business & Housing (DSBH)	M01 - Complete strategic review of existing information and advice services that commenced in 2013/14	<b>Oct-14</b>
		M02 - Prepare report with recommendations for consideration by Cabinet	<b>Dec-14</b>
CA02 – To ensure that people needing help are supported to maximise their income and improve their ability to financially support themselves	Communities First Manager	M01(i) - Work with the RCT Citizens Advice Bureau, to agree programme of outreach advice services within Communities First Cluster areas	<b>May-14</b>
	Communities First Manager	M01(ii) - Work with Marketing Team to develop campaign to publicise the agreed programme of activity	<b>Jul-14</b>
	Service Director DSBH	M02 - Renew Service Level Agreement with Age Concern Morgannwg to provide dedicated welfare benefits advice services to older people across the County Borough	<b>Jul-14</b>
	Service Manager: Service Improvement & Welfare Rights	M03(i) - Implement new protocol to ensure that all adults accessing social care services receive access to welfare rights information, advice and support	<b>Oct-14</b>
		M03(ii) - Implement new protocol to ensure that all care leavers supported through after care team receive access to welfare rights information, advice and support	<b>Jan-15</b>
		M03(iii) - Evaluate the impact of the new protocol on the target groups and report to Scrutiny Committee for consideration	<b>Mar-15</b>

<b>Critical Improvement Actions</b>	<b>Responsible Officer</b>	<b>Way Forward/Milestones</b>	<b>Delivery Date</b>
CA04 - To focus and coordinate efforts in tackling financial exclusion and promoting financial capability across the County Borough	Service Director DSBH	M01 - Establish a multi-agency strategic group to oversee and drive forward progress in this area	<b>Jul-14</b>
	Service Director DSBH	M02 - Establish a framework to reassess the ongoing impact of the welfare reforms on Rhondda Cynon Taf, thereby ensuring targeted delivery of interventions on those most affected by the changes	<b>Oct-14</b>
	Service Director DSBH	M03 - Prepare a financial inclusion strategy and action plan for consideration by Cabinet	<b>Dec-14</b>
	Service Director DSBH	M04(i) - Work with Partners, to develop Communities First based financial capability programme activity for the year ahead	<b>May-14</b>
	Service Director DSBH	M04(ii) - Develop promotional material to publicise agreed programme of activity	<b>Jul-14</b>

**Key Improvement Priority:**  
**Lead Officer**

**REGENERATING OUR COMMUNITIES**  
Neil Elliott

**PLACES - People in RCT live in safe appropriate housing in sustainable and vibrant communities**

<b>What we are trying to achieve:</b>	<b>Outcome 3 - Reduce homelessness and provide services that meet the housing needs of individuals and families.</b>
<b>Why we need to do it:</b>	There are vulnerable people who have specific needs for whom specialist housing and/or support is necessary to enable people attain and retain a settled home and help improve their employment, health and well being. On the other hand being homeless or living in inadequate housing can often lead to a whole range of other difficulties, including the risk of developing mental health problems, offending and drug or alcohol dependency
<b>It will support the delivery of the Single Integrated Plan Priorities (s)</b>	Prosperity – Places – Homes & Communities
<b>What difference will delivery of this objective make to the service users/residents of RCT?</b>	People will be able to retain their existing home or find a suitable alternative housing eliminating their risk of becoming homeless and help improve their quality of life

**How will we measure our success**

<b>Measures</b>	<b>2012/13</b>	<b>2012/13 - Comparative Data</b>			<b>2013/14</b>		<b>2014/15</b>			
	<b>Actual Data</b>	<b>Quartile</b>	<b>Rank</b>	<b>All Wales Average</b>	<b>Data (latest Q4)</b>	<b>Annual Target</b>	<b>Target Qtr 1</b>	<b>Target Qtr 2</b>	<b>Target Qtr 3</b>	<b>Annual Target</b>
Me01 - % of all potentially homeless households for whom homelessness was prevented for at least 6 months (Statutory)	88.34	2	10	62.6	93.66	80.00				88
Target rationale: Performance is demand led for this measure. Our target has been based on known historical data and is within the all Wales average										
Me02 - Average number of days all homeless families with children spent in Bed & Breakfast accommodation (Local)	25.50	4	15	22.25	2.00	20.00				15
Target rationale: Performance is demand led for this measure. Our target has been based on known historical data and is within the all Wales average (22.25)										
Me03 - Average number of days that all homeless households spent in Bed & Breakfast accommodation (Local)	40.15	3	15	39.49	42.75	55.00				50
Target rationale: Performance is demand led and volatile. Good performance is reflected in a reduced number of days.										
Me04 - Average number of days that all homeless households spent in other forms of temporary accommodation (Local)	69.21	1	6	125.99	92.48	95.00				95
Target rationale: Good performance is reflected in a reduced number of days.										

**2014/15 Actions & Milestones**

<b>Critical Improvement Actions</b>	<b>Responsible Officer</b>	<b>Way Forward/Milestones</b>	<b>Delivery Date</b>
CA01 - To maximise the use of housing supply including social housing, temporary accommodation and private rented accommodation to meet the increasing housing needs of homeless people	Head of Community Housing	M01 - Work with Housing Provider to redevelop the former Martins Close site to provide 24 hour supported accommodation for single homeless adults	<b>Mar-15</b>
		M02 - Explore new and innovative models to increase access to the private rented sector:	
		M02(i) - Identify service models for development	<b>Oct-14</b>
		M02 (ii) - Commission new service models	<b>Mar-15</b>
		M02 (iii) - Evaluate performance of new service models through contract management framework	<b>Mar-16</b>
		M03 - Building on pilots delivered in 2013/14, reconfigure social letting agency scheme to create new temporary accommodation models that meets identified need	<b>Dec-14</b>
		M04 - Work with Housing Provider to redevelop property at the Grange to provide 24 hour supported emergency accommodation for single homeless young people	<b>Mar-15</b>
		M05 - Work with Support Providers to increase the number of supported accommodation units for young people, through the remodelling of existing the Old Bakery and Ty Rhondda Schemes	<b>Mar-15</b>
		M06 – Work with Support Provider to convert an empty property to provide shared supported accommodation for vulnerable young woman as part of a move on pathway from the Grange development	<b>Mar-15</b>

Key Improvement Priority:  
Lead Officer

REGENERATING OUR COMMUNITIES  
Jane Cook

**PLACES - People in RCT live in safe appropriate housing in sustainable and vibrant communities**

<b>What we are trying to achieve:</b>	<b>Outcome 4: Sustainable town centres which contribute to the economy of the Borough</b>
<b>Why we need to do it:</b>	Town centres can become the economic hubs of our communities providing a range of opportunities for work, leisure, shopping and business
<b>It will support the delivery of the Single Integrated Plan Priorities (s)</b>	Prosperity - economic growth
<b>What difference will delivery of this objective make to the service users/residents of RCT? (? internal services)</b>	The benefits of economic growth filter right through our communities, impacting on health, wealth and wellbeing. Investment in RCT, including new development, in our businesses, and in town centres, will provide direct jobs for local people as well as putting more into the local economy generally through local spending power etc. Clearly economic growth is significantly affected by external economic factors, but there are clear benefits from local interventions

**How will we measure our success**

<b>Measures</b>	<b>2012/13</b>	<b>2012/13 - Comparative Data</b>			<b>2013/14</b>		<b>2014/15</b>			
	<b>Actual Data</b>	<b>Quartile</b>	<b>Rank</b>	<b>All Wales Average</b>	<b>Data (latest Q3)</b>	<b>Annual Target</b>	<b>Target Qtr 1</b>	<b>Target Qtr 2</b>	<b>Target Qtr 3</b>	<b>Annual Target</b>
Me01 - Number of property enhancements completed in Aberdare and Pontypridd					33					36
Target rationale: These are cumulative targets and are modest this year, as this funding stream is now in its "winding down" phase ahead of a finish in March 2015										
Possible new measure - No. Of residential units created in Pontypridd town centre (subject to VVP final approval by Welsh Government)										
Target rationale:										

**Population & Contextual Measures**

<b>Measures</b>	<b>2012/13</b>	<b>2012/13 - Comparative Data</b>			<b>2013/14</b>		<b>2014/15</b>			
	<b>Actual Data</b>	<b>Quartile</b>	<b>Rank</b>	<b>All Wales Average</b>	<b>Data (latest Q3)</b>	<b>Annual Target</b>	<b>Target Qtr 1</b>	<b>Target Qtr 2</b>	<b>Target Qtr 3</b>	<b>Annual Target</b>
PMe01 - Number of vacant retail premises in the town centres					Porth 15%; M Ash 20%; Ferndale 9%; Llantrisant 3%; Pontypridd 9%; Tonypandy 15%; Treorchy 4%; Aberdare 18%					

**2014/15 Actions & Milestones**

<b>Critical Improvement Actions</b>	<b>Responsible Officer</b>	<b>Way Forward/Milestones</b>	<b>Delivery Date</b>
CA01 - Restore PONTYPRIDD LIDO to create a regional visitor attraction to contribute to the economic growth of the Pontypridd settlement area	Peter Mortimer	M01 - Substantially complete main restoration works in readiness for fit out works	<b>Mar-15</b>
	Peter Mortimer	M02 - Complete design of dry play facility	<b>Sep-14</b>
	Peter Mortimer	M03 - Complete state of the art/flagship dry play facility	<b>Apr-15</b>
CA02 - Subject to the Welsh Government's Vibrant and Viable Places Funding, deliver a programme of property improvements to contribute to the economic growth of the Pontypridd settlement area	Peter Mortimer	M01 - In collaboration with housing providers identify opportunities for residential development within existing town centre properties.( <b>VVP dependent</b> )	<b>Sep-14</b>
	Peter Mortimer	M02 - In collaboration with commercial property owners and occupiers, identify opportunities for property improvement schemes ( <b>VVP dependent</b> )	<b>Sep-14</b>
	Peter Mortimer	M03 - Deliver the Townscape Enhancement Programme to facilitate the development and improvement of town centre properties for commercial uses	<b>Mar-15</b>
	Peter Mortimer	Present case studies from this VVP programme, as part of the quarterly reporting of this Regeneration Plan	<b>Mar-15</b>
CA03 - Support the renovation of existing Town Centre buildings by adopting Supplementary Planning Guidance	Simon Gale	M01 - Report final draft shop front Supplementary Planning Guidance to Cabinet	<b>Sep-14</b>
	Simon Gale	M02 - Adopt shop front Supplementary Planning Guidance subject to Cabinet approval	<b>Oct-14</b>
	Simon Gale	M03 - Report draft flats Supplementary Planning Guidance to Cabinet	<b>Sep-14</b>
	Simon Gale	M04 - Consult with public on draft flats Supplementary Planning Guidance.	<b>Oct-14</b>
	Simon Gale	M05 - Report consultation responses on final draft flats Supplementary Planning Guidance to Cabinet	<b>Feb-15</b>
	Simon Gale	M06 - Adopt flats Supplementary Planning Guidance subject to Cabinet approval	<b>Mar-15</b>
CA04 - Develop 'Business Improvement District' to contribute to the economic growth of the Pontypridd settlement area	Adrian Evans	M01 - Complete stakeholder engagement	<b>Sep-14</b>
		M02 - Develop BID business plan with stakeholders	<b>Mar-15</b>
CA05 - Deliver improvements to Aberdare town centre	Peter Mortimer	M01 -Deliver the Townscape Enhancement Programme and Townscape Heritage Initiative to facilitate the development and improvement of town centre properties for commercial and residential uses	<b>Mar-15</b>
CA06 - Explore funding opportunities under the current programme (via the Welsh European Funding Office - WEFO) for the regeneration of Mountain Ash and Treorchy Town Centres	Peter Mortimer	M01 - If invited by WEFO, submit business cases. Further actions to be incorporated into the action plan following notification from WEFO of the way forward	<b>Mar-15</b>

Key Risks that have been considered	Actions to mitigate risk (if not included above)
Unsuccessful in securing Vibrant and Viable Places funding from Welsh Government	Work closely with Welsh Government.
Failure to complete the Lido restoration	Clear Project management including regular risk register review.
Lack of Private Sector engagement.	Building relationships with the private sector.



Key Improvement Priority:

REGENERATING OUR COMMUNITIES

Lead Officer:

Jane Cook

**PLACES - Businesses are supported to thrive and grow in RCT (SIP)**

<b>What we are trying to achieve:</b>	<b>Outcome 5: Encourage and facilitate investment in Rhondda Cynon Taf to strengthen the economy and create jobs, by working with business, developers, partners and funders, to help deliver initiatives which contribute to economic growth</b>
<b>Why we need to do it:</b>	Rhondda Cynon Taf has not been immune to the global recession, fewer people have been able to find or keep a job; there is a heavy reliance on public sector jobs
<b>It will support the delivery of the Single Integrated Plan Priorities (s)</b>	Prosperity - economic growth
<b>What difference will delivery of this objective make to the service users/residents of RCT?</b>	The benefits of economic growth filter right through our communities, impacting on health, wealth and wellbeing. Investment in RCT, including new development, in our businesses, and in town centres, will provide direct jobs for local people as well as putting more into the local economy generally through local spending power etc. Clearly economic growth is significantly affected by external economic factors, but there are clear benefits from local interventions

**How will we measure our success**

Measures	2012/13	2012/13 - Comparative Data			2013/14		2014/15			
	Actual Data	Quartile	Rank	All Wales Average	Data (latest Q3)	Annual Target	Target Qtr 1	Target Qtr 2	Target Qtr 3	Annual Target
Me01 - No. of jobs created through grant support programmes direct to businesses (funded by the Council and / or Welsh Government - excluding jobs created through the Pontypridd and Aberdare regeneration projects) (YTD)	New				60.00	73				40

Target rationale: The European funded parts of these initiatives are in their "winding down" phase and the funding comes to a close. The targets have therefore been reduced in comparison to those achieved previously

Measures	2012/13	2012/13 - Comparative Data			2013/14		2014/15			
	Actual Data	Quartile	Rank	All Wales Average	Data (latest Q3)	Annual Target	Target Qtr 1	Target Qtr 2	Target Qtr 3	Annual Target
Me02 - No. of businesses supported through direct grant programmes (funded by the Council and/or Welsh Government) - excluding businesses supported through the Pontypridd and Aberdare regeneration projects) (YTD)	New				57	100				40
Target rationale: The European funded parts of these initiatives are in their "winding down" phase and the funding comes to a close. The targets have therefore been reduced in comparison to those achieved previously										
Me03 - No. of people employed as a result of Community Benefits into major authority contracts	N/A				43	N/A	N/A			30
Target rationale: Community benefits approach will be proactively promoted to all Council stakeholders in 14/15. However, outcomes and results are dependant on the nature of the contracts/projects completed during the year which may result in some fluctuation in performance										
Me04 - % creditor payments to local businesses using postcodes CF,SA,NP	N/A				70.36%	N/A				70%
Target rationale: New measure in 2013/14 - parameters were changed during 13/14 to capture spend with specific types of suppliers. Target is based on historical data trends (68.34% in 12/13; 70.36% in 13/14)										
Me08 - No. Of suppliers attending local development workshops	N/A				290.00	400				350
Target rationale: Trend data shows consistent reduction year on year, partly a reflection of more mini-competitions and less middle sized tendering. This measure will be reviewed in 2014/15 following review of Contract Procedure Rules. These changes will standardise CP rules across local authorities, to simplify the process and remove barriers to SMEs winning public service business. This standardised approach may reduce the need for local development workshops in their current form										
Me09 - % of bids/tenders submitted by local businesses	N/A				81.25%	N/A	70%			70%
Target rationale: This is a new measure with only one year of trend data available, which shows significant performance variation between reporting periods (ranging from 64% to 87%). A conservative target has been set for this year, during which performance will be monitored to establish longer term trends to enable realistic target setting based on 2 years data										

**Population & Contextual Measures**

<b>Measures</b>	<b>2012/13</b>	<b>2012/13 - Comparative Data</b>			<b>2013/14</b>		<b>2014/15</b>			
	<b>Actual Data</b>	<b>Quartile</b>	<b>Rank</b>	<b>All Wales Average</b>	<b>Data (latest Q3)</b>	<b>Annual Target</b>	<b>Target Qtr 1</b>	<b>Target Qtr 2</b>	<b>Target Qtr 3</b>	<b>Annual Target</b>
PMe01 - Stock of VAT registered enterprises in the Borough					5030 (Annual data)	N/A	N/A			N/A info only
PMe02 - The rate of VAT registered enterprise births (start ups) of small and medium sized enterprises	N/A				10% (505) (Annual data)	N/A	N/A			N/A info only
PMe03 - The rate of VAT registered enterprise deaths (start ups) of small and medium sized enterprises	N/A				11% (555) (Annual data)	N/A	N/A			N/A info only
PMe04 - Amount of floor space permitted and/or developed in major commercial developments in Rhondda Cynon Taf	N/A				Annual data tbc	N/A	N/A			N/A info only

**2014/15 Actions & Milestones**

<b>Critical Improvement Actions</b>	<b>Responsible Officer</b>	<b>Way Forward/Milestones</b>	<b>Delivery Date</b>
CA01 - Help business to develop on Treforest Industrial Estate to support the development of Rhondda Cynon Taf as a location for investment and business growth by introducing a innovative planning system	Simon Gale	M01 - Consider options for Local Development Order (LDO) <sup>1</sup> and decide with partners whether to proceed	<b>Dec-14</b>
CA02 - Implement the COMMUNITY INFRASTRUCTURE LEVY to support the development of Rhondda Cynon Taf as a location for investment and business growth	Simon Gale	M01 - Adopt Community Infrastructure Levy <sup>2</sup> by December 2014.	<b>Dec-14</b>
CA03 - Provide business support to develop Rhondda Cynon Taf as a location for investment and business growth	Phil Barnes	M01 - Deliver a more flexible, targeted grant support package via the Council's Capital Programme to support new and existing SME's	<b>Mar-15</b>
	Phil Barnes	M02 - Develop and maintain ongoing relationships, through newly developed CRM system, with supported businesses, to help aid sustainability and improve survival rates	<b>Mar-15</b>
CA04 - Facilitating redevelopment of Lady Windsor Colliery site for house building to support the development of Rhondda Cynon Taf as a location for investment and business growth	Peter Mortimer	M01 - Agree and develop business case for Welsh Government approval	<b>Sep-14</b> (subject to invitation to bid)
CA05 - Working regionally to identify key groups of growth businesses (clusters), locally support and develop these clusters of businesses to develop Rhondda Cynon Taf as a location for investment and business growth	Phil Barnes	M01 - Identify key business *clusters <sup>3</sup> which will support growth in Rhondda Cynon Taf and across SE Wales (*cluster is a grouping of businesses with similar or related activities)	<b>Sep-14</b>
	Phil Barnes	M02 Report business cluster work to Cabinet	<b>Oct-14</b>
	Phil Barnes	M03 - Implement a range of measures to support cluster development	<b>Dec-14</b>

**Footnotes**<sup>1</sup>Local development orders simplify the planning process and help to stimulate economic development<sup>2</sup> Community Infrastructure Levy (CIL) is a new Levy that local authorities can choose to charge to new developments in their area. The finance generated from the CIL will be used to fund the provision of new or improved infrastructure that will support new development in the region<sup>3</sup> Through regional collaboration it is planned to bring together / support groups of similar businesses to maximise economic benefit

Critical Improvement Actions	Responsible Officer	Way Forward/Milestones	Delivery Date
CA06 - Provide support to development proposals to maximise opportunities for employment, local contracts and housing	Simon Gale	M01 - Prepare new Supplementary Planning Guidance to secure local employment and training opportunities from local developments and report to Cabinet	<b>Dec-14</b>
CA07 - Enhance procurement processes to support economic growth and the delivery of community benefits	Vince Hanly	M01 Roll out the use of Sustainability Risk Assessments within sourcing strategies across all Council directorates	<b>Mar-15</b>
	Vince Hanly	M02 - Promote the use of the Community benefits approach to other Stakeholders (suppliers, contractors, partner organisations) to maximise community benefits opportunities in RCT	<b>Ongoing</b>
	Vince Hanly	M03 - Develop mechanisms to collate and report all of the wider benefits resulting from Community benefits schemes	<b>Mar-15</b>
	Vince Hanly	M04 - Review the way lower value contracts are advertised to encourage SMEs to do Business with the Council	<b>Mar-15</b>
CA08 - Work with partners to develop Business support programmes for funding through the new EU programme	Phil Barnes	M01 - Develop a collaborative project <sup>4</sup> which delivers grant support to small and medium sized enterprises across SE Wales, and report to Cabinet for approval	<b>Dec-14</b> (If invited to bid)
	Peter Mortimer	M02 - Develop a collaborative project which delivers support to social enterprises across SE Wales, and report to Cabinet for approval	<b>Dec-14</b> (If invited to bid)

**Footnote**

<sup>4</sup> SE Wales Local Authorities are developing the project, which if implemented would involve other partners including businesses

Key Risks that have been considered	Actions to mitigate risk (if not included above)
CIL will not be found sound by the Inspector at examination.	Monitor progress on Caerphilly's CIL examination as the Inspector's comments on what is a joint viability study will be equally applicable to us.
Unable to agree acceptable regeneration schemes with partners for key sites.	Work with partners closely at all project stages
Unable to secure external funding.	Liaise with funders.
Lack of Private Sector engagement.	Building relationships with the private sector.
Economic climate.	Adapt support and expected outcomes.
Reduced resource and expertise.	Develop existing staff resource.
Lack of Partnership co operation for clusters.	Agree deliverable and tangible project targets.
Lack of match funding	Work with partners to develop projects which are properly managed from inception and are built around available match. Consider new ways of attracting match funding.
Unsuccessful in securing Vibrant and Viable Places funding from Welsh Government.	Work closely with Welsh Government.

**Key Improvement Priority:**

**REGENERATING OUR COMMUNITIES**

**Lead Officer:**

Jane Cook

<b>Why we need to do it:</b>	European funding can support the Council's priority for economic growth, through significant potential funding streams
<b>It will support the delivery of the Single Integrated Plan Priorities (s)</b>	Prosperity - economic growth
<b>What difference will delivery of this objective make to the service users/residents of RCT?</b>	The benefits of economic growth filter right through our communities, impacting on health, wealth and wellbeing. Investment in RCT, including new development, in our businesses, and in town centres, will provide direct jobs for local people as well as putting more into the local economy generally through local spending power etc. Clearly economic growth is significantly affected by external economic factors, but there are clear benefits from local interventions

**How will we measure our success**

	2011/12	2011/12 - Comparative Data			2012/13		2013/14			
Measures	Actual Data	Quartile	Rank	All Wales Average	Data (latest Q3)	Annual Target	Target Qtr 1	Target Qtr 2	Target Qtr 3	Annual Target

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

Critical Improvement Actions	Responsible Officer	Way Forward/Milestones	Delivery Date
CA01 - Support Corporate Working group to oversee European Funding work in RCT	Director of Regeneration and Planning/ Regeneration Resources Manager	M01 - Develop draft project proposals	<b>Dec-14</b>
		M02 - Provide guidance on emerging and approved programmes	<b>Mar-15</b>
		M03 - Develop specific project proposals for discussion with WEFO	<b>Mar-15</b>
		M04 - Work corporately to develop sound project management arrangements for delivery of European Projects	<b>Dec-14</b>

Critical Improvement Actions	Responsible Officer	Way Forward/Milestones	Delivery Date
CA02 - Work collaboratively with SE Wales region Local Authorities to develop a regional approach to European funding, reporting into SEWDER	Director of Regeneration and Planning/ Regeneration Resources Manager	M01 - Develop RCT elements of draft package of collaborative project proposals	<b>Dec-14</b>
		M02 - Co-ordinate sub regional approach to accessing opportunities from new Programmes	<b>Mar-15</b>
		M03 - Develop a number of project proposals for discussion with WEFO	<b>Mar-15</b>

Key Risks that have been considered	Actions to mitigate risk (if not included above)
WEFO priorities do not align with RCT's priorities	Continue to influence programme development and delivery
Lack of match funding to access European funding	Continue to work with and influence WEFO and WG departments
	Identifying as Medium Term Financial Planning issue
Lack of agreement with partners.	Regular liaison, and collaborative project development





**Council Key Priority:**

Managing People's Independence – Supporting adults and older people to live independently

**Lead Officer:****Bob Gatis**

<b>What we are trying to achieve:</b>	Safeguard adults whose circumstances make them vulnerable, ensuring they are treated with dignity and respect and are protected from avoidable harm
<b>Why we need to do it:</b>	The over-arching challenge for Adult Social Care and our public sector partners is to improve the quality of life for local people in a context where public sector funding will continue to be constrained and where there are increasing numbers of local people with long-term conditions including physical conditions, particularly dementia.
<b>It will support the delivery of the Single Integrated Plan Priorities (s)</b>	Vulnerable Adults - All adults in RCT are able to live independent and fulfilled lives
<b>What difference will delivery of this objective make to the service users/residents of RCT? (? internal services)</b>	Adults will be able to retain their independence and wellbeing and be kept safe from avoidable harm.

**How will we measure our success**

<b>Measures</b>		<b>2012/13</b>	<b>2012/13 - Comparative Data</b>			<b>2013/14</b>		<b>2014/15</b>			
		<b>Actual Data</b>	<b>Quartile</b>	<b>Rank</b>	<b>All Wales Average</b>	<b>Data (latest please state)</b>	<b>Annual Target</b>	<b>Target Qtr 1</b>	<b>Target Qtr 2</b>	<b>Target Qtr 3</b>	<b>Annual Target</b>
1	People 65+ supported in community – balance of care	81.97	3	14	83.47	83.79	82	Target to be set following finalisation of 2013/14 performance data			
2	% adult protection referral completed where the risk has been managed (action 3)	92.92	2	11	91.84	96.11	90	Target to be set following finalisation of 2013/14 performance data			

**2014/15 Actions & Milestones**

Critical Improvement Actions		Way Forward/Milestones	Delivery Date	Responsible Officer	Officer / Scrutiny Working Group Comments
1	Implement Multi Agency Single Hub (MASH) across the Cwm Taf region, which co-ordinates referrals received where there are safeguarding concerns in relation to Adults	M01 - With Partners, develop options appraisal for taking forward MASH	July 2014	Service Director Community Care	
		M02 - Produce report setting out preferred MASH model and present to Cabinet for approval	September 2014		
		M03 - With Partners, implement preferred regional service model	March 2015		
2	Ensure people's needs are assessed in a timely manner and the care provided is appropriate	M01 - Work with the Cwm Taf University Health Board and Merthyr Tydfil to implement new integrated assessment guidance for older people	July 2014	Service Director Community Care	
		M02 – Complete redesign of the Adaptation and Community Equipment (ACE) Team to reduce the time people wait for an assessment for aids and equipment:		Head of Service (Short-term Intervention)	
		M02(i) – Agree new ACE Team service model	July 2014		
		M02(ii) – Implement new model	October 2014		
		M03 – Redesign the operating practices and procedures of the Sensory Team to ensure a more timely response to individuals' needs:			
		M03(i) – Review current working practices and procedures & identify changes for improvement	October 2014	Head of Service (Short-term Intervention)	
		M03(ii) – Agree new service delivery model	December 2014		
		M03(iii) – Implement redesigned Sensory Team	March 2015		

Critical Improvement Actions		Way Forward/Milestones	Delivery Date	Responsible Officer	Officer / Scrutiny Working Group Comments
3	Strengthen quality assurance approaches in Adult Services to ensure that agreed standards are being achieved and the needs of the people we support are being met.	M01(i) - Review existing quality assurance framework for assessment and care management functions and identify changes for improvement	September 2014	Head of Service (Localities)	
		M01(ii) – Implement revised quality assurance framework	December 2014		
		M02(i) - Review contract management framework for commissioned services and identify changes for improvement	December 2014	Strategic Commissioning Manager	
		M02(ii) – Implement revised contract management framework for commissioned services	March 2015		
4	Expand the support arrangements and range of information available to help carers across the Cwm Taf region	M01 - Improve the way carers, and the extent of their caring role, are identified at the initial point of access into social care services	December 2014	Head of Service (Localities)	
		M02 - Ensure that all carers ‘as defined under the Carers Recognition Act’ are offered an assessment in their own right	March 2015	Service Director Community Care	

Critical Improvement Actions		Way Forward/Milestones	Delivery Date	Responsible Officer	Officer / Scrutiny Working Group Comments
5	Continue to focus on the quality of the Council's residential dementia service to better support the dignity and wellbeing of service users and carers and protect people from harm	M01 - Introduce Butterfly Project to:		Head of Direct Services	
		Cae Glas Home for Elderly	December 2014		
		Ystrad Fechan Home for Elderly	March 2015		
		M02 - Undertake an evaluation of the impact that the Butterfly Project has had for residents, families and staff at Clydach Court and Dan y Mynydd Residential Homes	October 2014		

**Council Key Priority:**

Managing People's Independence – Supporting adults and older people to live independently

**Lead Officer:****Bob Gatis**

<b>2. What we are trying to achieve:</b>		Promote wellbeing and independence, choice and control of adults who need support, within available resources, through prevention and greater integration of health and social services									
<b>Why we need to do it:</b>		<p>The over-arching challenge for Adult Social Care and our public sector partners is to improve the quality of life for local people in a context where public sector funding will continue to be constrained and where there are increasing numbers of local people with long-term conditions including physical conditions, particularly dementia.</p> <p>The forthcoming Social Services and Well-being Bill will seek to transform statutory social services, so that more people are enabled to find local solutions to meet their care and support needs, through better advice, information and sign-posting to community based resources.</p>									
<b>It will support the delivery of the Single Integrated Plan Priorities (s)</b>		Vulnerable Adults - All adults in RCT are able to live independent and fulfilled lives									
<b>What difference will delivery of this objective make to the service users/residents of RCT? (? internal services)</b>		More people will be given greater choice to help achieve more for themselves and retain their independence and wellbeing whilst living in their own homes for longer.									
<b>How will we measure our success</b>											
<b>Measures</b>		<b>2012/13</b>	<b>2012/13 - Comparative Data</b>			<b>2013/14</b>		<b>2014/15</b>			
		<b>Actual Data</b>	<b>Quartile</b>	<b>Rank</b>	<b>All Wales Average</b>	<b>Data (latest please state)</b>	<b>Annual Target</b>	<b>Target Qtr 1</b>	<b>Target Qtr 2</b>	<b>Target Qtr 3</b>	<b>Annual Target</b>
1	% of care packages completed in the period where the client requires no ongoing services (at the point the package is complete) (OA)	68.38				71.52	60	Target to be set following finalisation of 2013/14 performance data			

Measures		2012/13	2012/13 - Comparative Data			2013/14		2014/15			
		Actual Data	Quartile	Rank	All Wales Average	Data (latest please state)	Annual Target	Target Qtr 1	Target Qtr 2	Target Qtr 3	Annual Target
2	% of reablement clients who felt they had been helped to remain independent	95.61				91.13	94	Target to be set following finalisation of 2013/14 performance data			
3	% of people who completed an assessment for simple aids to daily living within 28 days	Not collected				Not collected	Not Applicable	Targets / baseline data currently being reviewed			
4	Average number of days to complete an assessment for simple aids to daily living for those completed outside of 28 days	Not collected				Not collected	Not Applicable				
5	% of people who completed an occupational therapy assessment within 28 days	Not collected				Not collected	Not Applicable				
6	Average number of days taken to complete an occupational therapy assessment for those completed outside of 28 days	Not collected				Not collected	Not Applicable				
7	Average number of days to complete a sensory assessment for those completed outside of 28 days	Not collected				Not collected	Not Applicable				
8	% of people having community based services supported via a direct payment	Not collected				Not collected	Not Applicable				

<b>2014/15 Actions &amp; Milestones</b>					
<b>Critical Improvement Actions</b>		<b>Way Forward/Milestones</b>	<b>Delivery Date</b>	<b>Responsible Officer</b>	<b>Officer / Scrutiny Working Group Comments</b>
1	Utilise intermediate care grant funding to expand current intermediate care and reablement services to support more timely discharge from hospital and help more people live independent of social care services	M01 - Develop a business case to create a Single Point of Access for all reablement and intermediate care services across Cwm Taf	December 2014	Service Director Community Care	
		M02 - Establish specialist intermediate care "step up / step down bed" unit at a Council owned Care Home	March 2015	Head of Direct Services	
2	Increase the use of technology to support people to live independently and manage the risks associated with vulnerable people living at home	M01 – Review the existing telecare policy and, if appropriate, remodel the existing safe at home service we offer to ensure it can meet the changing demands and needs of the people that require support	October 2014	Service Director Community Care	
3	Expand the opportunities for more people to access Direct Payments	M01 - Evaluate the effectiveness of the managed account pilot undertaken in 2013/14, in order to determine a longer term solution for people unable to manage a direct payment themselves	December 2014	Service Director Community Care	
		M02 - Implement a system to routinely obtain and evaluate service user opinion on the benefits and barriers of using Direct Payments	March 2015		

Critical Improvement Actions		Way Forward/Milestones	Delivery Date	Responsible Officer	Officer / Scrutiny Working Group Comments
4	Increase the supply of specialist community based housing accommodation and support to enable people to remain in their own homes	M01 – Work with Housing Provider to develop new purpose built extra care home in Talbot Green	March 2015	Service Director Community Care	
		M02 – Work with housing partners to develop a supported living accommodation strategy that meets demand and is financially sustainable	December 2014		
		M03 – Work with Housing Provider, to pilot new model of community based outreach housing related support to older people	January 2015	Head of Community Housing	
5	Make best use of our available resources to meet the needs of a growing population and future commissioning intent in line the new Social Services and Wellbeing Bill	M01 - Review all contracts based on their outcomes to ensure that provision is high quality, cost effective, achieves high user satisfaction	March 2015	Strategic Commissioning Manager	
		M02 - Complete review of in-house provider services to assess value for money and the future opportunities for service delivery	October 2014	Service Director Direct Services, Business and Housing	
		M03 – Assess the on-going sustainability of operating current levels of eligibility for adult social care against a background of increasing demographics, reducing resources and the pending changes of the Bill	October 2014		
		M04 – Implement remodelling of community day centre provision in line with Council’s 2014/15 Budget Strategy	June 2014		



Critical Improvement Actions		Way Forward/Milestones	Delivery Date	Responsible Officer	Officer / Scrutiny Working Group Comments
6	Shift more of our investment from traditional services to services that promote independence and support communities to find solutions for themselves.	Review our approach to early intervention and prevention by reviewing our existing services and commissioning different ones which have a strong evidence base if required.			
		Involve our communities and the third sector in building capacity and confidence to provide services at local level			
		Ensure that information, advice and assistance is available at the right time in the right way so the people can make informed choices about their future.			

Proposed Key Risks		Officer / Scrutiny Working Group Comments
1	If the Council fails to adequately prepare for the Social Services and Wellbeing (Wales) Bill, the cost of providing services will increase.	
2	If the Council fails to adequately prepare for the changing demographics and likely demand to social services, the cost of providing services will increase.	



**Council Key: Priority: A top quality education for all - “Every School A Great School”****Lead Officer: Chris Bradshaw**

<b>What we are trying to achieve:</b>	Outcome 1: Building great school leadership and an ethos of aspiration, high achievement and accountability at all levels					
<b>Why we need to do this:</b>	With a high percentage of low performers, with one in five students living in poverty and the same figure with special educational needs, and low proportion of high performers in RCT we need to ensure we set high expectations for every child. A key driver to achieve this is to ensure school leaders at all levels are more effective in leading their staff to deliver high quality provision and outcomes for pupils					
<b>It will support the delivery of the Single Integrated Plan</b>	Outcome: Prosperity Priority: People have the education and essential skills to secure employment					
<b>What difference will delivery of this objective make to the residents of RCT?</b>	Effective governance and leadership is essential in securing school improvement, as well as bringing about a culture of high expectation in providing the best possible outcomes for young people					
<b>How will we measure our success:</b> Effective governance and leadership is essential in securing school improvement, as well as bringing about a culture of high expectation						
<b>Measures:</b>	<b>2012/13</b>				<b>2013/14</b> (from Apr 2012 to March 2014)	<b>2014/15</b> (from Apr 2013 to Mar 2015)
	<b>Data</b>	<b>Comparative Data</b>			<b>Actual Data</b>	<b>Annual Target</b>
		<b>CSC Average</b>	<b>CSC Rank</b>	<b>All Wales Average</b>		
Me01 - % of schools inspected by Estyn that were graded as at least 'Good' for <b>leadership</b> <sup>1</sup> on a 2 year rolling basis i.e. between April 2013 and March 2015	New	71.4%	/5	69.8%	72.7% (24/33 good or excellent, 9 adequate)	90.0%

<sup>1</sup> This measure relates to Key Question 3 (Leadership & Management) of the Estyn Inspection Framework

Critical Improvement Actions	Way Forward/Milestones	Delivery Date
CA01 - Build great school leadership at all levels of the system <b>(R1)</b>	<p>M01 - Strengthen the current leadership intervention programme to ensure the effective challenge of the quality of leadership and governance within schools:</p> <ul style="list-style-type: none"> <li>i. Provide a mentoring and coaching programme for all new head teachers for at least the first year of headship for primary and secondary schools</li> <li>ii. Continue to deliver the “Transforming Leadership” Programme (Primary and Secondary schools) for aspiring head teachers</li> <li>iii. Continue to provide the Core Subject Middle Leaders Development Programme in secondary schools to cover the core subjects (English, Math, Science and Welsh (first language) and to roll out to other non-core subjects areas e.g. history, geography</li> <li>iv. In partnership with the Central South Consortium (CSC), develop and provide programmes for high potential teachers and emerging middle leaders preparing to apply for substantial middle leadership roles, and for high potential middle leaders preparing to apply for senior leadership posts</li> <li>v. in partnership with the CSC Implement a programme to achieve consistent high quality in the governance of schools that will be delivered through the framework of school to school support</li> <li>vi. Continue to identify the most effective head-teachers, senior and middle leaders and other practitioners and to use their expertise to build capacity within and between schools. This will be undertaken on a consortium basis across the region</li> <li>vii. Develop a leadership programme for existing headteachers that focuses on leading more than one school</li> </ul>	<p>Ongoing through 2013/14 academic year to review end of Autumn Term 2014/15</p>

Critical Improvement Actions	Way Forward/Milestones	Delivery Date
CA02 - To improve the quality and consistency of leadership and management throughout all schools in the County Borough <b>(R1)</b>	<p>M01 - Ensure Council &amp; school policies are applied consistently and appropriately by close monitoring by the Council's core corporate services, such as finance and HR, including:</p> <ul style="list-style-type: none"> <li>i. Provide support to ensure all schools that have deficit budgets have robust and agreed recovery plans in place</li> <li>ii. Internal Audit will be commissioned to carry out cyclical audits to provide assurance to management that the policies and procedures are complied with and are operating efficiently and effectively, including the following: <ul style="list-style-type: none"> <li>a. Disclosure and Barring Service and other safeguarding policies and procedures are rigorously applied</li> <li>b. Human Resources and Health &amp; Safety policies and procedures</li> <li>c. Building management and estate matters</li> </ul> </li> </ul>	<p>May 14</p> <p>44 completed by Mar 15</p>
CA03 - Work in collaboration with Central South Consortium in providing School Governor Support Services to schools <b>(R1)</b>	<p>M01 - Work collaboratively in relation to focusing on the following :-</p> <ul style="list-style-type: none"> <li>i. Providing quality School Governor Training and advise</li> <li>ii. Strengthening Governor Support services to schools</li> <li>iii. Promoting the role of governors, encouraging applications and reducing vacancies</li> </ul>	<p>Review Mar 15</p>

**Council Key: Priority: A top quality education for all - “Every School A Great School”****Lead Officer: Chris Bradshaw**

<b>What we are trying to achieve:</b>	Outcome 2: High quality teaching and learning					
<b>Why we need to do this:</b>	To ensure we have first-class teachers that are able to engage and motive pupils in securing good progress and learning. They need to be able to identify the learning needs of pupils and track and support improvement.					
<b>It will support the delivery of the Single Integrated Plan</b>	Outcome: Prosperity Priority: People have the education and essential skills to secure employment					
<b>What difference will delivery of this objective make to the residents of RCT?</b>	Excellent teaching is a key component of any good school, and is compulsory to raise standards and to tackle educational underachievement, to ensure pupils have the right resources, and are encouraged and supported to learn and succeed					
<b>How will we measure our success:</b>						
<b>Measures:</b>	<b>2012/13</b>				<b>2013/14 Actual Data</b>	<b>2014/15 Annual Target</b>
	<b>Data</b>	<b>CSC Average</b>	<b>CSC Rank</b>	<b>All Wales Average</b>		
Me01 - % of schools inspected by Estyn who were graded as at least ‘Good’ for <b>standards</b> <sup>1</sup> on a 2 yr rolling basis i.e. between April 2013 and March 2015 (Local)	New	67.9%	/5	65.3%	51.5% <i>(17/33 good or excellent, 16 adequate)</i>	70.0%
Me02 - % of schools inspected by Estyn who were graded as least ‘Good’ for <b>teaching</b> <sup>2</sup> on a 2 yr rolling basis i.e. between April 2013 and March 2015 (Local)	New	73.2%	/5	68.5%	78.8% <i>(26/33 good or excellent, 6 adequate, 1 unsatisfactory)</i>	90.0%
Me03 - % of Foundation Phase pupils, aged 7, who achieved outcome 5 or above in Language, Literacy & Communication Skills – English (Local)	<b>Data</b> (based on 2011/12 academic year)	<b>All Wales Comparative Data</b> (based on the 2012/13 academic year)			<b>2013/14</b> (based on the 2012/13 academic year)	<b>2014/15</b> (in relation to the 2013/14 academic year)
		<b>Quartile</b>	<b>Rank</b>	<b>Average</b>	<b>Actual Data</b>	<b>Annual Target</b>
		80.9%	4	18	85.2%	83.2%
Me04 - % of Foundation Phase pupils, aged 7, who achieved outcome 5 or above in Language, Literacy & Communication Skills – Welsh (first language) (Local)	82.3%	4	18	86.7%	84.1%	88.2%

<sup>1</sup> This measure relates to Key Question 1 (Education Outcomes) of the Estyn Inspection Framework<sup>2</sup> This measure relates to Key Question 2 (Education Provision) of the Estyn Inspection Framework

Measures:	2012/13				2013/14 (based on the 2012/13 academic year )	2014/15 (in relation to the 2013/14 academic year)
	Data (based on 2011/12 academic yr)	All Wales Comparative Data (based on the 2012/13 academic year)				
		Quartile	Rank	Average	Actual Data	Annual Target
Me05 - % of Foundation Phase pupils, aged 7, who achieved outcome 5 or above in Mathematical Development (Local)	84.0%	3	17	87.4%	85.9%	86.7%
Me06 - % of pupils assessed at the end of Foundation Phase, aged 7, achieving outcome 5 or above in Foundation Phase Indicator (FPI) <sup>3</sup> (Local)	77.2%	4	19	83.0%	80.6%	81.9%
Me07 - % of pupils assessed at the end of Foundation Phase, aged 7, achieving outcome 5 or above in Social Development, Wellbeing & Cultural Diversity (PSD (Local)	89.1%	4	21	93.0%	90.9%	91.0%
Me08 - % of primary schools pupils, aged 11, with a standardised score of 95 or more in English literacy tests (Local)	61.9%	Not Available			72.2%	73.0%
Me09 - % of primary schools pupils, aged 11, with a standardised score of 95 or more in Welsh (first language) literacy tests (Local)	55.9%				82.8%	84.4%
Me10 - % of primary schools pupils, aged 11, with a standardised score of 95 or more in mathematics tests (Local)	New				60.8%	63.5%
Me11 - % of pupils assessed at the end of Key Stage 2, aged 11, achieving level 4 or above in the core subject indicator (Local)	79.3%	4	20	84.3%	82.6%	84.3%
Me12 - % of secondary schools pupils, aged 14, with a standardised score of 95 <sup>4</sup> or more in English literacy tests (Local)	50.4%	Not Available			61.4%	63.0%
Me13 - % of secondary schools pupils, aged 14, with a standardised score of 95 or more in Welsh (first language) literacy tests (Local)	63.0%				61.4%	63.0%

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

<sup>4</sup> A standardised score of 95 or more confirms that the pupil is average for their age

Measures:	2012/13				2013/14 (based on the 2012/13 academic year )	2014/15 (in relation to the 2013/14 academic year)
	Data (based on 2011/12 academic yr)	All Wales Comparative Data (based on the 2012/13 academic year)				
		Quartile	Rank	Average	Actual Data	Annual Target
Me14 - % of secondary school pupils, aged 14 with a standardised score of 95 or more in mathematics tests (Local)	New	Not Available			57.9%	59.0%
Me15 - % of pupils assessed at the end of Key Stage 3, aged 14, achieving level 5 or above in the core subject indicator (Statutory)	69.9%	3	16	77.0%	73.6%	75.0%
Me16 - % of pupils, aged 16, who achieved the Level 1 Threshold (equivalent to 5 GCSEs grade A* - G or approved equivalent qualification (Local)	89.4%	3	15	93.2%	93.0%	94.0%
Me17 - % of pupils, aged 16, who achieved the Level 2 Threshold (equivalent to 5 GCSEs grade A*-C or approved equivalent qualification (Local)	69.4%	3	14	77.8%	77.9%	80.0%
Me18 - % of pupils, aged 16, who achieved the Level 2 Threshold including in English or Welsh (first language), Mathematics and Science grade A*-C (Local)	43.3%	4	18	49.2%	45.3%	49.0%
Me19 - % of pupils, aged 16, achieving Level 2 Threshold including a GCSE grade A*-C in English or Welsh (first language) and Mathematics (Statutory)	43.6%	4	19	52.7%	46.3%	50.0%
Me20 - Average capped points score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority	305.1	3	16	333.1	323.8	340.0



Critical Improvement Actions	Way Forward/Milestones	Delivery Date
CA01 - Implement a Framework for Excellence in Teaching and Improving Teacher Programme that sets out the standards, qualities and outcomes expected in good and excellent lessons <b>(R1)</b>	M01 - To continue to employ and support newly qualified teachers and the Graduate Training Programme for new teachers. <i>(This will include yr 2 the Teach First Scheme in RCT in partnership with Teach First, )</i>	Review Mar 2015
	M02 - Explore the opportunity to develop one or two schools to become Teaching Schools to coordinate the Teach First Scheme for RCT	
	M03 - Continue to roll out the Outstanding Teacher Programme (OTP) across all primary schools over the next two years	Ongoing until Jul 2015
	M04 - Continue to roll out the Outstanding Teacher Programme across all secondary schools over the next year	Ongoing until Jul 2014
	M05 - Continue to embed the National and Consortium Literacy Strategy across all our schools (mainly within Primary Schools year 3 - 9)	Ongoing through 2013/14 academic year to review end of Autumn Term 2014/15
	M06 - Implement the National and Consortium Numeracy Strategy to all our schools (mainly within Primary Schools year 3 - 9)	
	M07 - Identify the most effective teachers and use their expertise to build capacity and share best practice within and between schools, using the participants from the OTP to coach and develop teachers within and across schools <i>Note: This will be undertaken on a Consortium basis across the region</i>	
CA02 - Continue to focus on those schools with the furthest to travel in terms of their literacy strategy, specifically in relation to pupils oracy, reading and writing skills <b>(R1)</b>	M01 - Continue to strengthen the Literacy Strategy Interventions in targeted schools by: <ul style="list-style-type: none"> <li>i. Further use of analysis/ use of national literacy tests (to identify the schools to focus on)</li> <li>ii. Cross-phase moderation of teacher assessment (to ensure teachers in different schools give the same levels to children's work)</li> <li>iii. Ensure all schools have action plans in place that detail how they will contribute to and learn from their School Improvement Group (SIG) to improve outcomes in English and Welsh</li> <li>iv. Work with 'leading edge schools' in developing school to school support programme in the delivery of excellent teaching of English and Welsh (1<sup>st</sup> and 2<sup>nd</sup> language)</li> <li>v. Provide support to improve teachers confidence and competence in speaking Welsh to accelerate standards of achievement in Welsh as 1<sup>st</sup> and 2<sup>nd</sup> language</li> <li>vi. Undertake peer reviews of primary schools Literacy and Numeracy standards led by Primary headteachers</li> </ul>	Ongoing through 2013/14 academic year to review end of Autumn Term 2014/15

Critical Improvement Actions	Way Forward/Milestones	Delivery Date
C03 - To focus on those schools with the furthest to travel in terms of their numeracy strategy, specifically in relation to pupils written and mental skills with number, and the application of numeracy skills across the curriculum <b>(R1)</b>	<p>M01 - To implement a more robust Numeracy Strategy and supporting interventions across schools through:</p> <ul style="list-style-type: none"> <li>i. Further use of analysis/ use of national numeracy tests (to identify the schools to focus on)</li> <li>ii. Cross-phase moderation of teacher assessment (to ensure teachers in different schools give the same levels to children's work)</li> <li>iii. Ensure all schools have action plans in place that detail how they will contribute to and learn from their SIG to improve outcomes in mathematics</li> <li>iv. Work with 'leading edge schools' in developing school to schools support programme in the delivery of excellent teaching of mathematics</li> </ul>	From Sep 2014
CA04 - To focus attention on improving educational outcomes in Key Stage 4 <b>(R1)</b>	M01 - Continue to improve the analysis and make better use of value added, comparative, trend, target setting, tracking and other achievement data, specifically in relation to vulnerable and underachieving groups	Jul 2014 for planning of the forthcoming academic year
	M02 - Deliver short and medium term high impact strategies to help those schools in Band 4 and 5, and schools in categories C and D in core subjects, and all vulnerable groups improve outcomes	Ongoing through 2013/14 academic year to review end of Autumn Term 2014/15
	M03 - Work with 'leading edge schools' in developing school to school improvement programmes in the delivery of excellent teaching of English, Welsh and Mathematics	

**Council Key: Priority: A top quality education for all - “Every School A Great School”****Lead Officer: Chris Bradshaw**

<b>What we are trying to achieve:</b>	Outcome 3: Working in partnership to overcome the barriers to learning and safeguard the wellbeing of learners					
<b>Why we need to do this:</b>	We need to ensure pupils generally feel safe in school and have positive attitudes to learning and healthy living. We need to ensure all pupils are given the opportunity to be involved in decision-making, given responsibility and made to feel valued					
<b>It will support the delivery of the Single Integrated Plan:</b>	Outcome: Prosperity Priority: People have the education and essential skills to secure employment					
<b>What difference will delivery of this objective make to the residents of RCT?</b>	Overcoming key barriers to learning will be an integral part of school improvement, aimed at making learning more enjoyable, and ensure that those pupils that leave school have the key basic skills and a range of suitable qualifications that enable them to actively participate in the job market					
<b>How will we measure our success:</b>						
<b>Measures:</b>	<b>2012/13</b>					
	<b>Data</b>	<b>CSC Average</b>	<b>CSC Rank</b>	<b>All Wales Average</b>	<b>2013/14 Actual Data</b>	<b>2014/15 Annual Target</b>
Me01 - % of schools inspected by Estyn who were graded as at least 'Good' for <b>wellbeing</b> <sup>5</sup> on a 2 yr rolling basis i.e. between April 2013 to March 2015	New	74.1%	/5	80.4%	75.8% (25/33 good or excellent, 8 adequate between Apr 2012 to Mar 2014)	90.0%
Me02 - % of pupil attendance in Primary Schools (Statutory)	<b>Data</b> (based on 2011/12 academic year)	<b>All Wales Comparative Data</b> (based on the 2012/13 academic year)			<b>2013/14</b> (based on the 2012/13 academic year)	<b>2014/15</b> (in relation to the 2013/14 academic year)
		<b>Quartile</b>	<b>Rank</b>	<b>Average</b>	<b>Actual Data</b>	<b>Annual Target</b>
	93.1%	4	19 <sup>6</sup>	93.9%	93.4%	94.2%
Me03 - % of pupil attendance in Secondary Schools (Statutory)	90.7%	4	21	92.1%	92.0%	93.0%
Me04 - % of pupil attendance at educated other than at school (EOTAS) provisions (Local)	58.0%	Not Available			67.0%	74.0%
Me05 – Number of fixed-term exclusion incidents per 1,000 pupils in Primary Schools (Local)	New				6.0 <sup>7</sup>	5.9
Me06 – Number of fixed-term exclusion incidents per 1,000 pupils in Secondary Schools (Local)	New				90.8*	83.0

<sup>5</sup> This measure relates to Key Question 1 (Education Outcomes) of the Estyn Inspection Framework.<sup>6</sup> This is when using the annual national published data, whereas data calculated from the WG first release puts us in 18<sup>th</sup> position<sup>7</sup> This is different to what was reported last year as a more meaningful denominator has been used - Me05 Primary (8.2) and Me06 Secondary (89.1)

Measures:	2012/13 (based on 2011/12 academic yr)			2013/14 (based on the 2012/13 academic year)	2014/15 (in relation to the 2013/14 academic year)	
	Data (based on 2011/12 academic year)	All Wales Comparative Data				
	Quartile	Rank	Average	Actual Data	Annual Target	
Me07 – Average number of days lost through a fixed-term exclusion in schools (Local)	New	Not Available			4	2.5
Me08 - % of pupils with special educational needs who achieved the core subject indicator at key stage 2 (Local)	45.1%				49.1%	50.3%
Me09 - % of pupils with special educational needs who achieved the core subject indicator at key stage 3 (Local)	20.1%				27.6%	29.2%
Me10 - % 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 the Teacher Assessment (Local)	40.7%				55.6%	54.3%
Me11 - % 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 the Teacher Assessment (Local)	20.0%				27.8%	35.1%
Me12 - % of pupils entitled to FSM assessed at the end of Key Stage 3, aged 14, achieving level 5 or above in the core subject indicator (Local)	45.4%	Average 53.8%			52.2%	54.0%
Me13 - % of pupils entitled to FSM, aged 16, achieving Level 2 Threshold including a GCSE grade A*-C in English or Welsh (first language) and Mathematics (Local)	21.5%	Average 25.8%			21.4%	25.0%

Measures:	2012/13 (based on 2011/12 academic year)				2013/14 (based on the 2012/13 academic year)	2014/15 (in relation to the 2013/14 academic year)
	Data (based on 2011/12 academic year)	All Wales Comparative Data				
		Quartile	Rank	Average	Actual Data	Annual Target
Me14 - % of looked after pupils who achieved 2 or more GCSEs (grade A*-G)	85.7%	Not Available			93.5%	75.9%
Me15 - % of looked after pupils who achieved the L1 threshold (5 GCSE grade A* - G or equivalent) (Local)	N/A				N/A	New
Me16 - % of all pupils, including those in care, in any local authority maintained school, aged 15 as at 31 August who left compulsory education, training or work based learning without a qualification (Statutory)	0.9%	4	20	0.4%	0.53%	0.50%
Me17 - % of pupils in local authority care and in any local authority maintained school, aged 15 as at 31 August who left compulsory education, training or work based learning without a qualification (Statutory)	2.9%	3	13	5.7%	3.2%	3.0%
Me18 - % of young people aged 16 leaving EOTAS provision without an approved qualification (Local)	22.5%	Not Available			23.6%	12.0%
Me19 - % of 16 year olds (Yr 11) leaving school who are not known to be in education, training or employment (Local)	4.5%	3	16	3.7%	4.1%	<4.1%
Me20 - % of 17 year olds (Yr 12) leaving school who are not known to be in education, training or employment (Local)	3.7%	4	21	2.1%	3.2%	<3.2%
Me21 - % of 18 year olds (Yr 13) leaving school who are not known to be in education, training or employment (Local)	9.0%	4	18	4.7%	5.6%	<5.6%

Critical Improvement Actions	Way Forward/Milestones	Delivery Date
CA01 - Continue to Improve school attendance rates of pupils attending RCT schools <b>(R2)</b>	<p>M01 - Continue to ensure attendance data is used effectively to identify and address attendance issues and monitor outcomes:</p> <ul style="list-style-type: none"> <li>i. Continue to produce half termly attendance information by school and provide summaries to each school</li> <li>ii. Attendance &amp; Wellbeing Service (AWS) staff to continue to visit prioritised schools (informed by half termly attendance information) to provide support and advice to help improve the attendance of pupils</li> <li>iii. The attendance rates of targeted schools to be monitored in the subsequent half termly attendance report to monitor the impact of AWS visits</li> </ul>	<p>Ongoing through 2013/14 academic year to review end of Autumn Term 2014/15</p>
	<p>M02 - Improve parent, pupil and public awareness of school attendance issues by developing a whole authority approach to promoting and improving school attendance:</p> <ul style="list-style-type: none"> <li>i. Review and update the AWS Communication Strategy to maintain the whole authority understanding of the impact of poor school attendance</li> <li>ii. Develop a consortia-wide campaign to promote school attendance, alongside Central South Consortia partners</li> </ul>	<p>Sep 14</p> <p>Ongoing through 2013/14 academic year to review end of Spring Term 2014/15</p>

Critical Improvement Actions	Way Forward/Milestones	Delivery Date
CA02 - Ensure sufficient mainstream provision is available to pupils with Additional Learning Needs (ALN) <b>(R1)</b>	M01 - Provide provision for pupils with ALN by undertaking the following processes: <ul style="list-style-type: none"> <li>i. Following Cabinet's consideration, consult on proposals for the reconfiguration of special needs classes in mainstream provision, which addresses need and demand issues</li> <li>ii. Implement proposals following consultation process</li> </ul>	<p>Apr 14</p> <p>From Sep 14</p>
	M02 - Implement new satellite provision at the former Glan Ffrwd Infant School	From Sep 14
	M03 - Review of special school capacity and develop a plan to address enhanced demand for placements	Dec 14
CA03 - Review Local Cluster Group Panel compliance with local authority guidance and evaluate the impact of Additional Needs Funding (ANF) delegation on pupil outcomes <b>(R1)</b>	M01 - Following the review undertaken the next stage is to: <ul style="list-style-type: none"> <li>i. Assess the impact of ANF on pupil outcomes and report to Cabinet</li> </ul>	May 14
CA04 - Reduce the number of young people (14 – 25 years old) not in education, employment or training through better use of information, early intervention and efficient provision of services <b>(R3)</b>	M01 - Continue to improve arrangements to identify and re-engage young people who have become disengaged or are at risk of disengaging from education, employment and training: <ul style="list-style-type: none"> <li>i. Continue to use vulnerability profiling<sup>1</sup> for 14 – 16 year olds to assess, on an individual basis, the risk of a young person becoming disengaged</li> <li>ii. Continue to share vulnerability profiling results with Careers Wales to inform them of those young people, on a prioritised basis, who need a support pathway to education, employment or training</li> <li>iii. Develop the use of vulnerability profiling data to appropriately deploy Engagement and Participation Service resources and provide targeted work with individuals most at risk aged between 11 - 25 years of age</li> </ul>	Ongoing through 2013/14 academic year to review end of Autumn Term 2014/15
	M02 - Produce an update for the Education and Lifelong Learning Scrutiny Committee on the work undertaken during the year including the impact to date and lessons learnt	May 14

<sup>1</sup> Vulnerability Profiling uses centrally held data sources that can be used to identify barriers to learning (e.g. poor school attendance, child protection, SEN) to predict the potential for a young person's disengagement from education

Critical Improvement Actions	Way Forward/Milestones	Delivery Date
	M03 - Work with the Councils Apprenticeship/Work Experience Manager in providing appropriate vocational qualifications and short-term work experience opportunities for those young people who are at risk of having poor outcomes and those who need direction and support in finding a suitable job pathway	Review Mar 2015
	M04 - Deliver the 'World of Work' programme in liaison with the Councils Apprenticeship/Work Experience Manager and LAC Employment Co-ordinator to assist pupils by ensuring they have a suitable school progression plan in place to help prepare for securing employment in a specific industry or seek available job opportunities	Review Mar 2015
CA05 - Work with schools and CSC to narrow the gap between pupils eligible for free school meals (eFSM) and all other pupils <b>(R1)</b>	M01 - Ensure all schools have robust spending plans in place that have a clear focus on raising standards and improving wellbeing for eFSM pupils	From Sep 14
	M02 - Encourage schools to designate a member of senior staff with accountability for their school's progress in raising the attainment of eFSM pupils	
	M03 - Identify schools with a sustained track-record of success in raising the attainment of eFSM pupils and support these schools in sharing best practice	
CA06 - Improve behaviour management in schools, reducing the need for schools to exclude pupils, and ensuring if exclusion is required, the pupils integrate back into school quickly and effectively <b>(R1 &amp; R2)</b>	M01 - Devise and implement a Wellbeing and Behaviour Strategy that will include the following: <ul style="list-style-type: none"> <li>i. Consult on strategy with Access &amp; Inclusion staff, Human Resources, Trade Unions and schools</li> <li>ii. Review strategy in light of consultation outcomes</li> <li>iii. Establish wellbeing and behaviour in education forum to formulate an action plan</li> <li>iv. Implement action plan to deliver strategy</li> </ul>	Jun 14  Jul 14  From Sep 14
CA07 - To increase the opportunities for more able young people across RCT to reach their potential <b>(R1)</b>	M01 - Provide initial and follow-on workshops to exemplify strategies and enrichment opportunities that challenge and extend more able pupils	Ongoing through 2013/14 academic year to review end of Autumn Term 2014/15
	M02 - Assist our primary and secondary schools to achieve NACE (National Association for Able Children in Education) awards	



Critical Improvement Actions	Way Forward/Milestones	Delivery Date
	M03 - Organise student shadowing placements at RWCMD <sup>2</sup> for talented Yr 12 pupils who want to go on and study Music that assists them in their choice of conservatoire and to help them in their preparations	Ongoing through 2013/14 academic year to review end of Autumn Term 2014/15
	M04 - Support year 13 students to access the Russell Group of Universities	
	M05 - Continue to support year 13 students with those subject areas that require additional pre-entry tests such as Medicine, Mathematics etc	

<sup>2</sup> RWCMD - Royal Welsh College of Music & Drama

**Council Key: Priority: A top quality education for all - “Every School A Great School”****Lead Officer: Chris Bradshaw**

<b>What we are trying to achieve:</b>	Outcome 4: Embedding a culture of reflective practice to plan and drive school and service improvement					
<b>Why we need to do this:</b>	To ensure all schools and education providers are effectively meeting the required statutory standards in delivering a top-rated education service evidenced through achievements and pupil outcomes					
<b>It will support the delivery of the Single Integrated Plan:</b>	Outcome: Prosperity Priority: People have the education and essential skills to secure employment					
<b>What difference will delivery of this objective make to the residents of RCT? (internal services):</b>	Knowing our strengths and weaknesses will enable us to focus on those areas that need additional resource, challenge and support to raise educational standards and improve outcomes					
<b>How will we measure our success:</b>						
<b>Measures:</b>	<b>2012/13</b>				<b>2013/14</b> (from Apr 2012 to Mar 2014)	<b>2014/15</b> (from Apr 2013 to Mar 2015)
	<b>Data</b>	<b>Comparative Data</b>				
		<b>CSC Average</b>	<b>CSC Rank</b>	<b>All Wales Average</b>	<b>Actual Data</b>	<b>Annual Target</b>
Me01 - % of schools inspected by Estyn who were graded as at least 'Good' for <b>improving the quality</b> of leadership and management <sup>1</sup> on a 2 yr rolling basis between April 2013 and March 2015 (Local)	63.1% (26/41 at least good & 15 adequate) - Apr 2011 to Mar 2013	67.9%	/5	63.2%	72.7% (24/33 good or excellent, 9 adequate)	80.0%
Me02 - % of schools inspected by Estyn that were judged, <b>at the time</b> on current performance <sup>2</sup> as being at least 'Good' on a 2 yr rolling programme between April 2013 and March 2015 (Local)	56.1% (23/41 good or excellent, 18 adequate) - Apr 2011 to Mar 2013	67.0%	/5	64.9%	51.5% (17/33 good or excellent, 16 adequate)	70.0%
Me03 - % of schools inspected by Estyn that were judged as <b>presenting prospects for improvement</b> <sup>3</sup> as being at least 'Good' on a 2 yr rolling programme between April 2013 and March 2015 (Local)	75.6% (31/41 good or excellent, 10 adequate) - Apr 2011 to Mar 2013	72.3%	/5	70.0%	75.8% (25/33 good or excellent, 8 adequate)	90.0%

<sup>1</sup> This measure relates to Key Question 3 (Leadership & Management) of the Estyn Inspection Framework<sup>2</sup> This measure relates to the overall judgement on school's performance of the Estyn Inspection Framework<sup>3</sup> This measure relates to the overall judgement on school's prospects for improvement of the Estyn Inspection Framework

Critical Improvement Actions	Way Forward/Milestones	Delivery Date
CA01 - To create a culture of self-evaluation and self assessment, and ensure performance and other information is used to inform improvement and demonstrate accountability in providing the best possible outcomes for young people <b>(R3)</b>	M01 - Continue to support and challenge schools' analysis and use of performance data to identify where improvement is needed (this focuses on analysing the outcome of attainment results in schools)	Nov 14
	M02 - Continue to provide schools with benchmarked data to enable them to set appropriate targets for improvement	Will vary throughout year as data becomes available
	M03 - Continue to support and challenge Education Central Services by implementing a self-review cycle, including 'Managing People and Their Performance' and Business Planning Review	Mar 15
CA02 - Further improve the challenge and support services provided to schools <b>(R1)</b>	<p>M01 - Continue to provide robust support through the following mechanisms:</p> <ul style="list-style-type: none"> <li>i. Greater challenge and support in respect of school self evaluation and school improvement/ development plans (this focuses on challenging / reviewing provision, planning and leadership within schools)</li> <li>ii. Continue to undertake regular school review meetings and make better use of the intelligence and data available, to evaluate how well a school manages pupil performance and standards</li> <li>iii. Continue to hold formal meetings between the director, Cabinet Member Members, and specific headteachers and their chairs of governors to address low performance issues</li> </ul>	<p>From Sep 14</p> <p>Review Mar 15</p>
CA03 - Improve Member scrutiny of individual school performance <b>(R6)</b>	M01 - Provide further training for Scrutiny members on the effective use on data to challenge officers and schools	Sep 14
	<p>M02 - Continue to provide ongoing reports to Elected Members on performance data and challenging the performance of schools and the Education Service</p> <p>The following termly reports will be presented to Cabinet and the Scrutiny Committee:</p> <ul style="list-style-type: none"> <li>i. A summary of individual school Estyn inspection reports, with specific attention to those schools graded less than good</li> <li>ii. Attendance reports on a school by school basis</li> <li>iii. Annual Key Stage outcomes for each school will be presented to Cabinet and Scrutiny, which focus on those schools that consistently underperform and where additional action/intervention is required</li> </ul>	Ongoing through 2013/14 academic year to review end of Autumn Term 2014/15

Critical Improvement Actions	Way Forward/Milestones	Delivery Date
	M03 - Continue the process whereby the Chair of Governors and the Head teacher, of those schools in Estyn Monitoring or Significant Improvement categories, meet with the Cabinet Member for Education and Director of Education to review Post Inspection action plan and targets before submission to Estyn	Ongoing through 2013/14 academic year to review end of Autumn Term 2014/15
CA04 -Ensure the quality and range of data is robust and appropriately is exchanged between central services, schools, school governors and other partners to inform Directorate decisions	M01 - Create a central data management platform with the capacity to manage and administer both schools and central services systems to obtain quality control of data	Apr 14
	M02 - Develop closer links with CSC to inform strategic development of data and intelligence to enable partners and system leaders to be better able to design strategic responses to meet needs of each region	Sep 14
	M03 - Improve the knowledge and working practices in the area of management information through the introduction of more formal procedures and the provision of training throughout schools and central services	Dec 14
CA05 - Improve the information technology (IT) Infrastructure to provide pupils and teachers access to the latest technology and information to enhance teaching and learning <b>(R1)</b>	M01 - Implement increased broadband capacity to all schools alongside wireless capacity, as secured through new Digital Learning Grant from Welsh Government  <i>Note: Delivery date is a Welsh Government grant milestone, which may be subject to change</i>	Jul 14  <i>67 out of 132 completed to date</i>
	M02 - Provision all schools to have access to Hwb (Virtual Learning Environment)  <i>Note: Delivery dates are in tranches across Wales and are Welsh Government milestones, which may be subject to change</i>	Mar 15  <i>72 of 132 completed to date</i>
	M04 - Review ICT SLA for the 2014 academic year, to schools to ensure level of technical service offered supports the centrally managed aspects of the infrastructure developments / implementation	Sep 14

**Council Key: Priority: A top quality education for all - “Every School A Great School”****Lead Officer: Chris Bradshaw**

<b>What we are trying to achieve:</b>	Outcome 5: Creating opportunities for the wider community to fully engage in lifelong learning					
<b>Why we need to do this:</b>	To establish quality collaboration between schools, pupils, parents and other educational partners, to improve the delivery of services through a more holistic approach to raise standards of education within communities					
<b>It will support the delivery of the Single Integrated Plan:</b>	Outcome: Prosperity Priority: People have the education and essential skills to secure employment					
<b>What difference will delivery of this objective make to the residents of RCT?</b>	Encouraging positive engagement will make it easier for parents and families to get involved in their children's education. Parents will gain knowledge and skills that will support the work of the school, and the education of their child					
<b>How will we measure our success:</b>						
<b>Measures:</b>	<b>2012/13</b>				<b>2013/14</b> (from Apr 2012 to Mar 2014)	<b>2014/15</b> (from Apr 2013 to Mar 2015)
	<b>Data</b>	<b>Comparative Data</b>				
		<b>CSC Average</b>	<b>CSC Rank</b>	<b>All Wales Average</b>	<b>Actual Data</b>	<b>Annual Target</b>
Me01 - % of schools inspected by Estyn that were graded as at least 'Good' for <b>partnership working</b> on a 2 year rolling basis <sup>1</sup> i.e. between April 2013 and March 2015 (Local)	New	92.9%	/5	91.7%	93.9% (31/33 good or excellent, 2 adequate)	96.0%
% of families reporting improvements in family relationships and children's behaviour after participating in the FAST programme (Local)	<b>2012/13</b>				<b>2013/14</b> (based on the 2012/13 academic year)	<b>2014/15</b> (in relation to the 2013/14 academic year)
	<b>Data</b>	<b>All Wales Comparative Data</b>				
		<b>Quartile</b>	<b>Rank</b>	<b>Average</b>	<b>Actual Data</b>	<b>Annual Target</b>
	% of families who told us that they had benefitted from attending the Family Learning Programme (Local)	N/A	Not Available			New
	N/A	Not Available			New	90.0%

<sup>1</sup> This measure relates to Key Question 3 (Leadership & Management) of the Estyn Inspection Framework

Critical Improvement Actions	Way Forward/Milestones	Delivery Date
CA01 - Provide effective co-ordination of Youth Support Services, in partnership with Fframwaith, to ensure our young people are provided with the support and services they need <b>(R6)</b>	M01 - Implement the RCT Youth Support Services Strategy (YSSS) that focuses on providing all young people (aged 11-24) with access to their entitlements in a more co-ordinated and consistent way to include: <ul style="list-style-type: none"> <li>i. Develop an action plan for the implementation of YSSS</li> <li>ii. Agree and set up processes and procedures to support service delivery</li> </ul>	Review Sep 14
CA02 - Work with Communities First and other Adult Community Learning partners to deliver courses for people of all ages to enhance their employability skills	M01 - Facilitate the work of the Adult Community Learning Partnership in Rhondda Cynon Taff through leading on joint curriculum planning with all partners	Aug 14
	M02 - Ensure the quality assurance of courses through peer review and peer inspection of classes	Oct 14 – Jun 15
	M03 - Work with key business sectors to identify vacancies and skill shortages, and provide relevant training to unemployed people so that they can secure employment or continue with learning to improve their employability skills	Mar 15
CA03 - Improve the learning of those families, within the deprived areas of RCT, who have children in primary schools through supporting the 'Families And Schools Together (FAST)' Project <sup>2</sup> <b>(R1)</b>	M01 - Further expand the implementation of the FAST Project across more primary schools in disadvantaged areas of RCT through focusing on the following arrangements: <ul style="list-style-type: none"> <li>i. Identify and work with additional schools to engage community, parent and Council partners to be trained to deliver the FAST programme</li> <li>ii. Identify and arrange training for additional Council, school or other officers who have capacity to become FAST trainers to work with individual schools (i.e. train the trainer)</li> <li>iii. Facilitate initial, introductory briefing sessions for additional schools who will be delivering the FAST programme and arrange workshops for schools that have already run the programmes to support continuous parental and family engagement</li> </ul> <p><i>Note: delivered in 13 schools up until Mar 2014 - a further 8 planned for 2014-15</i></p>	Review Mar 15
CA04 - Contribute to the work being undertaken with families who have children in primary schools to overcome barriers to learning through the Family Learning programme	M01 - Work with School Achievement to identify relevant primary schools that would benefit from Family Learning provision	Jul 14
	M02 - Deliver a variety of courses and engagement activities at primary schools across RCT	Jul 15
	M03 - Evaluate the effectiveness of the mid-term provision with Head teachers and school improvement officers, in order to make any necessary changes for effective continued delivery	Mar 15

<sup>2</sup> Families and Schools Together (FAST) is an award-winning project that supports parents to improve their children's learning and development at home, so they can reach their full potential at school – 12 week programme funded through 'Save the Children'

**Council Key: Priority: A top quality education for all - “Every School A Great School”**

**Lead Officer: Chris Bradshaw**

What we are trying to achieve:	Outcome 6: Providing a learning environment fit for the 21 <sup>st</sup> Century					
Why we need to do this:	To make sure accommodation provides a stimulating and well-maintained learning environment to support teaching and learning, and that there are enough resources that are well matched to pupils' needs					
It will support the delivery of the Single Integrated Plan	Outcome: Prosperity Priority : People have the education and essential skills to secure employment					
What difference will delivery of this objective make to the residents of RCT	Provide state-of-the-art facilities to support learning that are and encourage good attendance rates. Also support community learning and leisure activities, and ensure a safe and secure learning environment					
How will we measure our success:						
Measures:	2012/13				2013/14	2014/15
	Data	All Wales Comparative Data				
		Quartile	Rank	Average	Actual Data	Annual Target
Me01 - % of children who secured their 1st choice for nursery placement (Local)	New	Not Available			99.4%	99.4%
Me02 - % of Primary Schools with 25% or more surplus places - 30 or more (Local)	37.8%				Not available until June	Target set in line with year-end analysis
Me03 - % of Primary Schools oversubscribed, with 110% or more capacity (Local)	0.0%				Not available until June	Target set in line with year-end analysis
Me04 - % of Secondary Schools with 25% or more surplus places (Local)	47.4%				Not available until June	Target set in line with year-end analysis

Critical Improvement Actions	Way Forward/Milestones	Delivery Date
CA01 - Further develop the Council's 21 <sup>st</sup> Century Schools Programme proposals in accordance with the funding requirements of Welsh Government	<p>M01 - Preparation of business cases for each identified proposal to allow specific projects to progress, using the Treasury's Five Case Business Model including :-</p> <ul style="list-style-type: none"> <li>i. Submission of the Full Business Case (final stage) for Y Pant Comprehensive School</li> <li>ii. Development and submission of the Strategic Outline Cases (first stage) for the next 21<sup>st</sup> Century School scheme projects</li> <li>iii. Development and submission of the Outline Business Cases (second stage) for next 21<sup>st</sup> Century School scheme projects</li> <li>iv. Further development and submission of the Full Business Cases (final stage) for the next 21<sup>st</sup> Century School scheme projects</li> </ul>	<p>Jun 14</p> <p>Nov 14</p> <p>Dec 14</p> <p>Mar 15</p>
CA02 - Remove an estimated 1,250 school surplus places in the short term – within 3 years <b>(R5)</b>	<p>M01 - Complete the school modernisation projects that are all currently at the construction stage, through developing education provision to aspire to having State-of-the-art school facilities and buildings, where there is demand for additional school places in areas of proven need and to accommodate school closures:</p> <ul style="list-style-type: none"> <li>- Aberdare (complete the build of the new school and leisure facilities)</li> <li>- Trerobart Primary (new nursery/reception classroom and dining hall)</li> <li>- Parc Lewis Primary (safe route to schools, new lift and adaptations to classrooms and toilets)</li> <li>- Penyreglyn Primary school (expansion to external foundation phase teaching area)</li> <li>- Ysgol Yr Eos (minor upgrade to create outdoor classroom area for Foundation Phase pupils)</li> <li>- Williamstown Primary (internal modifications to pupil toilets)</li> <li>- Treorchy Primary Phase 1 (new roof works and minor internal remodelling works)</li> </ul>	<p>Review Mar 15</p>



Critical Improvement Actions	Way Forward/Milestones	Delivery Date
	<p>M02 - Progress design and procurement proposals for new school modernisation projects at:</p> <ul style="list-style-type: none"> <li>- Llwynocrwn Primary (new junior block)</li> <li>- Y Pant Secondary School (remodelling/expansion of school)</li> <li>- Treorchy Primary Phase 2 (extend school to accommodate Pentre Primary school pupils )</li> </ul>	<p>Jan 15</p> <p>Jan 15</p> <p>Mar 15</p>
CA03 - Ensure educational buildings are fit for purpose and provide a safe and secure learning environment	M01 - Delivery of Education Directorate £8.176M capital minor works programme	Mar 15



Council Key Priority:

Lead Officer:

Andrew Gwynn

<b>1. What we are trying to achieve:</b>	Enable children, young people and families to access appropriate support as early as possible, to help them maintain their quality of life, prevent any problems escalating and reduce the demand for high cost, specialist support services
<b>Why we need to do it:</b>	The Council is committed to protecting and supporting the wellbeing and achievement of the young people in the county and continues to provide social care support to children and young people experiencing the highest levels of problems and vulnerabilities. However, in recognition of the increasing demand for high cost specialist services, combined with increasing financial pressures, the Council wants to work with its partners and communities to intervene early to help children and young people achieve their full potential and to prevent children becoming looked after when it is safe to do so.
<b>It will support the delivery of the Single Integrated Plan Priorities</b>	People in Rhondda Cynon Taf are safe and feel safe
<b>What difference will delivery of this objective make to the service users /residents of RCT?</b>	Children, young people and their families will be supported to help themselves to achieve their full potential and thereby improve their overall wellbeing and quality of life

**How will we measure our success**

Measures		2012/13	2012/13 - Comparative Data			2013/14		2014/15			
		Actual Data	Quartile	Rank	All Wales Average	Data (latest)	Annual Target	Target Qtr 1	Target Qtr 2	Target Qtr 3	Annual Target
1	ME01 - No. of children on the Child Protection Register (Local)	363				471	327	Targets to be set following finalisation of 2013/14 performance data			
2	ME02: Number of referrals made to Children's Services	3,017				2,615 (Q3)	2,767				
3	ME03: Number of children becoming looked after (local)	621				650	633				
4	ME04: % of referrals that are re-referrals within 12 months	21.3	2	9	27	22.5	19				
5	ME05: % of TAFs completed that result in family goals being achieved	Not collected						Target / baseline data currently being reviewed			

**2014/15 Actions & Milestones**

<b>Critical Improvement Actions</b>		<b>Way Forward/Milestones</b>	<b>Delivery Date</b>	<b>Responsible Officer</b>	<b>Officer / Scrutiny Working Group Comments</b>
1	CA01 - Improve our capacity to prevent the need for statutory intervention by coordinating preventative and early intervention services for families in the greatest need more effectively	M01: Draft new prevention strategy and consult with all relevant staff and Partners	June 2014	Head of Prevention	
		M02: Present prevention strategy and action plan to Cabinet for consideration and approval	Oct 2014	Service Director Children's Services	
		M03: Implement prevention strategy action plan	From Nov 2014	Head of Prevention	
2	CA02 - Ensure that the current Team Around the Family (TAF) model makes best use of the total resources available to assess the needs and to co-ordinate services for vulnerable families in need of our support.	M01: Work with Partners, to strengthen TAF operating model by:		Head of Planning and Commissioning	
		M02: Increasing dedicated key working capacity	July 2014		
		M03: Revising documentation and business process to simplify assessment and planning arrangements	Oct 2014		
		M04: Ensuring effective TAF referrals pathways to and from the MASH are in place	Mar 2015		

**Council Key Priority:****Lead Officer: Andrew Gwynn**

<b>2. What we are trying to achieve:</b>		Improve assessment, planning and decision making for those children who will require long term permanent care in accordance with legislative requirements									
<b>Why we need to do it:</b>		Children and young people who are looked after by their local authority, rather than their parents, are amongst the most vulnerable groups in our society. As corporate parents, it is our responsibility to keep them safe, make sure their experiences in care are positive, and improve their on-going life chances. We must approach this parenting role with as much commitment as any family would and ensure that our looked after children have the opportunity to reach their full potential.									
<b>It will support the delivery of the Single Integrated Plan Priorities</b>		People in Rhondda Cynon Taf are safe and feel safe									
<b>What difference will delivery of this objective make to the service users/residents of RCT?</b>		Children and young people who are looked after will be supported to help themselves to achieve their full potential and thus improve their overall wellbeing and quality of life									
<b>How will we measure our success</b>											
<b>Measures</b>		<b>2012/13</b>	<b>2012/13 - Comparative Data</b>			<b>2013/14</b>		<b>2014/15</b>			
		<b>Actual Data</b>	<b>Quartile</b>	<b>Rank</b>	<b>All Wales Average</b>	<b>Data (latest please state)</b>	<b>Annual Target</b>	<b>Target Qtr 1</b>	<b>Target Qtr 2</b>	<b>Target Qtr 3</b>	<b>Annual Target</b>
1	ME01 - % of first placements of looked after children during the year that began with a care plan in place (Statutory)	96.7	3	12	89.1	98.9	99.5	Targets to be set following finalisation of 2013/14 performance data			
2	ME02 - % of initial assessments that took place during the year where there is evidence that the child has been seen (Local)	92.74				91.76	93				

Measures		2012/13	2012/13 - Comparative Data			2013/14		2014/15			
		Actual Data	Quartile	Rank	All Wales Average	Data (latest please state)	Annual Target	Target Qtr 1	Target Qtr 2	Target Qtr 3	Annual Target
3	ME03 - % of initial assessments that took place during the year where there is evidence that the child has been seen by the social worker (Statutory)	67.7	4	19	75.4	68.7	68	Targets to be set following finalisation of 2013/14 performance data			
4	ME04 - % of initial assessments carried out within 7 working days (Statutory)	51.7	4	21	73.1	48.9	59				
5	ME05 – Average time taken to complete initial assessments that took longer than 7 working days to complete (Statutory)	24	4	20	20	23	20				
6	ME06 - % of core assessments carried out within 35 working days (Statutory)	85.1	2	11	76.6	80.4	86				
7	ME07 - Average time taken to complete core assessments that took longer than 35 working days to complete (Statutory)	91	4	22	65	68	71				
8	ME08 - The number of new applications for mainstream Foster Carers presented to Panel during the year (new local)							Target / baseline data currently being reviewed			
9	ME09 -The % of new mainstream Foster Carers approved by Panel during the year (new local)										
10	ME10 - % of children looked after on 31 March who have had three or more placements during the year (Statutory)	6.9	1	5	9.4	7.1	7	Target to be set following finalisation of 2013/14 performance data			

Measures		2012/13	2012/13 - Comparative Data			2013/14		2014/15			
		Actual Data	Quartile	Rank	All Wales Average	Data (latest please state)	Annual Target	Target Qtr 1	Target Qtr 2	Target Qtr 3	Annual Target
11	ME11 - % of looked after children placed with in- house foster carers	57.08				59.06	61	To be up dated			
12	ME12 - % of looked after children placed with external foster carers	42.92				40.94	39				

**2014/15 Actions & Milestones**

<b>Critical Improvement Actions</b>		<b>Way Forward/Milestones</b>	<b>Delivery Date</b>	<b>Responsible Officer</b>	<b>Officer / Scrutiny Working Group Comments</b>
1	CA01 - Develop and implement a new operating model for children's social care	M01: Establish Programme Board to oversee the development and implementation of new model	July 2014	Service Director Children's Services	
		M02: Consult with staff groups, other service areas and Partners to inform the planning and development of the new operating model	September 2014		
		M03: Draft new operating model and submit to Cabinet for approval	January 2015		
		M04: Develop an implementation plan for the new operating model	March 2015		
2	CA02 - Achieve improved performance in assessment and care planning arrangements that is quality assured	M01: Strengthen existing performance improvement arrangements to ensure that data is used more effectively to identify and address performance issues and to monitor outcomes	July 2014	Service Director Children's Services	
		M02: Agree implementation of the Quality Assurance Framework, focussing on the quality of assessment and care planning and monitor impact of implementation	October 2014	Head of Assessment Care Planning	



Critical Improvement Actions		Way Forward/Milestones	Delivery Date	Responsible Officer	Officer / Scrutiny Working Group Comments
3	CA03 - Ensure that business processes and information systems are fit for purpose, reducing bureaucracy and freeing up social work time for direct work with families	M01: Map existing business processes within Assessment Care Planning and identify any barriers, inconsistencies or process inefficiencies in delivering service objectives.	March 2015	Head of Assessment Care Planning	
		M02: Prioritise areas for improvement and agree programme plan for redesign and implementation	March 2015	Head of Assessment Care Planning	
		M03: Work with the South East Wales SWIFT Consortium to:		Head of Assessment Care Planning	
		M03(i): Implement the new combined initial & core assessment module	October 2014	Head of Assessment Care Planning	
		M03(ii): Implement the new child plan module	From March 2015	Head of Assessment Care Planning	
		M03(iii): Agree support plan with Consortium to support ongoing development of children's case management system	March 2015	Head of Assessment Care Planning	

4	CA04 - Recruit, develop and retain a highly motivated and skilled workforce, which is responsive to the needs of children, young people, their families	M01: Develop Children's Service workforce strategy, informed by needs analysis, good practice and staff consultation to inform the development of new operating model	December 2014	Service Director Children's Services	
		M02: Present workforce strategy to Cabinet for consideration /approval	January 2015		

Critical Improvement Actions		Way Forward/Milestones	Delivery Date	Responsible Officer	Officer / Scrutiny Working Group Comments
5	CA05 - Implement Multi Agency Safeguarding Hub (MASH) for referrals received where there are safeguarding concerns in relation to Children and Young People	M01: With Partners, (to include Police, Merthyr), determine a multi-agency risk threshold for access into MASH agree a risk assessment model for children's cases	October 2014	Head of Assessment Care Planning	
		M02 - With Partners, develop options appraisal for taking forward MASH	October 2014		
		M03 - Produce report setting out preferred MASH model and present to Cabinet for approval	December 2014		
		M04 - With Partners, implement preferred regional service model	March 2015		
6	CA06 - Agree and implement a model for services for young people aged 16+ in RCT that ensures a consistency of approach that achieves the best possible outcomes for the young person involved	M01: Establish a Project Group to lead on the development and implementation of the new service model	April 2014	Head of Prevention Services	
		M02: Consult with staff groups, other services areas and Partners to inform the planning and development of the new service model	July 2014		
		M03: Draft new operating model and submit to Cabinet for consideration / approval	October 2014		
		M04: Develop an implementation plan for implementation of new operating model	December 2014		

Critical Improvement Actions		Way Forward/Milestones	Delivery Date	Responsible Officer	Officer / Scrutiny Working Group Comments
7	CA07: Continue to provide sufficient, suitable and cost effective care placements to meet the needs of children looked after and care leavers	M01: Establish Regional Adoption Service in partnership with Merthyr, Cardiff and Vale of Glamorgan Councils:		Head of Service Looked After Children	
		M01(i): With Partners, develop options appraisal for taking forward regional service model	July 2014		
		M01(ii): Produce report setting out preferred option for the regional service and present to Cabinet for approval	September 2014		
		M01(iii): With Partners, implement preferred regional service model	December 2014		
		M01(iv): Restructure the retained in-house service to reflect changing roles and responsibilities following establishment of regional adoption service	December 2014		
		M02: Restructure the Fostering Service to reflect the changes in service delivery model (OSP)	December 2014		
		M02(i) : Monitor quarterly the impact of new external contract with OSP on the recruitment and assessment of foster carers and report performance through LAC Action Plan	From July 2014		

Critical Improvement Actions		Way Forward/Milestones	Delivery Date	Responsible Officer	Officer / Scrutiny Working Group Comments
7	CA07: Continue to provide sufficient, suitable and cost effective care placements to meet the needs of children looked after and care leavers (continued)	M02(ii): Review current capacity of the in-house fostering team and the effectiveness of business processes to ensure it is best placed to meet the changing demands and service needs	October 2014		
		M03: Continue to challenge the commissioning mix of care placements to make best use of the Council's resources whilst achieving value for money	Throughout 2014/15		
		M04: Work with Housing to agree an accommodation scheme for children between the ages of 16 and 18 that provides a pathway between care and independence	October 2014		

Proposed Key Risks	Officer / Scrutiny Working Group Comments
To be up dated	



**Public Health & Protection 2014/15 Action Plan**

**Protecting people from harm**

*Many of our residents lives are blighted by the anti social behaviour of others, with some suffering harm such as domestic abuse, violence and criminal damage. We will support victims of domestic abuse and work to reduce the harm to individuals of their own alcohol and substance misuse. We will continue to use our licensing and public protection powers to reduce anti social behaviour by effectively managing the late night economy and holding the perpetrators of anti social behaviour and other offences to account. We will also work to protect people, particularly our most vulnerable residents, from harm and exploitation by using our enforcement powers to ensure that housing meets required standards, the safety of passengers using taxis is protected, consumers can eat safely from our food outlets, businesses are effectively regulated and rogue traders are prevented from operating.*

**Paul Mee - Service Director of Public Health and Protection**

**Council Key Priority:**  
**Lead Officer:**

**Public Health & Protection**  
**Paul Mee**

<b>What we are trying to achieve:</b>	Outcome 1: Fewer people in Rhondda Cynon Taf are the victims of anti social behaviour and public concern is reduced overall. People in Rhondda Cynon Taf are protected from the actions of repeat offenders
<b>Why do we need to do it:</b>	It is important that people feel safe living and working in RCT and action to reduce and control anti social behaviour and its impact on our communities and residents is an action identified in the Single Integrated Plan. We have undertaken to improve peoples perceptions of safety by tackling anti social behaviour in our worst affected communities and to target crime reduction initiatives at those who commit most crimes.
<b>It will support the delivery of the Single Integrated Plan</b>	The delivery of this Objective contributes to the "Safety" Theme in the Single Integrated Plan
<b>What difference will delivery of this objective make to the service users/ residents of RCT</b>	More residents are safer and feel more secure in their communities as a consequence of fewer people experiencing anti social behaviour and activity to reduce reoffending.

#### How will we measure our success

Measures	2012/13	2012/13 Comparative Data			2013/14		2014/15			Annual Target
	Actual Data	Quartile	Rank	All Wales Average	Data	Annual Target	Target Qtr 1	Target Qtr 2	Target Qtr 3	
Me01 - Proportion of vulnerable and or repeat victims of anti social behaviour that are no longer experiencing anti social behaviour / feel safer as a result of intervention (Local)										
Me01ai) - No. of vulnerable and or repeat victims of anti social behaviour that are no longer experiencing anti social behaviour / feel safer as a result of intervention (Local)					80	No Target Set				N/A
Target rationale: not applicable as the number of repeat/ vulnerable clients requiring intervention cannot be determined										
Me01aii) - % of vulnerable and or repeat victims of anti social behaviour that are no longer experiencing anti social behaviour / feel safer as a result of intervention (Local)	56%				78%	75%				75%
Target rationale: Target is set to achieve high level of positive outcomes for clients based on previous performance and best practice										



Measures	2012/13	2012/13 Comparative Data			2013/14		2014/15			Annual Target
	Actual Data	Quartile	Rank	All Wales Average	Data	Annual Target	Target Qtr 1	Target Qtr 2	Target Qtr 3	
Me02 - Number of individual offenders that have ceased/reduced offending behaviour whilst participating in the scheme for <sup>1</sup> :										
ai) Prolific & Priority Offenders (PPO) (Local)	TBC				TBC					N/A
Target rationale: not applicable as the number of PPO entering the scheme cannot be determined										
bi) Integrated Offender Management (IOM) (Local)	TBC				TBC					N/A
Target rationale: not applicable as the number of IOM entering the scheme cannot be determined										
Me03- Proportion of individuals referred to the unit who are no longer perpetrators of ASB as a result of the intervention										
a) No. of individuals referred to the unit who are no longer perpetrators of ASB as a result of intervention <sup>2</sup> (Local)	New				595	No Target Set				N/A
Target rationale: not applicable as the intervention cannot control the number of perpetrators referred to the programme										
b) % of individuals referred to the unit who are no longer perpetrators of ASB as a result of intervention <sup>2</sup> (Local)	New				74%	75%				75%
Target rationale: Target is set to achieve high level of positive outcomes for clients based on previous performance and best practice										
Me04- The % of residents surveyed in targeted town centres who feel Community Safety has improved following the intervention (Local)	New				N.A	No Target Set				New
Target rationale: Pilot measure so not appropriate to set a target										

**Footnotes:**

<sup>1</sup> Offenders are closely managed during their involvement in the schemes. The cohorts of offenders are dynamic and will change constantly as new offenders are identified and those whose behaviour has changed fall out of the schemes

<sup>2</sup> This will capture how many individuals referred to the ASB unit who drop out of the system at the earliest stages because they are no longer a source of ASB - the more that leave early the more effective the system.

## 2014/15 Actions &amp; Milestones

Critical Improvement Actions	Way Forward/Milestones		Delivery Date	Responsible Officer	Expected Outcome	Interdependencies
CA01 - Prevent repeat victimisation through the use of support including mediation services and restorative justice interventions where possible	M01	Set up joint working practices with local mediation service to help tackle longstanding and serious neighbourhood ASB cases / disputes	Sep-14	Andrew Mallin	Reduction in offending/ repeat offending and repeat victimisation.	Single Integrated Plan
	M02	Evaluate the effectiveness of the mediation services and report outcome to Scrutiny Committee	Mar-15	Andrew Mallin		
CA02 - Focus Interventions those who commit most crime by targeting Repeat and Prolific Offenders	M01	Actively targeting repeat ASB offenders through multi-agency operations and the ASB process	Mar-15	Andrew Mallin	Reduction in reoffending by those subject to these processes.	Single Integrated Plan
	M02	To undertake multi agency work with key Partner agencies using interventions that are shown to be best practice and revised collaborative working protocols to maximise effectiveness in dealing with re-offenders.	Mar-15			
CA03 - To undertake work targeting repeat locations of anti social behaviour, utilising ASB interventions for victims and perpetrators and crime reduction measures to reduce ASB	M01	Identify relevant ASB repeat locations to target resources and interventions towards	Jul-14	Andrew Mallin	Reduction in ASB at these identified locations	Single Integrated Plan
	M02	Undertake multi agency operations including Friday Night Projects <sup>1</sup> , Operation Streetwise and Operation Bernie (multi agency) to tackle ASB perpetrators at these locations	Jan-15			
	M03	Evaluate evaluation of the ASB interventions at targeted locations and report findings to Scrutiny Committee	Mar-15			
CA04 - To undertake specific activities and campaigns aimed at improving the public's perception of Community Safety issues in town centres.	M01	Identify areas to target and develop an action plan of specific activities and campaigns to be delivered in partnership	Sep-14	Andrew Mallin	Improved public perception of how safe they are in their community	Single Integrated Plan
	M02	Undertake community survey at identified locations pre and post intervention to determine effectiveness of activity in changing residents perceptions of community safety	Mar-15	Andrew Mallin		

Footnote:

<sup>1</sup> Note the Friday Night Project is a term to describe multi agency operations that target hotspots for ASB and youth related disorder that occur on a Friday Night. The partners are SW Police, Youth Offending Service and Detached Youth Workers.]

Council Key Priority:

Public Health and Protection

Lead Officer:

Paul Mee

<b>What we are trying to achieve:</b>	Outcome 2: Fewer people in Rhondda Cynon Taf are the victims of domestic abuse and sexual violence
<b>Why we need to do it:</b>	Domestic Abuse is a significant issue in our communities and can have a devastating impact on individual victims and their families, especially children. It is however a crime that is often under reported and it is important to work with our partners to reduce the levels of domestic violence and ensure services are available to support victims. Action to reduce the harm caused by domestic abuse and to protect victims is identified in the Single Integrated Plan
<b>It will support the delivery of the Single Integrated Plan Priorities</b>	The delivery of this Objective contributes to the "Safety" Theme in the Single Integrated Plan
<b>What difference will delivery of this objective make to the service users/residents of RCT</b>	Victims of sexual violence and domestic abuse have access to consistent and equitable support services across the Cwm Taf region; perpetrators are supported to change their abusive behaviour and children receive education about healthy relationships.

**How will we measure our success**

Measures	2012/13	2012/13 - Comparative Data			2013/14		2014/15			
	Actual Data	Quartile	Rank	All Wales Average	Data	Annual Target	Target Qtr 1	Target Qtr 2	Target Qtr 3	Annual Target
Me01 - The Percentage of clients that reported feeling safer as a result of Independent Domestic Violence Advisor service (IDVA) intervention (Local)	90%				85%	85%				85%
Target rationale: Target is set to achieve high level of positive outcomes for clients based on previous performance and best practice identified through CAADA										
Me02 - The percentage of clients reporting a complete cessation of abuse following IDVA intervention (Local)	90%				91%	No Target Set				80%
Target rationale: Target is set to achieve high level of positive outcomes for clients based on previous performance and best practice identified through CAADA										
Me03 - The Percentage of clients that reported having an improved quality of life as a result of Independent Domestic Violence Advisor service (IDVA) intervention (Local)	88%				84%	85%				85%
Target rationale: Target is set to achieve high level of positive outcomes for clients based on previous performance and best practice identified through CAADA										
Me04 - The Percentage of clients experiencing reduced level of risk as a result of Independent Domestic Violence Advisor service (IDVA) intervention <sup>1</sup> (case worker perception) (Local)	N/A				N/A	N/A				New
Target rationale: no target as this is a new measure to be collected in 14-15										

**Footnote:**

<sup>1</sup> This is quantified using a risk perceptor indicator checklist at the exit interview. The measure is collected as part of our external accreditation for the CAADA (Coordinating Action Against Domestic Abuse) leading lights. It is a well defined and robust measure.

Measures	2012/13	2012/13 - Comparative Data			2013/14		2014/15			
	Actual Data	Quartile	Rank	All Wales Average	Data	Annual Target	Target Qtr 1	Target Qtr 2	Target Qtr 3	Annual Target
Me05 a(i)- Number of perpetrators of domestic violence who commence the voluntary perpetrator programme (Local)	N/A				N/A	N/A				New
Target rationale: no target as this is a new measure to be piloted in 14-15										
Me05 a(ii)- Percentage of perpetrators of domestic violence who complete the voluntary perpetrator programme (Local)	N/A				N/A	N/A				New
Target rationale: no target as this is a new measure to be piloted in 14-15										

**2014/15 Actions & Milestones**

<b>Critical Actions</b>	<b>Way Forward/Milestones</b>		<b>Delivery Date</b>	<b>Responsible Officer</b>	<b>Expected Outcome</b>	<b>Interdependencies</b>
CA01 - Sustain regional collaborative arrangements across Cwm Taf to coordinate a multi agency strategic response to Sexual Violence and Domestic Abuse	M01	Review and reconfigure as necessary the Cwm Taf Collaborative Arrangements for Sexual Violence & Domestic Abuse (CTSVDFAF) to ensure partners commit to and remain focussed in relation to regional collaborative arrangements	<b>Sep-14</b>	Paul Mee	Consistent and equitable service delivery across Cwm Taf region; expanded remit to include all forms of sexual violence	Single Integrated Plan CTSVDFAF Plan
	M02	Develop appropriate mechanisms to ensure service user perspectives are considered, through service user groups	<b>Apr-15</b>	Louise Thomas/ Leanne Webber		
CA02 - Introduce a voluntary perpetrator programme to challenge and change perpetrator behaviour	M01	Commission an independent facilitator to provide a voluntary programme for perpetrators from RCT as a pilot	<b>Jun-14</b>	Louise Thomas	Perpetrators' abusive behaviour challenged and changed	Single Integrated Plan CTSVDFAF Plan
	M02	Evaluate outcomes of voluntary programme and determine whether to recommission in 2015/16	<b>Jan-15</b>			
	M03	Report outcomes and recommendation to Local Service Board (LSB)	<b>Mar-15</b>			
CA03 - Review commissioned support services provided from the Oasis centre in advance of contract renewal in 2015/16	M01	Domestic Abuse Commissioning Group to undertake a review of the commissioned services currently provided to evaluate their performance and inform future commissioning decisions	<b>Dec-14</b>	Paul Mee	Victims are supported	Single Integrated Plan CTSVDFAF Plan
	M02	Report the findings of the review of the commissioned services to the LSB with recommendations for future commissioning decisions	<b>Apr-15</b>			

**Key to Acronyms:** CTSVDFAF: Cwm Taf Sexual Violence & Domestic Abuse Forum; SDVC: Specialist Domestic Violence Court; MARAC: Multi Agency Risk Assessment Conference; LSB: Local Service Board.

Key Improvement Priority:

Public Health and Protection

Lead Officer:

Paul Mee

<b>What we are trying to achieve:</b>	Outcome 3: Fewer people in Rhondda Cynon Taf misuse alcohol and drugs
<b>Why we need to do it:</b>	To reduce the negative impact that substance misuse has on individuals, families, communities and wider society. Action to reduce the harm associated with peoples own use of substances is identified in the Single Integrated Plan
<b>It will support the delivery of the Single Integrated Plan Priorities</b>	The delivery of this Objective contributes to the "Safety" Theme in the Single Integrated Plan
<b>What difference will delivery of this objective make to the service users/residents of RCT</b>	Individual service users will have improved physical and mental health Carers and families will benefit from improved relationships Communities will experience less crime and anti social behaviour

**How will we measure our success**

Measures <sup>1</sup>	2012/13	2012/13 - Comparative Data			2013/14		2014/15			
	Actual Data	Quartile	Rank	All Wales Average	Data	Annual Target	Target Qtr 1	Target Qtr 2	Target Qtr 3	Annual Target
Me01 - Achieve a waiting time of less than 20 working days between referral and treatment <sup>2</sup> (Local)	78%				86%					80%
Target rationale: This KPI and target is set by Welsh Government. Target is 80% must be seen within 20 working days										
Me02 - Number of cases closed as treatment completed (Local)	67%				74%					74%
Target rationale: This KPI and target is set by Welsh Government. The target is to maintain or improve on the baseline										
Me03i) Number service users reporting a reduction in their substance misuse (Local)	1,515				1,501					N/A
Target rationale: This KPI and target is set by Welsh Government. The target is to maintain or improve on the baseline										
Me03ii) % service users reporting a reduction in their substance misuse (Local)	63%				59%					59%
Target rationale: This KPI and target is set by Welsh Government. The target is to maintain or improve on the baseline										
Me04i) Number of service users reporting an improvement in quality of life (Local)	756				1,074					N/A
Target rationale: This KPI and target is set by Welsh Government. The target is to maintain or improve on the baseline										
Me04ii) % service users reporting an improvement in quality of life (Local)	55%				53.81%					56%
Target rationale: This KPI and target is set by Welsh Government. The target is to maintain or improve on the baseline										

Footnotes:

<sup>1</sup> These figures are aggregated from the data all Cwm Taf substance misuse providers submit to the national substance misuse database.<sup>2</sup>The Welsh Government is due to set a national target but has not done so yet.

**2014/15 Actions & Milestones**

<b>Critical Actions</b>	<b>Way Forward/Milestones</b>		<b>Delivery Date</b>	<b>Responsible Officer</b>	<b>Expected Outcome</b>	<b>Interdependencies</b>
CA01 - Review and further develop existing needle exchange services to ensure they address the needs of all injecting substance users	M01	Implement revised service model, subject to approval by the Area Planning Board	<b>Jul-14</b>	Deborah Pearce	Needle exchange services will be accessible to a wider group of service users to reduce blood borne infections and improve users' health	Single Integrated Plan, Area Planning Board & Harm Reduction Strategy
	M02	Evaluate performance of new service model through contract management framework	<b>Apr-15</b>	Deborah Pearce		
CA02 - Review the current performance and delivery of the specialist, secondary care substance misuse treatment service to ensure it meets the needs of its target clients. <sup>1</sup>	M01	Review existing service against core standards, performance data and the recovery framework	<b>Jul-14</b>	Deborah Pearce	Provision of service that meets the needs of service users	Single Integrated Plan, Area Planning Board & Harm Reduction Strategy
	M02	Gather stakeholder views on existing provision	<b>Aug-14</b>	Deborah Pearce		
	M03	Report findings and recommendations for change to the Area Planning Board	<b>Nov-14</b>	Deborah Pearce		
	M04	Develop a new model of service for specialist secondary care substance misuse services	<b>Jan-15</b>	Deborah Pearce		
	M05	Consult with stakeholders on any new model of service delivery	<b>Feb-15</b>	Deborah Pearce		
	M06	Implement new service model for specialist secondary care substance misuse services	<b>Apr-15</b>	Deborah Pearce		
	M07	Evaluate the performance of the new service through the contract management framework	<b>Sep-15</b>	Deborah Pearce		
CA03 - Develop and deliver a strategic "targeted" substance misuse training programme which delivers a whole organisation/departmental approach to transform operational practices and replaces existing arrangements	M01	Implement and deliver training plan in conjunction with partners from October 2013	<b>Apr-14</b>	Deborah Pearce	Raise awareness and build capacity within partner organisations	Single Integrated Plan, Area Planning Board & Harm Reduction Strategy
	M02	Evaluate training plan to ensure outcomes are delivered and report the results to the Area Planning Board.	<b>Nov-14</b>	Deborah Pearce		

**Footnote:**

<sup>1</sup> Specialist secondary care treatment services are services that only deal with substance misuse interventions for people with complex substance misuse issues outside of primary care

**Key Improvement Priority:**  
**Lead Officer:**

**Public Health and Protection**  
**Paul Mee**

<b>What we are trying to achieve:</b>	Outcome 4: People in RCT live in safe, appropriate housing in sustainable and prosperous communities
<b>Why we need to do it:</b>	<p>Investing in and improving existing housing will ensure that future generations are suitably housed. Reducing hazards in homes to an acceptable level and providing adaptations enables people to live independently and safely and improves health and well-being.</p> <p>Over the last 10 years the private rented sector in RCT has doubled in size. Due to the impact of welfare reform and continued difficulties for some people in accessing home ownership, this sector is likely to continue to grow. Without continued regulation, standards in the private sector and particularly HMOs could begin to deteriorate. Energy bills are expected to double by 2020 which is likely to see more households faced with fuel poverty. Action to improve housing conditions and reduce fuel poverty in our neighbourhoods is identified in the Single Integrated Plan.</p>
<b>It will support the delivery of the Single Integrated Plan Priorities</b>	The delivery of this Objective contributes to the themes of "Prosperity" and "Health" in the Single Integrated Plan
<b>What difference will delivery of this objective make to the service users/residents of RCT</b>	<ul style="list-style-type: none"> <li>• More homes with an improved energy efficiency rating, resulting in reduced fuel costs for households, potentially creating more disposable income</li> <li>• People able to live safely in their own homes</li> <li>• Improved health and well-being</li> <li>• Reduction in Category 1 and 2 Hazards in homes making homes safer for residents, by helping to prevent the number of potential accidents in the home</li> <li>• Increase in the supply of good quality affordable housing, reducing the number of people waiting to be re-housed</li> </ul>

**How will we measure our success**

Measures	2012/13	2012/13 - Comparative Data			2013/14		2014/15			
	Actual Data	Quartile	Rank	All Wales Average	Data	Annual Target	Target Qtr 1	Target Qtr 2	Target Qtr 3	Annual Target
Me01 - No. 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 (Local)	86	N/A	N/A	N/A	94	N/A				55
N/A										
Me02 - % 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 (Statutory)	3.47%	3	15	5.11%	3.05%	1.00%				3.00%
Target rationale: Aim is to maintain previous levels of performance based on the resources available to target empty properties										



Measures	2012/13	2012/13 - Comparative Data			2013/14		2014/15			
	Actual Data	Quartile	Rank	All Wales Average	Data	Annual Target	Target Qtr 1	Target Qtr 2	Target Qtr 3	Annual Target
Me03 - No. of category 1 and 2 Hazards that were reduced to an acceptable standard following a HHSRS assessment <sup>1</sup> (Local)	54	N/A	N/A	N/A	233	55				60
Target rationale: Based on service request trends and of those the number that require a full HHSRS assessment										
Me04 - No. of houses where an excess cold hazard was reduced to an acceptable level (Local)	28	N/A	N/A	N/A	41	25				25
Target rationale: Based on excess cold service request trends										
Me05 - No. of energy efficient insulation measures installed in all homes (Private) (Local)	1,982	N/A	N/A	N/A	1,734	500				750
Target rationale: Based on funding available										
Me06 - No. of homes benefiting from improved domestic energy performance measures (Private) (Local)	1,566	N/A	N/A	N/A	1,550	200				300
Target rationale: Based on funding available										
Me07 - % of houses in multiple occupation that fully comply with licensing conditions <sup>2</sup> (Local)	68.05%	N/A	N/A	N/A	69.67%	70.00%				60.00%
Target rationale: Based on projected number of licences and analysis of historic compliance rates. Target is reduced to take account of the increase in number of HMO										

**Footnote:**

<sup>1</sup> The housing health and safety rating system (HHSRS) is a risk-based evaluation tool to help local authorities identify and protect against potential risks and hazards to health and safety from any deficiencies identified in dwellings. It was introduced under the Housing Act 2004 and applies to residential properties in England and Wales. The HHSRS assesses 29 categories of housing hazard. Each hazard has a weighting which will help determine whether the property is rated as having category 1 (serious) or category 2 (other).

<sup>2</sup> A House in Multiple Occupation (HMO) is a property occupied by persons who are not members of the same family. Licensing is a mechanism for controlling, managing and improving standards in certain types of HMO.

## 2014/15 Actions &amp; Milestones

Critical Actions	Way Forward/Milestones		Delivery Date	Responsible Officer	Expected Outcome	Interdependencies
CA01 - To ensure the most effective use of the existing social housing stock in RCT in the context of welfare reform	M01	To implement the recommendations of the Housing Allocation Scheme and Common Housing Register Review undertaken in 2013/14	Sep-14	Jennifer Ellis	People in housing need are housed effectively and efficiently and the percentage of void social rented properties and tenancy turnover is reduced.	Single Integrated Plan and Housing Delivery Plan
	M02	To establish working groups to further develop the recommendations of the Strategic Review of the Social Housing Stock undertaken in 2013/14 for example to consider re-configuring some social rented units, utilising sheltered housing for general needs accommodation and evaluating local lettings policies	Dec-14	Jennifer Ellis		
	M03	To report to the 'Housing Leaders' group on the outcomes of the working groups in order to validate the recommended initiatives and agree a plan to implement them	Mar-15	Jennifer Ellis		
CA02 - To improve the energy efficiency of the housing stock and reduce the cost of energy for residents in RCT	M01	Continue with Heat & Save Scheme to provide discounted energy measures to private households	Mar-15	Jennifer Ellis	The energy efficiency of the Housing stock is improved enabling fewer people to be in fuel poverty	Single Integrated Plan and Housing Delivery Plan and Outcome agreement 2013-16
	M02	Provide energy efficiency behaviour advice and signposting households to other grant assistance	Mar-15	Jennifer Ellis		

Critical Actions	Way Forward/Milestones		Delivery Date	Responsible Officer	Expected Outcome	Interdependencies
CA03 - To tackle the blight of long term vacant properties through effective interventions aimed at returning them to use	M01	To deliver a holistic and effective borough wide empty property service which includes advice, guidance, financial incentives and enforcement	Mar-15	Jennifer Ellis	100 properties subject to interventions that are aimed at tackling the impact of long term vacant houses. 45 units returned to occupation	Single Integrated Plan and Housing Delivery Plan
	M02	To undertake a programme of targeted action in relation to certain types of empty properties to include: vacant properties in high demand areas and those properties that are having a detrimental impact on the sustainability of lower demand areas	Dec-14	Jennifer Ellis		
	M03	To develop and implement innovative models to bring empty properties back into use including Housing Association self funded low cost homeownership models, and private sector leasing schemes	Dec-14	Jennifer Ellis		
CA04 - To undertake robust housing enforcement in the private rented sector to improve the quality and standard of accommodation being offered in the borough	M01	Implement the 'Additional Licensing (Houses in Multiple Occupation) Scheme 2014 from 1st April 2014 in accordance with the Action Plan for Year 1 of the scheme	Mar-15	Jennifer Ellis	Increase in % of HMOs that fully comply with licensing conditions	Housing Delivery Plan & Outcome agreement t 13/16
	M02	Provide an update report to Environmental Services Scrutiny committee on progress with implementation of the recommendations of the HMO Task and Finish Group Report 2013	Sep-14	Jennifer Ellis		Housing Delivery Plan
	M03	To deliver an effective and efficient housing enforcement service that is based on providing advice and guidance to landlords who are willing to work with the Council to improve property conditions; or in the case of non compliant landlords, prompt investigation and legal enforcement action is taken to reduce hazards in properties	Mar-15	Jennifer Ellis	Prompt and proportionate response to housing condition complaints from private rented sector tenants. Improved relationships with good landlords and ensure sufficient resources available to deal with the worst housing conditions and non compliant landlords in the borough.	Housing Delivery Plan and Outcome agreement t 2013-16 Housing Delivery Plan

Critical Actions	Way Forward/Milestones		Delivery Date	Responsible Officer	Expected Outcome	Interdependencies
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CA05 - Provide a strategic area based approach to neighbourhood improvement and the promotion of well being utilising housing investment and activity as a catalyst for action by stakeholders, in particular partners in the Local Health Board	M01	Using the agreed methodology, identify neighbourhoods that would benefit from targeted action and report recommendations to the SIP Board and obtain Cabinet Approval for the development of specific action plans	<b>Sep-14</b>	Jennifer Ellis	Approval Obtained and Action Plans produced	Housing Delivery Plan
	M02	Subject to the needs of the area specific plans, prepare a business case for Selective Licensing for decision by Cabinet Member for Housing	<b>Dec-14</b>	Jennifer Ellis	Reduction in number of complaints about housing conditions in areas where Selective Licensing is implemented	
	M02	Implement Action Plan for first area	<b>Sep-14</b>	Jennifer Ellis	Delivery arrangements agreed and implemented	

Key Improvement Priority:  
Lead Officer:

Public Health and Protection  
Paul Mee

What we are trying to achieve:	Outcome 5: People in Rhondda Cynon Taf are safe and feel safe									
Why we need to do it:	Provision of an effective public protection service that regulates the late night economy, protects users of taxis and food outlets and controls rogue traders has been identified in the Programme for Improvement for RCTCBC for over 5 years.									
It will support the delivery of the Single Integrated Plan Priorities	The delivery of this Objective contributes to the "Safety" Theme in the Single Integrated Plan									
What difference will delivery of this objective make to the service users/residents of RCT	Fewer people experience alcohol related crime & disorder or public nuisance as a consequence of poorly managed licensed premises, the safety of passengers using taxis is protected, consumers can eat safely from our food outlets and vulnerable people are protected from exploitation by rogue traders.									
How will we measure our success										
Measures	2012/13	2012/13 - Comparative Data			2013/14		2014/15			
	Actual Data	Quartile	Rank	All Wales Average	Data	Annual Target	Target Qtr 1	Target Qtr 2	Target Qtr 3	Annual Target
Me01 - Percentage of licensed premises due for inspection in category A & B* inspected by target date (Local)	100%	N/A	N/A	N/A	92%	75.00%				75.00%
Target rationale: Maintain level of compliance with existing resource										
Me02 - Percentage of test purchases for the sale of alcohol to underage volunteers that results in a refusal to sell (Local)	98%	N/A	N/A	N/A	90%	N/A				N/A
Target rationale: Unable to set a target for intelligence led enforcement activities										
Me03 - Number of doorstep crime incidents responded to (investigated & action taken in response (Local)	Data to be confirmed	N/A	N/A	N/A	Data to be confirmed	N/A				N/A
Target rationale: Unable to set a target for intelligence led enforcement activities										
Me04 - Percentage of elderly people responding to a questionnaire at awareness raising events who are prepared to resist door step crime (Local)	N/A	N/A	N/A	N/A	100.00%	75.00%				75.00%
Target rationale: Based on existing performance trends										
Me05 - Percentage of food businesses which are broadly compliant with food law (Statutory)	83.87%	N/A	N/A	N/A	87.58%	84.00%				85.00%
Target rationale: Maintain previous improvements and high level of compliance with existing resource										

## 2014/15 Actions &amp; Milestones

Critical Actions	Way Forward/Milestones		Delivery Date	Responsible Officer	Expected Outcome	Interdependencies
CA01 - To control the availability of alcohol through effective licensing, promoting good management practice and tackling underage sales.	M01	Maintain a programme of risk based inspections of licensed premises targeting the highest risk premises as a priority to ensure compliance with <u>licensing conditions</u>	Mar-15	Meryl Williams	Improved standards of management in the licensed trade and fewer illegal sales of alcohol.	Single Integrated Plan
	M02	Provide training for staff working in the licensed trade to promote responsible management/good practice	Mar-15	Meryl Williams		
	M03	Report the outcomes of Members decisions to the review of alcohol premises licences on a quarterly basis to Licensing Committee	Mar-15	Meryl Williams		
	M04	Maintain a programme of targeted intelligence led operations aimed at tackling underage sales of alcohol, including direct sales and proxy sales to control the availability of alcohol	Mar-15	Tony O'Leary		
CA02 - To protect the public from exploitation by dishonest or predatory taxi drivers	M01	Evaluate the impact of the introduction of the Taxi Driver Qualification (including the number of new applicants applying with the BTEC and the number of drivers required to achieve BTEC by Committee and the number who subsequently gain the qualification)	Dec-14	Meryl Williams	Improved operating standards within the licensed taxi trade to protect public safety	
	M02	Report the findings of the evaluation to the Licensing Committee	Mar-15	Meryl Williams		
	M03	Review Taxi Policy to deliver a fair and efficient mechanism to licence and maintain a safe and trusted taxi fleet	Jan-15	Meryl Williams		

Critical Actions	Way Forward/Milestones		Delivery Date	Responsible Officer	Expected Outcome	Interdependencies
CA03 - Establish collaborative delivery arrangements for Trading Standards services in the Cwm Taf Region	M01	Establish Joint Cwm Taf Service Delivery Plan for 14/15 and provide an update report to the Environmental Scrutiny Committee	May-14	Paul Mee, Dai Jones, Tony O'Leary	Economies of scale through collaboration, more resilient service delivery and consistent service standards at a regional level	WG/ WLGA Compact Agreement
	M02	Evaluate the advantages of collaboration and report to Scrutiny Committee	Mar-15	Paul Mee, Dai Jones, Tony O'Leary		
CA04 - To promote a fair trading environment by effective regulation targeting rogue traders whilst protecting vulnerable consumers and helping local businesses comply	M01	Carry out formal criminal investigations and joint enforcement operations with South Wales Police in response to local demand	Mar-15	Tony O'Leary		Single Integrated Plan
	M02	Increase public reassurance by publicising doorstep crime issues to provide community reassurance and warnings for criminals	Mar-15	Tony O'Leary	Deter doorstep criminals from operating in the county borough by zero tolerance enforcement option	
	M03	Proactively identify and target vulnerable groups to run awareness raising sessions to help older people identify and resist bogus callers and seek help if they are targeted, improving their resilience to bogus traders	Mar-15	Tony O'Leary		
CA05 - The improvement in the standards of hygiene and management practices at food premises following the introduction of the mandatory FHRS	M01	Maintain the percentage of food establishments which are broadly compliant with food law	Mar-15	Amy Lewis	Protect the safety of consumers using food establishments in the County Borough	





### **Street Care Services & The Natural Environment 2014/15 Action Plan**

We have made good progress in recent years in improving the local environment, roads and streetscene. Dealing with our waste sustainably continues to be a high priority and in addition to continuing to increase our recycling rates we are also working to minimise the level of waste produced by promoting reuse schemes and investigating alternatives to landfill for disposal of waste which cannot be recycled. We continue to work to deliver cleaner streets, both by education and awareness campaigns and strict enforcement of littering, graffiti, fly tipping and fly posting. Maintaining our highways and keeping traffic moving is a high priority for residents and we will target continued investment in our highways infrastructure and tackle problem parking through the introduction and appropriate enforcement of traffic regulations

**Nigel Wheeler (Service Director of Streetcare) & Nigel Brinn (Service Director - Highway Transportation & Strategic Projects)**

**Council Key Priority:**  
**Lead Officer:**

**Streetcare Services & The Natural Environment - A Cleaner, Greener County Borough**  
**Nigel Wheeler - Service Director for Streetcare**

<b>What we are trying to achieve:</b>	Outcome 1 - Deliver cleaner streets
<b>Why we need to do it:</b>	Work with the community to raise awareness and tackle basic environmental problems and encourage residents to take responsibility for the area where they live
<b>It will support the delivery of the Single Integrated Plan Priorities (s)</b>	Homes & Communities - People live in safe, appropriate housing in sustainable and vibrant communities
<b>What difference will delivery of this objective make to the service users/residents of RCT?</b>	Residents and visitors live in a cleaner and safer environment.

#### How will we measure our success

Measures	2012/13	2012/13 - Comparative Data			2013/14		2014/15			
	Actual Data	Quartile	Rank	All Wales Average	Data	Annual Target	Target Qtr 1	Target Qtr 2	Target Qtr 3	Annual Target
Me01 - The cleanliness index (Local)	74.7	1	4	72.2	74.9	70	Year End	Year End	Year End	72.2
Target Rationale: The target has been set in line with the all Wales average 2012/13										
Me02 - % of streets, highways & relevant land inspected of a high or acceptable standard of cleanliness (Statutory)	99.49%	1	2	95.8%	99.75%	90.0%	95.8%	95.8%	95.8%	95.8%
Target Rationale: The target has been set in line with the all Wales average 2012/13										
Me03 - % of streets, highways & relevant land inspected of a high or acceptable standard of cleanliness (LEAMS) (Local)	97.6%	N/A	N/A	N/A	96.77%	90%	Year End	Year End	Year End	95%
Target Rationale: The target has been set to maintain the current high level of performance										
Me04 - % of streets returned to Grade A standard within 1 working day (Local)	83.30%	N/A	N/A	N/A	91.18%	85%	85%	85%	85%	85%
Target Rationale: The target for 2014/15 has been set lower than 2013/14 performance as the number of streets graded C or D grade are low and 1 street that is not put back to a grade A within the target can significantly reduce performance										

Measures	2012/13	2012/13 - Comparative Data			2013/14		2014/15			
	Actual Data	Quartile	Rank	All Wales Average	Data	Annual Target	Target Qtr 1	Target Qtr 2	Target Qtr 3	Annual Target
Me05 - % of reported abusive graffiti removed within 1 day (Local)	100%	N/A	N/A	N/A	97.16%	90%	95%	95%	95%	95%
Target Rationale: The target has been set to maintain the current high level of performance										
Me06 - % of all reported graffiti removed within 5 days (Local)	100%	N/A	N/A	N/A	98.33%	90%	95%	95%	95%	95%
Target Rationale: The target has been set to maintain the current level of performance										
Me07 - Average number of working days taken to remove fly tipping (Local)	0.29	N/A	N/A	N/A	0.47	<5	<5	<5	<5	<5
Target Rationale: The target has been set in line with the service standard for Me08										
Me08 - % of reported fly tipping incidents on relevant land cleared within 5 working days (Statutory)	99.51%	1	2	92.16%	99.26%	90%	95%	95%	95%	95%
Target Rationale: The target has been set to maintain the current level of performance above the all Wales average										
Me09 - % of reported fly tipping incidents which lead to enforcement activity (Local)	12.44%	2	10	35.26%	11.80%	2%	15%	15%	15%	15%
Target Rationale: The target has been set above performance achieved in 2013/14 to work towards the all Wales average										

**2014/15 Actions & Milestones**

<b>Critical Improvement Actions</b>	<b>Way Forward/Milestones</b>		<b>Delivery Date</b>	<b>Responsible Officer</b>
CA01 - To ensure residents see clean streets	M01	Maintain high cleansing standards in town centres to ensure cleaner streets for residents and visitors	<b>Mar-15</b>	S Gammon/ M Price
	M02	Ensure complaints of cleansing problems are returned to a grade A within 1 working day	<b>Mar-15</b>	
	M03	Enforce and tackle hot spot areas where litter, dog fouling and fly tipping complaints have been received	<b>Mar-15</b>	
CA02 - Work in partnership with communities in relation to Enforcement, Street Cleansing and Waste	M01	Work with Keep Wales Tidy and Communities First to engage with the community and take part in local events and organised litter picks	<b>Mar-15</b>	S Gammon
	M02	Carry out door knocking exercises in low participation areas where there are hot spots* of litter, dog fouling and fly tipping	<b>Mar-15</b>	A Dennis
CA03 - To monitor and respond to complaints and requests from councillors, residents and community partners in a positive and timely manner	M01	To investigate and provide a response to customer complaints and requests by target date set	<b>Mar-15</b>	S Gammon
	M02	To investigate and provide a response to councillor complaints and requests by target date set	<b>Mar-15</b>	
	M03	To tackle areas of known environmental problems	<b>Mar-15</b>	S Gammon/ T Jones/ D Vaughan

\*Throughout the year we will report back on hot spot work

**Council Key Priority:**  
**Lead Officer:**

**Streetcare Services & The Natural Environment - A Cleaner, Greener County Borough**  
**Nigel Wheeler - Service Director for Streetcare**

<b>What we are trying to achieve:</b>	Outcome 2 - To improve recycling rates through targetting areas of low participation and raising awareness with residents.
<b>Why we need to do it:</b>	To achieve recycling targets set out by Welsh Government
<b>It will support the delivery of the Single Integrated Plan Priorities</b>	Homes & Communities - People live in safe, appropriate housing in sustainable and vibrant communities
<b>What difference will delivery of this objective make to the service users/residents of RCT?</b>	This will increase the number of residents participating in our recycling schemes, which will help RCT Council meet national recycling targets and avoid financial penalties.

<b>How will we measure our success</b>										
<b>Measures</b>	<b>2012/13</b>	<b>2012/13 - Comparative Data</b>			<b>2013/14</b>		<b>2014/15</b>			
	<b>Actual Data</b>	<b>Quartile</b>	<b>Rank</b>	<b>All Wales Average</b>	<b>Data</b>	<b>Annual Target</b>	<b>Target Qtr 1</b>	<b>Target Qtr 2</b>	<b>Target Qtr 3</b>	<b>Annual Target</b>
Me01 - The total percentage of municipal waste that is sent to landfill (Statutory)	38.19%	2	5	41.03%	41.56%	48%	45%	45%	45%	45%
Target Rationale: The target has been set in line with Me02										
Me02 - The percentage of local authority collected municipal waste prepared for reuse and/or recycled, including source segregated bio wastes that are composted or treated biologically in another way (Statutory)	46.20%	4	22	52.26%	49.31%	52%	52%	53%	54%	55%
Target Rationale: The national target has been set for all council's in Wales to achieve 58% by the end of 2015/16. The management target of 55% has been set for 2014/15 as a step to achieving the national target of 58% by 2015/16										
Me03 - The percentage of local authority collected municipal waste diverted from landfill (Local)	61.81%	N/A	N/A	N/A	58.44%	N/A	N/A	N/A	N/A	N/A
Target Rationale: No target has been set for this PI as it includes energy from waste which is dependent on resources										

Measures	2012/13	2012/13 - Comparative Data			2013/14		2014/15			
	Actual Data	Quartile	Rank	All Wales Average	Data	Annual Target	Target Qtr 1	Target Qtr 2	Target Qtr 3	Annual Target
Me04 - Number of visits, presentations, campaigns to discuss enviro-crimes and recycling including school visits (Local)	740	N/A	N/A	N/A	432	400	100	200	300	400
Target Rationale: The target has been set to deliver at least 100 awareness campaigns each quarter										
Me05 - The percentage of residents in Glyncoch taking part in recycling scheme (Local)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Target Rationale: This is a new PI and a target will be set once a baseline has been set										

**2014/15 Actions & Milestones**

<b>Critical Improvement Actions</b>	<b>Way Forward/Milestones</b>		<b>Delivery Date</b>	<b>Responsible Officer</b>
CA01 - Implement Green Glyncoch a zero waste village	M01	Set up a group of community volunteers in Glyncoch to collect and sort kerbside recycling and raise awareness in the village	<b>Apr-14</b>	C Evans
	M02	Undertake door knocking exercises to ensure all residents in Glyncoch are informed of the changes to their collection service	<b>Apr-14</b>	C Evans
	M03	Undertake door knocking exercises to ensure all residents are participating in recycling	<b>Mar-15</b>	C Evans
	M04	Deliver recycling boxes to residents of Glyncoch who are participating in the recycling scheme	<b>Jul-15</b>	C Evans
	M05	Monitor recycling participation and target non participating properties	<b>Mar-15</b>	C Evans
CA02 - To tackle areas of low recycling	M01	Identify areas of low recycling participation	<b>Mar-15</b>	Refuse/ Recycling Area Managers
	M02	Undertake door knocking exercises to ensure residents are participating in recycling in identified low participation areas	<b>Mar-15</b>	C Evans/ A Dennis
	M03	Monitor recycling participation and target non participating properties	<b>Mar-15</b>	C Evans/ A Dennis
CA03 - Extend nappy recycling scheme	M01	Roll out scheme to all residents	<b>Mar-15</b>	N Jones
	M02	Monitor and measure the amount of material from the scheme is now recycled as opposed to landfill	<b>Mar-15</b>	N Jones

Council Key Priority:

Streetcare Services &amp; The Natural Environment - A Cleaner, Greener County Borough

Lead Officer:

Nigel Wheeler - Service Director for Streetcare

<b>What we are trying to achieve:</b>	Outcome 3 - Develop a <b>residual waste treatment plant</b> with Merthyr Tydfil County Borough Council in line with Welsh Government requirements and to review options to achieve higher levels of levels of recycling through the processes operated by the Service
<b>Why we need to do it:</b>	Work with the community to raise awareness and tackle basic environmental problems and encourage residents to take responsibility for the area where they live
<b>It will support the delivery of the Single Integrated Plan Priorities</b>	Homes & Communities - People live in safe, appropriate housing in sustainable and vibrant communities
<b>What difference will delivery of this objective make to the service users/residents of RCT?</b>	This will allow the council to dispose and treat its waste at a reduce cost and in line with waste legislation

How will we measure our success

Measures	2012/13	2012/13 - Comparative Data			2013/14		2014/15			
	Actual Data	Quartile	Rank	All Wales Average	Data	Annual Target	Target Qtr 1	Target Qtr 2	Target Qtr 3	Annual Target
Me01 - The total percentage of municipal waste that is sent to landfill (Statutory) as referenced in Outcome 2 - Me01										

Critical Improvement Actions	Way Forward/Milestones				Delivery Date	Responsible Officer
CA01 - Progress with the formalities in securing a preferred contractor	M01	Produce contract documents and establish short list of potential companies via competitive dialogue stages of the bidding process			Jul-14	I Berry
	M02	Evaluate bids, select preferred bidder and award contract			Dec-14	I Berry



Council Key Priority:

Streetcare Services &amp; The Natural Environment - A Cleaner, Greener County Borough

Lead Officer:

Nigel Wheeler - Service Director for Streetcare

<b>What we are trying to achieve:</b>	Outcome 4 - Develop a <b>food waste treatment plant</b> with Merthyr Tydfil and Newport County Borough Councils in line with Welsh Government requirements and to review options to achieve higher levels of levels of recycling through the processes operated by the Service
<b>Why we need to do it:</b>	Work with the community to raise awareness and tackle basic environmental problems and encourage residents to take responsibility for the area where they live
<b>It will support the delivery of the Single Integrated Plan Priorities</b>	Homes & Communities - People live in safe, appropriate housing in sustainable and vibrant communities
<b>What difference will delivery of this objective make to the service users/residents of RCT?</b>	This will allow the council to dispose and treat its waste within the Conty Borough and thus reduce cost and transport

How will we measure our success

Measures	2012/13	2012/13 - Comparative Data			2013/14		2014/15			
	Actual Data	Quartile	Rank	All Wales Average	Data	Annual Target	Target Qtr 1	Target Qtr 2	Target Qtr 3	Annual Target
Me01 - The total percentage of municipal waste that is sent to landfill (Statutory) as referenced in Outcome 2 - Me01										

Critical Improvement Actions	Way Forward/Milestones		Delivery Date	Responsible Officer
CA01 - Progress the food waste treatment facility to operational commencement	M01	Manage contract during mobilisation and enabling works	<b>Apr-14</b>	I Berry
	M02	Manage contract to end of construction phase	<b>Dec-14</b>	I Berry
	M03	Manage contract to end of commissioning phase and start of operations	<b>Jul-15</b>	I Berry

Council Key Priority:

Streetcare Services &amp; The Natural Environment - A Cleaner, Greener County Borough

Lead Officer:

Nigel Brinn - Service Director - Highway Transportation &amp; Strategic Projects

<b>What we are trying to achieve:</b>	Outcome 5 - A well maintained highways infrastructure that will support our Prosperity Priority through contributing to the economic, environmental and social development within the County Borough. The single most important element of our highway network is our extensive carriageway asset. It extends to 1,260km and is the authority's largest single asset
<b>Why we need to do it:</b>	A well maintained highways infrastructure underpins the transport network that exist throughout the borough. The network is relied upon by all residents for everyday access to facilities such as employment, education, healthcare and the supply of goods and services
<b>It will support the delivery of the Single Integrated Plan Priorities</b>	Prosperity Outcomes: Economy, Homes & Communities and Education and Employability
<b>What difference will delivery of this objective make to the service users/residents of RCT?</b>	Residents will benefit from sustainable, cost effective management and maintenance of our network which will support the transport activity of the borough. Effective transport links are required for all our residents needs. This includes a well maintained and managed highway network, providing effective and reliable transport corridors resulting in reduced congestion and delays from unplanned road works. In addition to which there is the opportunity to investment in energy saving initiatives that provide value for money, and support the Council's commitment to reduce its carbon footprint

**How will we measure our success**

Measures	2012/13	2012/13 - Comparative Data			2013/14		2014/15			
	Actual Data	Quartile	Rank	All Wales Average	Data	Annual Target	Target Qtr 1	Target Qtr 2	Target Qtr 3	Annual Target
Me01 - % of Principal (A) roads in poor condition (Local)	7.6	4	21	5.3	8.1	7.0				8.7
Target Rationale: The lengths of road expected to deteriorate into the red band and the length removed from it by resurfacing have been projected.										
Me02 - % of Non-Principal / Classified (B) roads in poor condition (Local)	9.9	4	21	7.5	8.4	9.0				8.2
Target Rationale: The lengths of road expected to deteriorate into the red band and the length removed from it by resurfacing have been projected.										
Me03 - % of Non-Principal / Classified (C) roads in poor condition (Local)	13.9	3	13	18.8	13.6	13.0				13
Target Rationale: The lengths of road expected to deteriorate into the red band and the length removed from it by resurfacing have been projected.										
Me04 - The percentage of principal (A) roads and non principal / classified (B) and (C) roads that are in overall poor condition (Statutory)	9.95	3	13	13.4	9.9	9.2				10
Target Rationale: This has been calculated based on the targets for Me01, Me02 and Me03										

Measures	2012/13	2012/13 - Comparative Data			2013/14		2014/15			
	Actual Data	Quartile	Rank	All Wales Average	Data	Annual Target	Target Qtr 1	Target Qtr 2	Target Qtr 3	Annual Target
Me05 - The percentage of maintained streetlights 'in-light' (New?) (Local)	93.75	N/A	N/A	N/A	95.18	95.00				95.00
Target Rationale: Maintain the high standard of previous years										
Me06 - The average no of days taken to repair street lamp during the year (Local)	3.75	N/A	N/A	N/A	2.74	4.00				4.00
Target Rationale: Maintain the high standard of previous years										

**2014/15 Actions & Milestones**

Critical Improvement Actions	Way Forward/Milestones		Delivery Date	Responsible Officer
CA01 - As part of the Council's Carriageway Investment Programme, continue to improve the Council's highways infrastructure utilising appropriate recycling techniques including energy efficient tarmac and sustainable road surface treatments	M01	Undertake traditional <sup>1</sup> and preventative <sup>2</sup> treatments on Council highways, and monitor against investment programme - Phase 4 - £30.0M	Through out 2014/15	Senior Engineer Roads
	M02	Undertake repairs to footways e.g. replacing uneven footpaths with a new surface, and monitor against investment programme	Through out 2014/15	Senior Engineer Roads
CA02 - As part of the Council's Structure Investment Programme, continue strengthen and maintain Council structures in order to ensure safety and reduce hazards	M01	Undertake programmed work on RCT structures and monitor against investment programme- Victoria Bridge, Pontypridd - £1M+	By Dec 2014	Senior Engineer Bridges
CA03 - Street Lighting – continue with the lighting column and cabling replacement programme and improve energy efficiency. Noting that the introduction of energy efficient measures is included within the phase 2 MTFP proposals	M01	Based on an assessment continue with the programme to replace and upgrade concrete and steel lighting columns	Through out 2014/15	Senior Engineer Street Lighting

**Footnotes:**<sup>1</sup> Corrective treatments include reconstruction, strengthening, inlays, overlays and in-situ recycling of existing road construction<sup>2</sup> Preventative treatments seal the highway against water ingress and include Surface Dressing, Microasphalt and Asphalt Preservation Systems

Council Key Priority:

Streetcare Services &amp; The Natural Environment - A Cleaner, Greener County Borough

Lead Officer:

Nigel Brinn - Service Director - Highway Transportation &amp; Strategic Projects

<b>What we are trying to achieve:</b>	Outcome 6 - A safe environment for RCT residents through increased protection from flooding and improved road safety awareness and training for our residents within our most vulnerable groups
<b>Why we need to do it:</b>	Flooding of properties can have a devastating impact on residents and every effort needs to be made to minimise the risk through the introduction of flood defences. Whilst road safety data has shown a considerable decrease in casualties across Wales over time any incident that leads to harm could have a considerable impact on our residents.
<b>It will support the delivery of the Single Integrated Plan Priorities</b>	Prosperity Outcome: Homes & Communities, Safety Outcome: Safeguarding.
<b>What difference will delivery of this objective make to the service users/residents of RCT?</b>	Residents will benefit from an improved, safer environment with fewer road traffic accidents, and the reduced probability of flood damage to their properties.

## How will we measure our success

Measures	2012/13	2012/13 - Comparative Data			2013/14		2014/15			
	Actual Data	Quartile	Rank	All Wales Average	Data	Annual Target	Target Qtr 1	Target Qtr 2	Target Qtr 3	Annual Target
Me01 - No. of homes / businesses where the risk from flooding has been minimised by flood alleviation schemes (New) (Local)	349	N/A	N/A	N/A	7	N/A	N/A	N/A	N/A	375
Target Rationale: This target is set by Welsh Government										

**2014/15 Actions & Milestones**

<b>Critical Improvement Actions</b>	<b>Way Forward/Milestones</b>		<b>Delivery Date</b>	<b>Responsible Officer</b>
CA01 - Provide services related to flood risk to manage flood risk from surface water and watercourses	M01	Complete flood risk management plans	<b>Dec-15</b>	Strategic Projects Manager
	M02	Complete Nant Cae Dudwg Flood Alleviation Scheme (14 Properties)	<b>Oct-14</b>	
	M03	Complete Nant Gwawr (Phase 1) Flood Alleviation Scheme (232 Properties)	<b>Jan-15</b>	
	M04	Complete Nant Yr Fedw flood Alleviation Scheme (123 properties)	<b>Jan-15</b>	
	M05	Complete Bwllfa Road (Cwmdare) Flood Alleviation Scheme (6 Properties)	<b>Mar-15</b>	
CA02 - Provide grant funded road safety initiatives with partners to raise awareness and aid in the prevention of accidents	M01	Kerbcraft and Cycle training with Primary schools (Minimum of 350 pupils to attend Kerbcraft)	<b>Mar-15</b>	Road Safety Manager
	M02	Megadrive offered to all 6th Form pupils and Pass Plus Cymru delivered to 120 young	<b>Mar-15</b>	
	M03	Mature Drivers Courses for older drivers in partnership with South Wales Police	<b>Mar-15</b>	
	M04	Motorcycle training (as publicised on the Road Safety Wales website) in partnership with South Wales Police	<b>Jan-15</b>	
CA03 - Continue the delivery of traffic management schemes that contribute to making the use of our roads safer.	M01	Continuing works on safer routes in the communities (SRIC) at Rhydfelin and Maerdy	<b>Mar-15</b>	Strategic Projects Manager
	M02	Commence work on new crossing and signals on Sardis Road (A4058)	<b>Mar-15</b>	
CA04 - Implement new Residential Parking arrangements to improve on street parking arrangements	M01	Scheme implementation in Pontypridd and Treforest	<b>Apr-14</b>	Principal Officer, Parking Services
	M02	Scheme implementation in Aberdare	<b>TBC</b>	
	M03	Monitor enforcement activity to ensure compliance with the scheme	<b>Sep-14</b>	

