RHONDDA CYNON TAF

CYNGOR BWRDEISTREF SIROL
RHONDDA CYNON TAF
COUNTY BOROUGH COUNCIL

A meeting of the CABINET will be held at the Council Chamber, The Pavilions, Cambrian Park, Clydach Vale, Tonypandy, CF40 2XX
Tuesday, 19th March, 2019 at 10.30 am

Contact: Emma Wilkins - Principal Executive & Regulatory Business Officer (Tel No. 01443 424110)

Councillors and members of the public wishing to request the facility to address the Cabinet on any of the business as listed below, must request to do so by 5pm on the Friday, 15 March 2019 Councillors and Members of the public should stipulate if this address will be in the medium of English or Welsh.
It must be noted that the facility to address the Cabinet is at the discretion of the Chair and each request will be considered based on the agenda items being considered, the public interest/interest of the member in each matter and the demands of the business on that day. To make such a request please email:- ExecutiveandRegulatoryBusinessUnit@rctcbc.gov.uk

ITEMS FOR CONSIDERATION

1. **DECLARATION OF INTEREST:**

    To receive disclosures of personal interest from Members in accordance with the Code of Conduct.

    Note:

    1. Members are requested to identify the item number and subject matter that their interest relates to and signify the nature of the personal interest; and
    2. Where Members withdraw from a meeting as a consequence of the disclosure of a prejudicial interest they **must** notify the Chairman when they leave.

2. **MINUTES**

    To receive the minutes of the Cabinet meeting held on the14th February, 2019 as an accurate record.

    (Pages 5 - 10)

3. **COUNCIL CORPORATE AND SERVICE SELF ASSESSMENTS**

To receive the report of the Chief Executive setting out for Members consideration the corporate and service self-assessments of the Council for 2018.2018.

(Pages 11 - 130)

4. **ANNUAL EQUALITY REPORT 2017/18**

To receive the report of the Director, Human Resources providing Members with information on the Council's Annual Equality Report, for the year 2017/18.

(Pages 131 - 184)

5. **REVIEW OF THE ENTERPRISE SUPPORT PROGRAMME**

To receive the report of the Director Regeneration, Planning & Housing providing a summary of the current Enterprise Support Programme which offers financial assistance to small and medium sized enterprises with development ambitions and a commitment to creating jobs.

(Pages 185 - 192)

6. **ADULT COMMUNITY LEARNING**

To receive the report of the Director, Public Health, Protection & Community Learning providing Cabinet provide Cabinet Members with information regarding adult community learning in Rhondda Cynon Taf.

(Pages 193 - 238)

7. **LIBRARY SERVICE STRATEGY 2019-21**

To receive the report of the Director, Public Health, Protection & Community Services providing Cabinet Members with an opportunity to review the Strategy for Rhondda Cynon Taf's Library Service and its associated Action Plan.

(Pages 239 - 284)

8. **COUNCIL PERFORMANCE REPORT - 31ST DECEMBER 2018 (QUARTER 3)**

To receive the report of the Director, Finance & Digital Services providing Members with an overview of the Council's performance, both from a financial and operational perspective, based on the first nine months of this financial year (to the 31st December 2018).

(Pages 285 - 308)

9. **SCRUTINY RECOMMENDATIONS - HEALTH & WELLBEING SCRUTINY COMMITTEE**

To receive the report of the Director of Communications & Interim Head of Democratic Services outlining the recommendations of the Health & WellBeing Scrutiny Committee following its Working Group review into the provision of EMI Beds across Rhondda Cynon Taf.

(Pages 309 - 322)

10. CABINET WORK PROGRAMME

To receive the report of the Director of Communications & Interim Head of Democratic Services providing Members with an update on the proposed list of matters requiring consideration by Cabinet over 2018-19 Municipal Year.

11. URGENT ITEMS

To consider any urgent business as the Chairman feels appropriate.

Director of Communications & Interim Head of Democratic Services

Circulation:-

Councillors: Councillor A Morgan (Chair)
Councillor M Webber (Vice-Chair)
Councillor R Bevan
Councillor A Crimmings
Councillor G Hopkins
Councillor M Norris
Councillor J Rosser
Councillor R Lewis
Councillor C Leyshon

Officers: Chris Bradshaw, Chief Executive
Chris Jones, Director, Legal & Democratic Services
Christian Hanagan, Director of Communications & Interim Head of Democratic Services
Gio Isingrini, Group Director Community & Children's Services
Colin Atyeo, Director of Corporate Estates & Procurement
Jane Cook, Director, Regeneration, Planning & Housing
Nigel Wheeler, Group Director, Prosperity, Development & Frontline Services
Paul Mee, Director, Public Health, Protection & Community Services
Richard Evans, Director of Human Resources
Simon Gale, Service Director, Planning
Barrie Davies, Director of Finance & Digital Services
Gaynor Davies, Director of Education and Inclusion Services
Derek James, Head of Regeneration and Prosperity

RHONDDA CYNON TAF

RHONDDA CYNON TAF COUNCIL CABINET

Minutes of the meeting of the Cabinet held on Thursday, 14 February 2019 at 10.30 am at the Council Chamber, The Pavilions, Cambrian Park, Clydach Vale, Tonypandy, CF40 2XX.

County Borough Councillors - Cabinet Members in attendance:-

Councillor A Morgan (Chair)

Councillor M Webber   Councillor R Bevan
Councillor A Crimmings   Councillor G Hopkins
Councillor M Norris   Councillor J Rosser
Councillor R Lewis   Councillor C Leyshon

Officers in attendance

Mr C Bradshaw, Chief Executive
Mr C Jones, Director, Legal & Democratic Services
Mr C Hanagan, Director of Communications & Interim Head of Democratic Services
Mr C Lee, Group Director Corporate & Frontline Services
Mr G Isingrini, Group Director Community & Children's Services
Mr P Mee, Director, Public Health, Protection & Community Services
Mr R Evans, Director of Human Resources
Mr S Gale, Service Director, Planning
Mr B Davies, Director of Finance & Digital Services
Ms G Davies, Director of Education and Inclusion Services

117   DECLARATION OF INTEREST

In accordance with the Council's Code of Conduct, there were no declarations made pertaining to the agenda.

118   MINUTES

The Cabinet **RESOLVED** to approve the minutes of the 24th January 2019 as an accurate reflection of the meeting.

119   COUNCIL FEES & CHARGES POLICY 2019/20

The Director, Financial Services provided the Cabinet with a report, setting out the proposed revisions to Council fees and charges levels for the financial year 2019/20, all to be effective from 1st April 2019 or as soon as is practicable thereafter

The Director, Financial Services reported on the results of the review undertaken by Cabinet in respect of the Councils proposed fees and Charges for the 2019/20 financial year, highlighting the reviews objective of continuing to

provide a comprehensive range of quality services at affordable prices.

Members were advised that the outcome of the review was a proposed 2.90% standard increase to fees and charges (allowing for rounding adjustments as appropriate) with the exception of a number of areas that were proposed to be subject to specific treatment. The Director referred members to table 1, set out in section 5 of his report which provided a Summary of the proposed fees and charges not subject to the proposed standard increase.

Members were advised of the details in respect of Meals on Wheels, Day Centre Meals, and Houses in Multiple Occupation. The Director advised that the total estimated income that would be generated by the proposals outlined within the report would be £42k in a full year. Before concluding his report the Director also referenced previous Cabinet decisions approved in relation to fees and charges during the 2018/19 financial year which would be incorporated into the Council's 2019/20 proposed Budget Strategy.

The Leader of the Council thanked the Officers for the report and commented on the proposed 2.90% standard increase to fees and charges, which he commented was a reasonable amount. The Leader commented on the freezing of charges as highlighted within the report, following consideration of the feedback received from the Budget consultation process.

The Deputy Leader welcomed the freeze to school meals and also spoke of the rationale for the proposed schedule of fees in respect of Houses in Multiple Occupation, referencing the regulation and enforcement schemes in place in relation to HMOs needed to be undertaken by the Authority.

Other Members also spoke positively on the proposed charges for HMOs commenting on the need to ensure that the young people within the County Borough were given the highest standard of accommodation, with the Council ensuring health and safety for the students and their wellbeing was catered for by the respective landlords. Reference was also made to the Treforest Property Accreditation Scheme, where properties within this accreditation would receive a 10% reduction.

Following discussions it was **AGREED**:

1. To approve the proposed revised levels for all areas of the Council's fees and charges as set out at section 5 of the report and detailed at Appendix 1 of the report.

2. To build the net budgetary impact (£42K for 2019/20) into the budget strategy proposals for consideration by Cabinet and Council as appropriate.

3. To note the fees and charges decisions already approved and included in the 2019/20 proposed budget strategy (as outlined in paragraph 5.5 of the report)

120   THE COUNCIL'S CAPITAL PROGRAMME 2019/20 - 2021/22

The Group Director, Corporate & Frontline Services provided the Cabinet

with a report outlining the Council's three year Capital Programme for 2019/20 – 2021/22 which if agreed, would be presented to Council on 6th March, 2019.

Cabinet Members were referred to Appendix A of the report, where the draft three year Capital Programme was outlined.

The Group Director explained that the core programme had been maintained at £15.934M per year and that the three year capital programme presented was fully funded. A risk remained that the projected capital receipts would be less than anticipated but it was assured that capital receipts projections would continue to be closely monitored. The Group Director continued to advise that the proposed capital programme for 2019/20 to 2021/22 represented a total investment of £173.202M and continued to provide detail of this investment.

Cabinet Members were referred to section 5 of the report, where the additional investment and earmarked reserves were outlined. Section 5.3 highlighted the results of a detailed risk assessment of earmarked reserves and provided a view on the extent to which any amounts could be released. Members were advised that the total amount of reserves identified to be released amounts to £6.740M.

The Group Director referred Members to the table outlined in section 5.7 which identified the specific areas where investment is proposed, as in accordance with the overarching objectives and aims of the Corporate plan:

- Highways & Roads

- Highway Structures

- Park Structures

- Making Better Use/Traffic Developments

- A4119 Dualling

- Land Drainage

- Bryn Pica Eco Park

- Empty Property Grants

- Town Centre Maintenance Grants (revenue project)

- Schools

- Extra Care

- Parks

- Play Areas

- Skate Parks / multi use Games Areas

- Cemeteries

- Leisure Centres Enhancements

- King George V Track

The Leader spoke positively on the proposed Capital investment which aligned with the priorities of the Councils Corporate plan, commenting on the potential for future grants to come forward following recent discussions with the First Minister. The Leader commented on a number of new investment areas identified in the report, referencing Bryn Pica Eco Park and the investment to cemeteries, following a review of the service.

The Deputy Leader commented on austerity and the pressures facing the Council and many other Local Authorities across Wales, although she highlighted that that no other Local Authority was able to invest in key service areas like RCT and reiterated her thanks to the work of the Leader, Chief Executive, Group Director, Corporate & Frontline Services and the finance officers involved.

Following discussions it was **AGREED:**

1. To propose the attached three year capital programme at Appendix A of the report to Council on the 6th March which includes:

    I.   A review and proposed release of earmarked reserve balances as detailed in paragraph 5.3 of the report;

    II.   Proposed investment priorities as detailed in paragraph 5.7 of the report;

    III. The Council's core capital programme;

    IV.   The Council's total capital programme including additional non core funding

121   THE COUNCIL'S 2019/20 REVENUE BUDGET

The Group Director, Corporate & Frontline Services presented his report to Members which provided Cabinet with information in respect of the 2019/2020 local government settlement, the outcomes of the general budget consultation exercise and feedback from the pre-scrutiny activity undertaken by the Finance & Performance Scrutiny Committee, to assist with Cabinet's deliberations, prior to constructing the revenue budget strategy for the financial year ending 31st March 2020, which it needed to recommend to Council, for approval.

Members were referred to Appendix A of the report, which set out a proposed budget from the Council's Senior Leadership Team, following consideration of the local government settlement, which had been received on the 19th December 2018. The Group Director advised that the Senior Leadership Team discussion paper contained key elements of a balanced revenue budget strategy for 2019/2020.

Through his report, the Group Director was able to provide Members with details of the potential financial effects on Rhondda Cynon Taf and its Council Tax payers, including an exemplification of a high level budget requiring a Council Tax increase of 3.6%.

Reference was made to the Medium Term Financial planning and Service Transformation Reserve and the Group Director confirmed that the Council have

been able to increase the level of transitional funding available and the latest position is that this reserve has now increased to £4.840M (additional in year savings to date of £0.175M).

The Group Director advised of the recent base budget updates with specific reference to potential adjustment for South Wales Fire & Rescue Service Levy and the additional costs of the firefighter pension fund, which if not funded by central government, could be subsequently passed on to constituent authorities. The Group Director advised that depending on the outcome of this decision the strategy report presented to Council would reflect the higher value for the levy.

Members attention was also drawn to the teachers pension which had not been included in the budget position as confirmation was still awaited on the quantum and timing of funding to cover the cost implications. It was added that if no confirmation is received prior to the final budget setting then an additional 'temporary' allocation would be made from transitional funding or other earmarked reserves to cover this and any impact from an amended Fire Service levy.

The Group Director concluded his report by drawing Member's attention to the Consultation process that had been undertaken in relation to the budget, with Members being advised that the consultation ran from the 5th November, 2018 to the 17th December, 2018 and engaged over 4000 people. The Group Director also referenced the Pre-scrutiny that had been undertaken in respect of the Budget.

The Leader spoke on the proposed budget strategy and commented on the positive position the Council were in due to prudent managing of the budget throughout the year, efficiency making and remodelling of services. The Leader added that Rhondda Cynon Taf's Council Tax would be one of the lowest in Wales, advising Members of recent Council Tax announcements in adjoining local authorities. The Leader highlighted that the proposed figure of 3.6% was lower than some of the suggested Council tax settings suggested by the public during the consultation process.

The Leader referenced the school budget uplift adding that due to the improved final settlement and the priority to support schools the Council were now proposing a £5.200M cash uplift. He also referenced the uncertainty with the teachers' pension and the Firefighters pension and stressed that the issues had been raised with Welsh Government.

The Deputy Leader also addressed her concerns in respect of the teachers' pension which had been highlighted at the recent meeting of the School Budget Forum. The Deputy Leader continued by speaking positively of the budget consultation process and the valuable feedback gained through the process and the opportunity for Cabinet to speak with residents of RCT on what services matter to them. The Deputy Leader also took the opportunity to thank the Finance & Performance Scrutiny Committee for the pre-scrutiny undertaken in respect of the budget strategy.

Following discussions it was **RESOLVED**:

1. To note that the procedures relating to revenue budget construction, the budget consultation process, and reporting to Council, are laid

down in the "Budget and Policy Framework", contained within the Council's Constitution.

2. To adopt the draft 2019/2020 revenue budget strategy, detailed in the Discussion Paper labelled 'Appendix A', as the basis of the revenue budget strategy for the financial year ending the 31st March 2020, that it would wish to recommend to Council, subject to consideration of the results of the general budget consultation exercise and feedback from pre scrutiny by the Finance & Performance Scrutiny Committee.

3. The draft timetable for setting the 2019/2020 revenue budget, reproduced at Appendix A2 of the report.

4. That the Council continues to support the medium term financial strategy aimed at maximising ongoing efficiency in service delivery, targeted service transformation and other changes that maintain the financial integrity of the Council whilst still aiming as much as possible to protect jobs and key services.

5. To authorise the Group Director for Corporate and Frontline Services to incorporate any further decision of Cabinet and Council, as appropriate, into the Budget Strategy with a consequential adjustment made to the use of transition funding.

122   **N.B FOR INFORMATION: TO RECEIVE AN UPDATE ON THE LEADER'S SCHEME OF DELEGATION FOR THE 2018-19 MUNICIPAL YEAR**

Members noted the updated Leaders Scheme of Delegation for the 2018-19 Municipal Year in respect of the changes to:
- SACRE Membership change – County Borough Councillor M Fidler-Jones replacing County Borough Councillor M Griffiths
- Strategic Culture & Arts Steering Group – Amendments to the Terms of Reference
- Addition of the RCT Twinning Association Steering Group.

This meeting closed at 11.05 am   **Cllr A Morgan**
                                                                                    Chairman.

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

CABINET

19th MARCH 2019

COUNCIL CORPORATE AND SERVICE SELF ASSESSMENTS

REPORT OF THE CHIEF EXECUTIVE IN DISCUSSION WITH THE LEADER OF THE COUNCIL (COUNCILLOR ANDREW MORGAN)

AUTHOR: Chris Bradshaw: 01443 424026

1. **PURPOSE OF THE REPORT**

1.1 The purpose of the report is for Members to consider the corporate and service self assessments of the Council for 2018.

2. **RECOMMENDATIONS**

It is recommended that the Cabinet:

2.1 Review the corporate self assessment and consider whether it is an accurate and robust reflection of the position of the Council and its services.

2.2 Require the Chief Executive to make any appropriate adjustments and to present this report to the Finance & Performance Scrutiny Committee for their review at the next possible meeting.

2.3 Request that the areas for improvement identified in the corporate and service self assessments are incorporated into the Council's Corporate Performance Report for 2018, which is audited by the Wales Audit Office.

3 **REASONS FOR RECOMMENDATIONS**
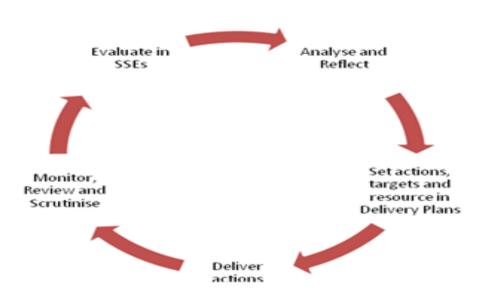
3.1 To continue to improve the Council's corporate and service planning processes that result in better, more efficient and effective public services.

4. **BACKGROUND**

4.1 All organisations, whatever their size, the product or service they offer, public or private sector, need to know themselves well, identify their agenda for improvement, promote innovation and sector-leading

practice and improve the quality of their products and services to meet the changing needs and demands of their customers or service users.

4.2   The basis of this process is called self evaluation or self assessment. Crucially, in the public sector, where the self assessment process focuses on impact and outcomes of the services being delivered, it leads to improvements in the experiences and the outcomes for the service user, whether that is, for example, educational outcomes of learners or enabling more older people to live independently in their own homes.

4.3   Self assessment is a process, not a one-off event. It is the first, essential step in a cyclical process of bringing about change and improvement. It is based on professional reflection, challenge and support among practitioners and professionals. Effective self assessment involves taking wide-ranging decisions about actions which result in clear benefits for all service users. Most of all, it is about striving for excellence within the resources available.

4.4   At the heart of self assessment are three questions:

- **How well are we doing?**
- **How do we know?**
- **How can we improve things further?**

4.5   While every aspect of the Council's provision is a legitimate focus for self assessment, the emphasis should always be on outcomes, i.e. on an evaluation of the impact of each aspect of service provision on the outcomes for the customer/resident/user etc.

4.6   The process of self assessment should be **continuous** and an embedded part of the Council's working life. Self assessment should be based on a wide range of information about strengths and areas for improvement which is collected throughout the year (though it will often be appropriate to conduct some aspects of self assessment at longer intervals, and not necessarily each year). The Council and its partners should use information from self assessment to plan for improvements, to undertake improvement work and to ensure a regular cyclical process of monitoring and evaluation that leads to further improvement.

The diagram below shows the cyclical nature of effective self assessment:

4.7 This is the fourth year the self assessment process has been undertaken. Over the past few months, Cabinet Members, officers and staff from across the Council have contributed to the corporate and service self assessments. There is no single formula or approach for self assessment. The services we provide can vary from simple stand alone provision to complex processes, frequently requiring highly effective partnership and collaborative working arrangements, with the Council at the core. However, a standard model of service self assessment has been adopted building on the model developed last year. A copy of the model adopted is in Appendix A.

4.8 The corporate self assessment considers the performance of the corporate body of the Council. The corporate self assessment was based on the Wales Audit Office questions that are posed to local authorities as part of the WAO's Corporate Assessment audits. At the centre of the corporate self assessment undertaken in 2018 are the following questions:

1. Is the authority making progress on achieving its planned improvements in performance and outcomes?

2. Does the authority's vision and strategic direction support improvement?
3. Do the authority's governance and accountability arrangements support robust and effective decision making?
4. Is the authority managing its resources effectively to deliver its planned improvements in performance and outcomes?
5. Are the authority's collaboration and partnership arrangements working effectively to deliver improved performance and outcomes?
6. Is the authority effectively managing its improvement programme?
7. Is the authority effectively managing its public body duties for the implementation of the Well-being of Future Generations Act?
8. Is the authority effectively implementing the Welsh Language Standards

4.9   The completed Council corporate self assessment, is set out in Appendix B.

4.10   The service self assessments have been challenged, reviewed and signed off by the respective Cabinet Member and the Group Director, and have been subject to an independent challenge by the Chief Executive. A list of the service areas that have completed a service self assessment are listed in Appendix C.

4.11   The outcome of the service self assessment is that each service area has to:

- Set out 5 key priority actions it will deliver in 2019/20;
- Set out a small number of performance measures and targets from which Members and officers can assess the performance of the service.

4.12   This information will form the basis of a Delivery Plan for each service for 2019/20 and which will form the basis of the Priority Plans reported to Cabinet and the Scrutiny Committees each quarter. The actions arising from the corporate self assessment process will not be included in a separate action plan but are incorporated within the Delivery Plans of individual services.

5   HOW WELL ARE WE DOING AND HOW DO WE KNOW?

5.1   The performance of the Council has improved consistently over the past few years. This improvement has been evidenced in particular in education, homelessness, waste management, social services and highways services. The number of national performance indicators has been reduced by Welsh Government and little progress has been made

in introducing alternative measures. Therefore, often consistent and accurate comparative information is limited and so our focus has been on improving the Council's performance based on the range of historical indicators.

5.2   The continued improvement is driven by the strong and focused leadership from the Leader and Cabinet. It is evident that good progress is being made in delivering the majority of the commitments set out in the Corporate Plan. Over the course of the next year, the Corporate Plan will be reviewed and through the engagement of Scrutiny Committees, residents and staff, will be updated to set out the ambitions for the five years to 2025.

5.4   Political leadership of the Council has been stable for a number of years, and this has led to consistency in managing the necessary reductions in public sector funding, maintaining a strong financial base and a focus of improvement in service delivery. In a previous Annual Improvement Report, the Wales Audit Office reported *that "With a strong corporate focus upon the effective use of its resources, supported by strengthened service planning and governance arrangements, the Council is well placed to overcome some significant future challenges".*

5.5   The Wales Audit Office in its report *"Scrutiny: Fit for the Future"* recognised the progress made by the Council in improving its political scrutiny arrangements and made five proposals for improvement to further strengthen the arrangements. These proposals are being addressed, working with the Chairs and Vice-Chairs of the scrutiny committees.

5.6   The Council continues to seek to improve its approaches to community engagement. This is beginning to have some success with the recent budget consultation with over 4,000 individuals providing their views on how the Council should set its 2019/20 budget, well over double the number that participated in the prior year.

5.7   The capacity of the Council is enhanced by sound financial management and capable senior officers. The Council has robust arrangements in place to develop and implement savings plans to manage the reduction in public sector funding and has a track record of delivering the plans to ensure the Council delivers a balanced budget each year.

5.8   The Council has continued to challenge its use of earmarked reserves and the level of risks, and coupled with its proactive approach to generating efficiency savings early in the financial year has enabled the Council to release a further £33.5 million in 2018 to be invested in key infrastructure projects, focused on "investing for the future". The Council has a three year capital programme exceeding £200m and can demonstrate that spend and investment follows policy and corporate

prioritisation, for example in relation to Education (21st Century Schools), accommodation for the elderly and adults with disabilities, Wellbeing (leisure, parks, playgrounds), Waste Management, Highways and Children's services.

5.9   The Council has strengthened its performance management framework during the year and sought to ensure that it is consistently applied. Steps have been taken to improve the self assessment process; the quality of service and action planning through new Delivery Plans; and the creation, monitoring and evaluation of individual staff development plans, currently being rolled out to officers graded GR11 and above.

5.10   The recruitment, development and management of our staff has also been effective over the past few years, managing a reducing workforce yet still investing in the development of staff and the appointment of graduates and apprentices to the Council. Over the past two years over 80 graduates and apprentices have been appointed, creating excellent job and training opportunities across a range of key service areas. Progress has been made during the year to improve the productivity of the Council's workforce through improved sickness absence management, however the level of sickness absence varies significantly between services and in some services is still too high. A small team of HR specialists is working with the services with the highest sickness rates and through a range of approaches, the sickness levels have fallen.

5.11   The Council has made good progress in reducing office accommodation as part of its Asset Management Plan.   The Council's office accommodation has already been reduced by over 20% and further opportunities to maximise occupancy of existing buildings are being explored. The roll out of agile working is making good progress, with some of our larger frontline services adopting agile working approaches reducing accommodation requirements of this group of staff and improving their productivity.

5.12   A priority continues to be the need to digitalise as many as possible of the Council's services to provide the customer experience now expected by the public. More resident and business transactions with the Council are available on-line, with 86.7% of all contact with the Council being via the website, and plans are being implemented to offer more transactions/services on-line.

5.13   Regeneration is a priority for the Council, and through effective working with Welsh Government, a number of schemes that impact on our town centres and employment sites are being developed and implemented. Good examples, include the large Department of Work and Pensions regional office being built on Treforest Industrial Estate, the transport hub in Porth and the planned improvements to the town, the major developments in Pontypridd, the former Black Lion public house and

Boot Hotel being renovated to offer housing, retail and restaurant space in Aberdare and the introduction of the town centre improvement grants which have been a success in Mountain Ash, Treorchy and Tonypandy. This is coupled with the recent investment in a number of major highways and rail schemes, funded by the Council and Welsh Government, which will have a significant impact on the town centres of Porth, Treorchy, Mountain Ash and Llantrisant.

5.14   The Council is also shortly to see the benefits of the Cardiff Capital Region City Deal with the announcement of the significant investment in the Valley Lines in October 2018, a planned investment in a new railway station at Treforest Industrial Estate, an increase in park and rise facilities and the new Metro Depot being developed at Nantgarw, which will host the 200 apprenticeship posts offered by the new Metro provider.

5.15   The Council shows good community leadership in its full engagement in Cwm Taf Public Services Board. The Council is working effectively with its partners to introduce the requirements of the Well-being of Future Generations Act and the Social Services and Well-being Act (Wales). It has an open culture with good working relationships between councillors, officers and partners.

5.16   The Council is also using partnerships to help deliver its own strategic plans. Priorities are based on a sound understanding of local needs, which have been developed with the help of effective research and consultation exercises. Shared priorities, in particular, are benefiting from closer partnership working, for example, in the areas of community safety and health. A good example is the StayWell@home early intervention service in the two A&E hospitals with social workers working from 8am to 8pm alongside medical staff in the initial assessment of possible A&E admissions and being based in the hospitals focused on ensuring an early but safe discharge from hospital. This has had a major impact on the Council's delayed discharges of care performance indicator where we have improved from one of the worst in Wales to being in the top three performing councils.

5.17   This is a positive initiative, however, there are still other opportunities to improve the way we interact with our partners such as Mental Health Services for children and adults. It is important that the Council continues to prioritise these issues and takes the lead on delivering the necessary change/improvement as part of the Public Services Board.

5.18   The Corporate Assessment has sought to challenge the status quo and deliver an accurate appraisal of the Council. Within each section there are a number of potential areas for improvement and the associated action will be included in the respective Corporate Service Business Plan.

5.19   These actions will be monitored by the Senior Leadership Team quarterly and a summary shared with the Cabinet.

6   <u>HOW CAN WE IMPROVE THINGS FURTHER?</u>

6.1   The key priority areas for improvement identified as part of the Corporate Self assessment are to:

- Through the requirements of the Well-being of Future Generations Act, accelerate the implementation of the Council's individual as well as its statutory partnership duties through the delivery of the Cwm Taf Well-being Plan, to deliver better outcomes for the people in RCT and Cwm Taf and improve the joint planning and delivery arrangements;
- Continue to focus attention on areas where the Council's performance, when compared to other councils in Wales, is amongst the worst, e.g. school attendance and numbers of children looked after.
- Continue to gather and understand the views, needs and aspirations of residents to provide inform and support decision making at all levels of the Council;
- Continue to strengthen the Scrutiny arrangements to further support service delivery and improvement, in response to the recent WAO report;
- Continue to review the governance arrangements to ensure they are supporting improved challenge, support, scrutiny and pre-scrutiny across the Council;
- Continue to improve the productivity of staff through effective staff absence management, and through the better use of technology in the workplace;
- Continue to implement the Council's Digital Strategy, encouraging more residents and businesses to communicate/transact with the Council on-line. This also includes the Council making better use of data through simplifying data collection systems and making certain data available to the public as part of the Government's Open Data expectations;
- Continue to challenge and review the collaborative arrangements to ensure that they are fit for purpose and have the capacity to deliver;
- Further strengthen the performance management arrangements in order that they increase accountability for performance and continue to improve the scrutiny and challenge processes.

7   EQUALITY AND DIVERSITY IMPLICATIONS

7.1   An Equality Impact Assessment is not required with regard to the corporate and service evaluations.

8   CONSULTATION

8.1   One of the key areas of challenge in the corporate and service self assessment has been to seek residents/customers/service users views on the services provided. During 2018 the Council and its services have sought residents/customers/service users' feedback on the services we provide, through various means. This information is being used by individual services to inform how they plan and deliver services. This continues to be an area for improvement and will be developed further in 2019.

9   FINANCIAL IMPLICATION(S)

9.1   There are no financial implications aligned to this report. Any investment required to address any of the recommendations will be reported and considered separately.

10   LEGAL IMPLICATIONS

10.1   There are no legal implications aligned to this report.

11   LINKS TO THE CORPORATE AND NATIONAL PRIORITIES AND THE WELL-BEING OF FUTURE GENERATIONS ACT

11.1   This report seeks to identify how well the Council is performing and what needs to improve in accordance with the requirements and aspirations of the Council's Corporate Plan and to establish its progress in meeting the requirements of the Well-being of Future Generations Act to improve the Economic, Social, Environmental and Cultural Well-being of the people and communities of RCT.

12   CONCLUSION

12.1   The Council has undertaken its fourth annual corporate and service self assessment of its services to better inform its improvement planning arrangements to ensure it delivers its services efficiently and effectively. Services use this information to inform and improve the planning and delivery of key services. This improvement is reflected in many of the performance measures.

Other Information:-

Relevant Scrutiny Committee:

Finance & Performance Scrutiny Committee

Background Papers:

None

Contact Officer

Chris Bradshaw – 01443 424026

LOCAL GOVERNMENT ACT 1972

AS AMENDED BY

THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

CABINET

19th MARCH 2019

REPORT OF THE CHIEF EXECUTIVE IN DISCUSSION WITH THE LEADER OF THE COUNCIL (COUNCILLOR ANDREW MORGAN)

Item: **COUNCIL CORPORATE AND SERVICE SELF ASSESSMENTS**

Background Papers:

None.

Officer to contact: Chris Bradshaw 01443 424026

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Service Self Evaluation 2018
to inform
2019/20 Delivery Planning

Service	
Head of Service	
Service Director sign off & date	
Group Director sign off & date	
Portfolio Holder sign off & date	
Date of version for publication on Intranet	

For help and guidance on completing the Service Self Evaluation for 2018 go to the Performance Management pages on Inform or alternatively contact your Group Performance Co-ordinator

To complete the 2018 SSE, you will need to refer to the SSE you completed in 2018 version and consider how you can evidence change or progress since then. Your 2017/18 Delivery Plan monitoring will help you to do this.

All 2017 SSEs can be found on the Inform Performance Management SSE webpage.

NB Deadlines

31st October 2018
Final Version of Service Self Evaluation to completed and signed off by Group Director, Cabinet Portfolio holder and returned to Performance Management Coordinator.

All completed Service Self Evaluations will be published on Inform.

N.B. Delivery Planning for 2019/20 will start in early November 2018.

Background – Brief explanation of the structure and function of the service
Please set out what, if anything, about the structure and/or function of the service has changed since completing the 2017 SSE. This may be as a result of service change, management restructure, relocation/co-location or changes in staff resources. If available, please attach a structure chart and highlight changes.
Update:

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Section 1 – How well is the service contributing to and delivering outcomes for the community and how do you know?		
1.1	**What is the service's performance trend and how does the service compare with other Councils using relevant latest national comparators?** Page 27	This question is about performance, service delivery, risk management & performance data. *Please ensure you provide evidence for your update.*
The service should indicate: • how well services are currently delivered. • what performance trends show over a range of measures and time, if targets have been met and how they compare with other Welsh Councils e.g. quartile and average. • if it is collecting the right, robust data/PIs to inform decision making. • how it analyses data/PIs to inform decision making. • how its work complies with any statutory requirements. • how well it identifies and manages risk. • the extent to which any recommendations arising from regulatory reviews or inspections have been addressed, including reports to audit & overview and scrutiny committees. • what progress has been made since the last service self evaluation.		**Potential sources of evidence** • Performance indicators • Benchmark data • Priority and Improvement plans • Annual Performance reports • Internal/external audit & regulatory reports
Judgement 2017 -		
Judgement 2018 -		
Evaluation:		**Evidence** please include hyperlinks to any relevant Council papers
Potential Areas for Improvement		

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1.2	**What has the service done to** • **better understand the needs of our residents?** • **improve engagement and involvement with residents?**	This question is about engagement, **involvement** of residents.
The service should indicate: • how it knows if it is meeting residents' needs effectively. • if it involves residents/service users in the development of future service delivery. • how it knows if residents and service users are satisfied with the service e.g. type, quality, speed of provision. • how it uses views and experience of residents/service users, both users and non users, to shape services. • methods of engagement used e.g. online, face to face, focus group. • if it consults/involves the whole community and a wide variety of stakeholders, including hard to reach groups. • How it feeds back the results of consultation and engagement and any outcomes arising to residents/service users • what progress has been made since the last service Self Evaluation.		**Potential sources of evidence** • Completed questionnaires, user satisfaction or resident surveys • Focus groups of service users/citizens' panel • Feedback from Council events • Corporate Feedback scheme • Council reports • Feedback from service users on service change proposal/impact • Consultation strategy

Judgement 2017 -

Judgement 2018 -

Evaluation:	**Evidence** *please include hyperlinks to any relevant Council papers*

Potential Areas for Improvement

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1.3	What has the service done to improve communication with residents?	This question is about how the service communicates with residents.
The service should indicate: • how it provides clear information about service provision/standards, in particular the effect of changes. Do residents know what services are available and how to access them? • the ways in which it communicates with residents taking into account their preferences e.g. web based, social media or face to face. • how it ensures information is kept up to date. • the effectiveness of any signposting arrangements in place with partner organisations and community groups		**Potential sources of evidence** Web links Community events Posters Use of Social Media Flyers Payroll inserts
Judgement 2018 -		
Evaluation:		**Evidence** *please include hyperlinks to any relevant Council communications*
Potential Areas for Improvement		

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1.4	**How _well_ do we collaborate with other organisations and/or ensure-integration to achieve shared goals?** *You should focus on effectiveness of partnership working and potential gaps/opportunities.*	This question is about working together effectively with others and how well we **integrate** our priorities with those of our partners. Your responses will help you to demonstrate that you are working sustainably.

The service should indicate:	**Potential sources of evidence**
• what has been achieved through working in partnership (value added) • to what extent it can evidence partnership arrangements are leading to/delivering improved outcomes for the residents of Rhondda Cynon Taf. • if it reviews service planning with partners and community organisations to ensure no duplication/integrated services • if appropriate commissioning, governance, financial and monitoring arrangements are in place. Do they need to meet external requirements? • if it has enabled communities to develop self-help and social enterprise initiatives. • any opportunities and barriers to working with other internal services. • what progress has been made since the previous service self evaluation.	• The results of collaborations with others • Trend analysis of partnership performance data over time • Annual Performance reports from partnership bodies • Regulatory reports • Community Groups established inc *RCT Together*

Judgement 2017 -

Judgement 2018 -

Evaluation:	**Evidence** *please include hyperlinks to any relevant Council papers*

Potential Areas for Improvement

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1.5	**Since 2017, how has the service improved its Welsh Language provision?** *NB information provided in this section will be used to inform the annual Welsh Language Standards Compliance Report to the Welsh Language Commissioner*	This question is about Welsh Language provision and answers also need to address compliance with Welsh Language Standards
The service should indicate: how well it provides its services through the Welsh Language. To what extent does it comply with the new Welsh Language Standards and how gaps are being addressed. Responses may include information on: • the availability of publications, correspondence, face to face interaction, telephone calls, meetings and reception services in Welsh as well as English. • if/how services in Welsh are actively offered/promoted and encouraged and the use of Welsh is facilitated in the workplace. • any public complaints and/or formal Commissioner investigations regarding provision of services/information in Welsh. • effective systems in place for recording and analysing Welsh Language usage and service requests • opportunities for people to use the Welsh language introducing or revising policies or awarding grants. • any appropriate targets and effective recruitment and training and development in place to ensure staff have language skills at a level suitable for their role, including spoken and/or written Welsh. • what progress has been made since the previous service self evaluation.		**Potential sources of evidence** • Training records • Data available from equalities monitoring, • Service requests • Complaints and satisfaction levels and how they are dealt with
Judgement 2017		
Judgement 2018		
Evaluation:		**Evidence** *please include hyperlinks to any relevant Council papers*
Potential Areas for Improvement		

1.6	Since 2017, how has the service further developed inclusive, equal and fair service provision for all?	This question is about equality to access of services and fair treatment for our residents
The service should indicate: • if they are currently, or taking steps to, monitor access to and satisfaction with services in relation to groups of people that may experience inequalities in society e.g. people with disabilities, people affected by poverty etc… • how it monitors and effectively addresses any issues, complaints or any instances of bullying or harassment in respect of service delivery, including specific instance of discrimination. • if appropriate equality training is provided for staff. • what equality impact assessments have been undertaken for any service change • any other progress or changes since the previous service self evaluation in relation to accessibility of service provision, location and buildings.		**Potential sources of evidence** • Data available from equalities monitoring • Equalities strategy and polices in place inc Council's Strategic Equality Plan • Survey Results • Equalities monitoring for recruitment and employment • Information on the accessibility of Council services • Complaints and satisfaction levels and how they are dealt with • Equalities Impact Assessments
Judgement 2017 -		
Judgement 2018 -		
Evaluation:		**Evidence** *please include hyperlinks to any relevant Council papers*
Potential Areas for Improvement		

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1.7	**Please provide information about what biodiversity initiatives you have considered, started or planned since your last SSE in 2017. This would include staff training/awareness raising** *Biodiversity is the variety of life on earth, and includes all species of animals and plants and the natural systems that support them.*	This question is about considering positive and negative impacts of Biodiversity within services.
This might include – • how service delivery affects habitats, species and natural systems e.g. air, water, light & noise pollution, pest control, planning & regeneration. • how biodiversity law informs the service e.g. protected species, special sites, environmental crime. • opportunities for staff/service users to interact with or learn about nature e.g. training, community projects, outdoor education, play schemes. • how biodiversity is considered in the planning and delivery of infrastructure improvements e.g. structures, routes. • how biodiversity is considered in land and building management e.g. building management, grass maintenance, emergency procedures, invasive species, leases. • where biodiversity is considered as an asset in RCT e.g. in promotions, engaging residents, events, tourism. • how biodiversity is considered as part of wider sustainable actions e.g. in procurement, investments, grants, auditing or global responsibility. • how biodiversity is considered in service planning and design(e.g. City Deal, Local Transport Plan, 21st Century Schools, RCT Together.	**Potential sources of evidence** • protocols for works • planning conditions and S106 • specifications in contracts • examples of projects • policies • publicity material
Evaluation of progress since 2017	**Evidence** *please include hyperlinks to any relevant Council papers*
Potential Areas for Improvement	

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Section 2 – To what extent is Leadership and Management supporting service delivery and improving outcomes for the community?		
2.1	**How clear is our strategic direction and what is the impact of Leadership on the service?**	This question is about strategic direction, service planning, leadership & management
The service should indicate: • if it has clear priorities that are focused on meeting the needs of customers, residents or service users. Are they being implemented and monitored in a timely way? • how it supports corporate and partnership priorities where relevant. • how it takes account the requirements of relevant legislation e.g. Well-being of Future Generations Act, Social Services & Wellbeing Act • if it is supported to achieve its priorities through effective leadership. • to what extent it can evidence it has a culture which promotes. performance and accountability and delivers continuous improvement. • if it sets challenging targets with clear accountability. • how well elected Members are kept informed about issues that are facing the service. • how well it is directed and challenged by elected Members through Cabinet and Scrutiny. • what progress has been made since the previous service self evaluation.		**Potential sources of evidence** • Outcomes from partnership working • Delivery plan • Case studies which demonstrate how a project has considered contribution to the seven Well-being goals and the 5 ways of working • Quarterly monitoring • Meeting minutes and actions • Joint working structures, minutes, outcomes
Judgement 2017 -		
Judgement 2018 -		
Evaluation:		**Evidence** *please include hyperlinks to any relevant Council papers*
Potential Areas for Improvement		

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2.2	How is the service planning for the future? To what extent is the service considering innovation and longer term planning to adapt to future risks and opportunities?	This question is about innovation and change, long-term thinking and sustainability.
The service should indicate if/how:		**Potential sources of evidence**

The service should indicate if/how:

- effectively it is using data to predict future trends.
- it considers the long term effects of its actions in service planning and delivery.
- long term effects are balanced with the current needs of residents/clients.
- it is planning to adapt to future risks and opportunities e.g. ageing population, climate changes, technological advances, political change.
- it is changing to become more proactive to prevent problems from occurring or getting worse.
- it has fully evaluated the impact of any service changes on the community and effectively mitigated any negative or unintended consequences of changes.
- it innovates and take calculated risks to improve service delivery e.g. collaborative working.
- it uses the information it has available e.g. data, inspection, consultation and other feedback to challenge what it does.
- it utilises and applies best practice, including outside Wales/local authorities where relevant.

Potential sources of evidence

- Residents feedback
- External inspection and or evaluation
- Population/ Needs Assessments
- Population Estimates
- Equality Impact Assessments
- Research & Policy Documents
- Information from external audit/ inspection/ improvement studies

Judgement 2017 -

Judgement 2018 -

Evaluation:	**Evidence** *please include hyperlinks to any relevant Council papers*

Potential Areas for Improvement

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2.3	What steps has the service taken to maximise and improve the well-being of its staff?	This question is about people management, workforce planning and supporting and enabling staff to deliver the Council's priorities.
The service should indicate if/how it • develops staff in order for the workforce to fulfil its potential by having the required, resilience and capability to meet future challenges and opportunities. • supports health and well-being to maximise attendance • facilitates a healthy workforce, working in safe environments within a culture that encourages staff. • supports staff well-being to enable them to achieve their best at work.		**Potential sources of evidence** • Use of positive HR policies e.g. Flexible/agile working • Positive attendance management e.g. facilitating early return to work • Workforce/succession/planning • Team meeting minutes/updates • Team building events • Staff PDRs/action plans • 121s/Supervision • Staff surveys
Judgement 2018		
Evaluation:		**Evidence** *please include hyperlinks to any relevant Council papers*
Potential Areas for Improvement		

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2.4	**How well does the service manage its resources and provide value for money?**	This question is about efficiency & effective resource management, including finance, procurement, accommodation, digitalisation, agile working

The service should indicate if/how:	**Potential sources of evidence**
• resources are allocated to reflect agreed priorities. How are spending decisions made. • resources are managed sustainably e.g. diverting resources to prevention initiatives, invest to save, development of social enterprise initiatives. • systematic and accurate budgeting arrangements are in place. • effectively income is generated, including funding other than the Welsh Government. Are there opportunities to sell more services? • services and goods are procured/commissioned to ensure value for money. • it is making best use of accommodation, equipment and technology to improve efficiency e.g. agile working, digitalisation. • well used partnership and collaborative arrangements are to make the most efficient and economic use of resources e.g. joint commissioning, joint procurement, shared service delivery. • what progress has been made since the previous service self evaluation.	• Outcome of Wales Audit Office (WAO) Studies • Additional funding being secured to undertake planned initiatives • Delivery plans • Project action plans and evaluations • Service Asset Management Plans • Cost/Benefit analysis • Budget monitoring • Digitalisation Plans • Agile Working Plans

Judgement 2017 -

Judgement 2018 -

Evaluation:	**Evidence** *please include hyperlinks to any relevant Council papers*

Potential Areas for Improvement

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Section 3 - What needs to improve and next steps

These are the priorities that will appear in your 2019/20 Delivery Plan

When completing this section, consider the **'Potential Areas for Improvement'** *that have been identified in Sections 1 and 2*

3.1	**Key Service Priorities for 2019/20** ***These may have been carried over from 2018/19***	This section identifies the key priorities for the service in 2019/20, which will appear in your Delivery Plan. These actions may also contribute more directly to the delivering the Council's Corporate Priorities and will be monitored in the Quarterly Performance Reports.

3.2	**Key measures that will help to accurately measure performance in this service**	This section identifies the existing key performance measures which will be reported in your 2019/20 Delivery Plan.

3.3	**Additional data/information requirements to be developed to accurately measure the performance in this service**	This section sets out any new measures that need to be developed and/or implemented. It may also include non PI evidence, e.g. WAO findings

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Rhondda Cynon Taf –Corporate Assessment-2018

1. Is the Authority making progress on achieving its planned improvements in performance and outcomes? **Th Council is making positive progress in its planned improvements in performance and outcomes and is clear where is needs to focus action to continue to support and challenge.**	
Response to Areas for Improvement 2017 – The Council has 1. continued to be an active partner in the development and delivery of the Cwm Taf Well-being Plan and the associated work streams. 2. continued to focus on areas where the Council's performance, when compared to other Councils in Wales needs to improve 3. has made very good progress against the priorities of the Corporate Plan. In particular investing in improving the quality of services, assets, both physical and people through a comprehensive investment programme 4. continued to strengthen the challenge and support of Service Delivery through greater transparency and use of data and information and also target setting which was reviewed by **Finance and Performance Scrutiny on 24 September**. 5. further developed the Individual Performance Review processes to include GR11 to GR15, rolled out in Autumn 2018 whilst also continuing the reviews for officers GR15 and above. This continuing alignment between individual performance and Council priorities will support the delivery of improved organisational performance. 6. continued to liaise with Welsh Government on the collection and publication of the Social Services Performance Measures to ensure that national data is comparable and consistent.	
1.1 Is the Authority helping to deliver better outcomes for people who live in the area?	The Council has a good track record of delivering better outcomes for residents and communities by working independently and as part of wider partnerships with various different partners. There are many examples of this throughout this Assessment. Latest monitoring report to **Cabinet on 21 November** indicates positive performance in each of the Council's three Corporate Priorities. In summary: Q3 hyperlink will be available with March Cabinet papers ECONOMY • Good progress in the town centre developments such as the former Boot Hotel and Exchange Buildings in Aberdare, and the Taff Vale development in Pontypridd. • Planning permission secured for the new Metro Depot in Taffs Well and work has started on building the new DWP offices in Treforest. • The Town Centre improvement grants have been welcomed by town centre traders and the takeup has exceeded expectation. A roll out to all Town Centres is planned over the next two years • Improvements in Key Stage 3 & 4 outcomes, particularly the Level 2+ threshold (5 GCSEs including English/Welsh and Mathematics) (see section 1.2 below) • Foundation phase indicators dipped slightly in line with regional and national dip in outcomes, due to changes in the expectation statements within the Areas of learning. At Key Stage 2 there was also a slight decline, nevertheless the Core Subject indicator outcomes are at the second highest level since 2013. • New schools opened in Porth, Nantgwyn (Tonypandy) and Tonyrefail, in new facilities Full action plan and Q2 update can be seen here. Q3 hyperlink will be available with March Cabinet papers.

Rhondda Cynon Taf –Corporate Assessment-2018

1. Is the Authority making progress on achieving its planned improvements in performance and outcomes?
Th Council is making positive progress in its planned improvements in performance and outcomes and is clear where is needs to focus action to continue to support and challenge.

PEOPLE
- Extra Care Housing Development and modernisation of adult services programme continues to be progressed with partners.
- Resilient Families Programme is now established and delivering accessible family support and is having a positive impact on families.
- The numbers of people unable to leave hospital for social care reasons continues to reduce. Quarter 3 data for 2018/19 is better than that at the same period in 2017/ 18, which means that more people are getting back to their home or care home more quickly.
- The Welsh Community Care Information System (WCCIS) is now in use and work is ongoing to ensure a full suite of performance indicator results is held within the system, in readiness for end of year reporting.
- The investment our Leisure Centres has had a positive affect on our visitor numbers and the income generated. The visitor numbers have been impacted by the planned temporary closures to invest in and improve the Centres.

Full action plan and Q2 update can be seen here. Q3 hyperlink will be available with March Cabinet papers.

PLACE
- Ongoing programme of infrastructure investment ofover £76M(as at Oct 18) for bridges, roads, safer routes in communities, industrial units, parks and playgrounds and 3G pitches
- Continuing to focus on Community Safety, particularly promoting sensible drinking, introducing Public Space Protection Order for Alcohol controls, illegal off road motor biking and hate crime awareness.
- Introduced a new approach to the collection of household waste that has been well received and has improved the recycling collection rates.
- Continuing to raise awareness of recycling, which is supporting improved performance, already exceeding 2018/19 target.
- Helping to establish a new 'Friends of Ynysangharad War Memorial Park' and existing 'Friends of' group for Aberdare Park, supporting both with developing external funding bids.

Full action plan and Q2 update can be seen here. Q3 hyperlink will be available with March Cabinet papers.

Despite generally positive progress across all priorities, the Council is not complacent. There is still much to do and also the Council cannot always influence the need for services of all residents, e.g data reported for Q3 2018/19 indicated increased clients presenting as homeless, increased number of Children Looked After and a decline in school attendance with attendance of FSM pupils declining at greater rate than their peers. Many of these issues will not be resolved by short term action but by regularly monitoring the data that matters, the Council is able to identify areas of concern and intervene early to take longer term action to resolve problems or prevent the situation worsening.

Rhondda Cynon Taf –Corporate Assessment-2018

<table>
<tr><td colspan="2">1. Is the Authority making progress on achieving its planned improvements in performance and outcomes?

Th Council is making positive progress in its planned improvements in performance and outcomes and is clear where is needs to focus action to continue to support and challenge.</td></tr>
<tr><td></td><td>New arrangements being introduced to deliver Council services more efficiently and effectively e.g. the increase in partnership working, digitisation of many services coupled with the implementation of more agile working, require different approaches to work, accountability and a change in organisational culture to ensure that people and communities continue to receive high quality services.</td></tr>
<tr><td>1.2 Is the Authority delivering better results for service users?</td><td>The Council's ambition is to maintain and improve services and is exploring new ways of working/delivery, but inevitably as the available resources shrink due to austerity, continuous improvement is sometimes difficult.
Since the Council's Corporate Performance Report was agreed by <u>Council in July</u>, the 2017/18 comparative data has been updated by <u>Data Cymru</u>. This more up to date information shows the Council's performance in the top and bottom quartile as follows

Top quartile

% of pupils assessed at the end of key stage 2, in schools maintained by the local authority, achieving Core Subject Indicator as determined by Teacher Assessment
% of households threatened with homelessness successfully prevented from becoming homeless
% of municipal waste sent to landfill
% of highways inspected of a high or acceptable standard of cleanliness

Bottom quartile

% of pupils year 11 pupils who achieved L2 threshold including a GCSE grade A*-C in English or Welsh (first language) and Maths - <i>Improved outcomes were evident in 2018/19 (data shows increase from 49.8 to 53.1) following targeted support and challenge to schools. RCT ranking has improved to 10th in Wales and closed the gap with the Welsh average to a historical low of 1.9 percentage points.</i>
No. of visits to Public Libraries during the year, per 1,000 population -Library visitor numbers were adversely impacted by unavailability of data for the Heritage trail website. <i>These issues have now been resolved which should increase virtual visit numbers. There has also been a significant increase in library membership, as users are able to access additional services at libraries, however this is not presently translating into an increased number of visits. Changes to the mobile library service to act as an outreach service with longer stops, and increased eligibility criteria for the new @home library service are hoped to encourage users to the mobile service.</i>
% of pupil attendance in primary schools
% of pupil attendance in secondary schools
<i>Data for both primary and secondary schools show increases in unauthorised absences, including holidays, and sickness. Secondary wellbeing days have been reintroduced once per term to allow schools to share good practice and areas for development. A secondary school attendance strategic task and finish group has been established comprising schools with most concerning data to assist with self evaluation and improvement planning, assisting schools to evaluate their current interventions to determine if they are fit for purpose. Challenge and support meetings held with schools with most concerning data and actions agreed.</i>
</td></tr>
</table>

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Rhondda Cynon Taf –Corporate Assessment-2018

1.   Is the Authority making progress on achieving its planned improvements in performance and outcomes?
Th Council is making positive progress in its planned improvements in performance and outcomes and is clear where is needs to focus action to continue to support and challenge.

- % of municipal waste collected by local authorities and prepared for reuse and/ or recycling, including source segregated biowastes that are composted or treated biologically in another way - *Launched the '*Choice is Clear*' campaign, however recycling levels have decreased to 60.87% in Q3 1819 compared to 61.31 in Q4 1718. Targeted participation checks and door knocking exercises in areas of low participation continue.*
- % of principal (A) roads that are in overall poor condition. Although in bottom quartile, the data indicates an improving trend from 7.2 in 15/16 to 5.2 in 17/18. *Continued significant investment in roads is taking place through the RCT invest programme, and data is expected to demonstrate further improvements.*
- % of non-principal (B) roads and non-principal that are in overall poor condition. - *B roads have also shown improvement over a 3 year period from 7.1 to 6.23, investment in road is expected to improve performance further*.
- % of appeals against planning application decisions dismissed .- *In recognition of this issue, the service worked towards the adoption of specific Supplementary Planning Guidance regarding student development and undertook an ongoing programme of elected Member training to reduce the number of cases where elected Members take a decision contrary to officer advice. As a result, 100% of appeals were dismissed in Q3 18/19, compared to 30% in the same period 17/18. Performance has now improved to in line with the Welsh Government Performance target (also 55%).*

An analysis of all comparable data measures and trend data arising from the 2017/18 data publication can be found **here.**

In quarter 3, 61 indicators were reported with year end targets. Of these 61 indicators:-
- 46% met the half year target (28 measures)
- 20% were within 5% of half year (12 measures)
- 34% missed the half year target (21 measures)

Comparing Qtr 3 18/19 performance to year end 2017/18:
- 30 measures (48%) have improved,
- 2 measure (3%) has been maintained, and
- Performance has declined in 31 measures (49%).
- % of food establishments that meet food hygiene standards

Processes to strengthen, support and challenge service performance, ambition and aspiration continue, e.g.
- directly by Chief Executive and Senior Leadership Team at focused presentations at meetings of Senior Leadership Team.
- Chief Executive's support and challenge of Service Self Evaluations arranged between November 2018 and February 2019
- by the Group Director and Cabinet Member sign off of Service Self Evaluations as part of Delivery Planning for 2019/20.
- by the use and analysis of data in the annual Service Self Evaluations.

Rhondda Cynon Taf –Corporate Assessment-2018

1. Is the Authority making progress on achieving its planned improvements in performance and outcomes?	
Th Council is making positive progress in its planned improvements in performance and outcomes and is clear where is needs to focus action to continue to support and challenge.	

- by reporting of the performance measures and financial data to Members and SLT every quarter as part of the Cabinet and Scrutiny reports.
- through discussions as part of the Cabinet Member and Senior Officer briefing sessions
- by the use of specific service based data produced by individual services, and which include the Education and Social Care data teams, to inform the allocation of resources and hold services and schools to account.
- by the use of comprehensive employee sickness data in management dashboards to ensure that the Council's well-being policies are being applied.
- by the use of vulnerability and family resilience data to target preventative services to children and families at greatest risk of under-achieving and/or requiring statutory services; and
- by Data Assurance Reviews and Internal Audits that annually audit the quality, consistency, and accuracy of the range of performance measures.

Also, there has been further consideration of the 2018/19 targets by the Finance and Performance Scrutiny Committee at its meeting on 24 September when it was invited to

- Scrutinise the performance indicator targets and determine whether specific targets require review in more detail; and
- Form a view on the targeted performance levels set for 2018/19 having regard to the direction of travel of performance over the previous 3 years.

The Committee resolved "*to*
1. *Acknowledge the targeted performance levels set for 2018/19;*
2. *Receive further detail on the process for calculating town centre footfall information and their locations;*
3. *Provide target setting information to the Chairs of each Scrutiny Committee and request feedback on those that are linked to agreed work programmes; and*
4. *Subject to (3) above, for the Finance and Performance Scrutiny Committee to select a number of targets to review in more detail (that are not being considered as part of other Scrutiny Committee work programmes)."*

Work is continuing to support Scrutiny Members to review targets. However, this is likely to be of more value and more timely/relevant for 2019/20 target setting.

During the early part of 2018/19, steps have also been taken to challenge the extent to which partners are able to share their data and to develop a data sharing protocol. The particular, but not unique, focus for this work arose from partnership discussions in respect of the Cwm Taf Well-being Objective – Healthy People. The consideration and challenge of current arrangements for data sharing with partners.

Rhondda Cynon Taf –Corporate Assessment-2018

1. Is the Authority making progress on achieving its planned improvements in performance and outcomes?
Th Council is making positive progress in its planned improvements in performance and outcomes and is clear where is needs to focus action to continue to support and challenge.
Potential Areas for improvement arising from 2018 Corporate Assessment: 1. Continue to be an active partner in the Cwm Taf PSB in delivering its Well-being Plan and associated work programme. Also, supporting any preparations to include Bridgend CBC as part of the merger of Bridgend with Cwm Taf UHB.   2. Continue to focus on areas where the Council's performance, when compared to other Councils in Wales, needs to improve.   3. Continue to deliver the priorities of the current Corporate Plan, which have been adopted as the Council's Well-being Objectives.   4. Put in place preparations to deliver the Council's new Corporate Plan from 2020.   5. Continue to strengthen the challenge and support of Service Delivery through the availability, transparency and, use of data and information as well as setting ambitous targets.   6. Continue to align personal and organisational performance arrangements so that they support improved organisational performance.   7. Continue to keep abreast of progress with Welsh Government on the collection and publication of the Social Services and other national performance measures to ensure that national data is comparable and consistent where possible.   8. Continue to embed the requirements of the Well-being of Future Generations Act into the Council's arrangements and processes.   9. Continue to support the change in organisation culture and arrangements that will underpin new and different ways of working, e.g. agile and partnership working required to deliver Corporate Priorities.

Rhondda Cynon Taf –Corporate Assessment-2018

2. Does the Authority's vision and strategic direction support improvement? **The Council's Vision and strategic direction supports improved outcomes and directs our resources so that they are allocated to where they will make the most difference to the people and communities in Rhondda Cynon Taf.**	

Response to Areas for Improvement 2017 – The Council is

1. continuing to gather and understand the views, needs and aspirations of residents to provide information and support decision making at all levels of the Council. This work is being further developed to ensure the Involvement principle of the WFGA can be effectively demonstrated.
2. continuing to strengthen the Scrutiny arrangements to facilitate further support and challenge service delivery and improvement, e.g. more transparency about the work of and accessibility to Scrutiny committees.
3. continuing to strengthen the response to and implementation of findings arising and proposals for improvement arising from regulatory reports, as well as informing the corporate assurance function of Audit Committee.
4. continuing to improve communication with residents, elected Members, and staff and ensuring the data and information arising from all sources is used to inform our service priorities, provision and processes.
5. taken steps to further strengthen our target setting to ensure that 2018/19 targets are challenging and reflect the scale and pace of the Council's improvement ambitions.
6. putting in place arrangements, taking account of lessons learnt, to ensure the impact of service changes are captured following implementation so that they can be used to inform further improvements.
7. assessing the effectiveness and impact of the introduction of MOSAIC through the pilot services of Leisure and Arts and will be looking to extend its use across other services in the Council, integrating with partners where possible.
8. continuing to embed the Corporate Plan, 'The Way Ahead' and test staff knowledge of the Council's priorities, see section 4 (HR) below, so that they can see the benefits of working together better and continue to break down 'service silos'. This approach will be reinforced by the preparations for the new Corporate Plan scheduled for introduction in 2020.

2.1 Does the Authority establish a clear vision and sense of purpose which reflects local needs, the views of local people, national priorities, and will secure	The Council's understanding of the needs and views of its residents and communities continues to grow and mature. The transparency of information also continues to grow e.g. residents and communities access and contribution to Scrutiny is developing. This work will facilitate greater involvement of people and communities in the democratic process in order that their voices can be heard directly by the decision makers. The frequent and regular conversations with communities about the issues that affect them continue and increase This is decribed in more detail in section 3 below. The availability and analysis of relevant quantative as well as qualatitive data continues to shape the Council's decisions as well as provide information about the outcome of the Council's work. The developing understanding of the WFG Act across all public bodies is encouraging the greater availability, accessibility and use of national data about future trends. This information will contribute to the work to refresh the Corporate Plan and the Council's vision beyond 2020. The Council's Corporate Plan '*The Way Ahead'*, introduced in February 2016 continues to provide clear and transparent direction for the Council and its partners. The Plan was subject to Scrutiny and public consultation and there was considerable support for the aims and priorties of the plan. Since its introduction, the Plan has provided the stable strategic platform for the Council's future, including decisions in respect of spending priorities in the Council's three priorities

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2. Does the Authority's vision and strategic direction support improvement? **The Council's Vision and strategic direction supports improved outcomes and directs our resources so that they are allocated to where they will make the most difference to the people and communities in Rhondda Cynon Taf.**	
improved outcomes effectively?	• ECONOMY - Building a strong economy • PEOPLE - Promoting independence and positive lives for everyone • PLACE - Creating neighbourhoods where people are proud to live and work TheCorporate Plan is the cornerstone of the Council's Improvement and Investment agenda and very good progress is being made against its priorities. In the meantime, the Council's understanding of the geographic, demographic, economic, environmental and social contexts in which it operates continues. This has already lead to improving use of resources, e.g Vulnerablilty Profiling so that we better target the use of resources, and our Stay Well@home Service which works in partnership with other bodies to make better use of resources and provide a better service for our residents. MOSAIC software has been used in the Arts service to better understand the different catchment areas of our two theatres and which types of performance are likely to appeal to local audiences, such as musicals and pantomime. This information is being used to inform our programming. It has also helped focus on which approaches to engagement activities may be most effective, due to the relatively low levels of current engagement with the Arts in both areas. MOSAIC information will now be used to develop Community Engagement Plans for each theatre. The results to date are encouraging. In Leisure there has been an increase in the number of Leisure Centre users paying by direct debit as a result of better targeting of residents. In the Arts Service, the information about audiences has challenged existing perceptions of Audience Profiles and helped to identify groups which are under represented. Data is currently being used to further develop our understanding of programmes development. A more detailed feedback report on the implementation of MOSAIC is currently being developed.
2.2 Does the Authority demonstrate open and inclusive leadership, which is focused on securing continuous improvement in staff	The Council's Leadership continues its focus on what matters and further strengthening its approach to delivering continuous improvement in priority areas supporting alternative methods of service delivery in the community and engaging with residents. This year we are seeing evidence of the full impact of our work, e.g A second Extra Care facility being built in Maesyffynon Aberamen, the success of the Stay Well@home service, continuing to drive the progress as part of Cardiff Region City Deal including continuing to lead transport and housing, Taff Vale development, three new through schools as part of Band A 21St Century Schools, and major refurbishment and improvements to three other schools, the introduction of new Resilient Families programme, investment in Ynysangharad Park, playgrounds, Leisure Centres and 3G pitches providing facilities for communities. The Council continues to be subject to the Local Government (Wales) Measure 2009, Wales Programme for Improvement as well as the requirements of the Well-being of Future Generations Act (WFG Act) which have different legislative requirements and timescales. As a result, the Council has taken steps to minimise the potential for bureacracy by embedding the requirement of the legislation into its strategic processes, with the main driver being the Council's Corporate Plan.

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2. Does the Authority's vision and strategic direction support improvement? The Council's Vision and strategic direction supports improved outcomes and directs our resources so that they are allocated to where they will make the most difference to the people and communities in Rhondda Cynon Taf.	
performance, partnership working, and outcomes for citizens?	The Council's annual Corporate Performance Report contains the Council's priorities as required by the Local Government (Wales) Measure 2009 and also the Council's Well-being objectives as required by the Well-being of Future Generations Act. To all intents and purposes, Well-being objectives and Improvement Objectives can be treated as one and the same. By integrating processes for setting and reporting on these key objectives, the Council has discharged its duties under both areas of legislation. The Council continues to demonstrate the culture and capacity needed to deliver continuous improvement with leadership having a clear focus on improvement at all levels of the organisation. This is supported by a well established Performance Management Framework that seeks to strengthen the performance culture at all levels of the Council by: - Reinforcing accountability through Challenge and Support by Cabinet and the Senior Leadership Team - Developing strong and effective Scrutiny - Being honest and self aware - Focusing on Delivery and Improvement - Managing, as well as Measuring Performance - Setting aspirational targets - Making best and sustainable use of resources - Empowering and supporting staff to do the right thing - Involving our Residents. The WFG Act, described by the Future Generations Commissioner as the "Common Sense Act" continues to be embedded into the Council's governance, scrutiny arrangements and services and was reflected in the scale and ambition of the Council's Corporate Plan 2016-20. The work to refresh the next Corporate Plan, that will be in place beyond 2020, will provide an opportunity to demonstrate the extent to which the Council has succeeded. In her first annual report of progress, 'Well-being in Wales:the journey so far' published in May 2018, the Future Generations Commissioner set out her expectations on Public Bodies and Public Services Board in respect of the Act. Similarly, the Auditor General also published a reflection on Year one of the Act in May 2018 is in his report 'How have public bodies responded to the Well-being of Future Generations Act?'. The Council is applying the lessons from these reports in the context of its agreed Policy statement and the Council's 2019 Corporate Performance Report will be constructed with these expectations in mind. The Corporate Priorities contained within the Corporate Plan have shaped detailed Action Plans in place since 2016. The Corporate Performance Report 2018/19 i.e. the most recent annual report of progress in respect of the Council's Priorities, set out - progress and an evaluation of 2017/18 actions for Economy, People and Place. This was the aggregation of progress which had been reported quarterly to Cabinet and relevant Scrutiny Committees during 2017/18

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2. Does the Authority's vision and strategic direction support improvement? **The Council's Vision and strategic direction supports improved outcomes and directs our resources so that they are allocated to where they will make the most difference to the people and communities in Rhondda Cynon Taf.**

- the action plans and measures of success that are in place for 2018/19 for Economy, People and Place, which will be monitored quarterly by Cabinet and relevant Scrutiny Committees during 2018/19.

The Corporate Performance Report 2018/19 was pre scrutinised by Finance and Performance Scrutiny Committee on 4 July 2018, endorsed by Cabinet on 17 July and subsequently approved by Council on 25 July prior to publication.

The Council has received two Certificates of Compliance from the Wales Audit Office (WAO) in respect of its Corporate Performance Report indicating that the Council has met its statutory requirements arising from the Local Government (Wales) Measure 2009. These are:

1. the Council's assessment of its performance in 2017/18
2. The Council's 2018/19 Improvement Plan

The Annual Improvement Report (AIR) was issued by the Wales Audit Office in September and reported to Council on 19 September 2018. The AIR indicated that *"Based on, and limited to, the work carried out by the Wales Audit Office and relevant regulators, the Auditor General believes that the Council is likely to comply with the requirements of the Local Government Measure (2009) during 2018-19"*

The WAO's Audit Plan for its work in the Council during 2018 was reported to Audit Committee on 30 April 2018 alongside the Draft Internal Audit Plan 2018/19. The Council's Annual Governance Statement which was subsequently included in the 2017/18 Statement of Accounts for financial year ended 2018 was approved by Council on 19 September.

Since then, the WAO has undertaken an Assurance and Risk Assessment Review project in respect of all Councils. This review will help the Auditor General to discharge his *"duties under section 17 of the Public Audit (Wales) Act 2004 and section 18 of the Local Government (Wales) Measure 2009. It may also inform a study for improving value for money under section 41 of the 2004 Act, and/or an examination undertaken by the Auditor General under section 15 of the Well-being of Future Generations Act (Wales) 2015"*. The Review will also help to inform the WAO work plan in future years. The project will enable WAO to make an informed assessment of the risks to the Council:
1. putting in place arrangements to secure continuous improvement;
2. putting in place proper arrangements to secure economy, efficiency and effectiveness in the use of resources; and
3. acting in accordance with the five ways of working when setting wellbeing objectives and taking steps to meet them.

This review will identify the level of audit assurance and/or where further audit work may be required in future years in relation to risks to the Council putting in place proper arrangements to secure value for money in the use of resources. The review's focus is on key Corporate and Service arrangements including:

2. Does the Authority's vision and strategic direction support improvement? **The Council's Vision and strategic direction supports improved outcomes and directs our resources so that they are allocated to where they will make the most difference to the people and communities in Rhondda Cynon Taf.**	

- Strategic planning
- Governance and accountability
- Financial management
- Human resource management
- Asset management
- Information Technology
- Information Management
- Collaboration and partnerships
- Performance management – including performance reporting, business planning
- Risk Management
- Corporate Performance
- Service Performance

All of the areas identified are addressed throughout this Corporate Assessment. The WAO is seeking to provide a first draft in the Spring of 2019.

The Council is an active participant on the Cwm Taf PSB and contributed, with partners, to the development of the Cwm Taf Well-being Objectives. These objectives were subject to wide ranging engagement with residents, communities, staff and organisations and scrutinised by elected Members of the Statutory bodies prior to final agreement by the PSB and formal publication in the PSB's first Well-being Plan for Cwm Taf in May 2018, the first Well-being plan for the Cwm Taf area. What and how the Well-being Objectives are delivered and aligned to the work of other partnerships will continue to be developed as partnerships' understanding and capacity develops. Council staff have made significant input into Cwm Taf PSB processes. Most recently this has been through direct support to the PSB, SPB and associated work groups in the development of the Well-being Plan and the structure, frameworks and arrangements for its delivery. The PSB identified the need for a dedicated partnership resource to strengthen the support to the Board. This has lead to the establishment of a PSB Support Team, jointly resourced by partners, supplemented by the Welsh Government's PSB support grant and hosted by the Council. The Team's work programme includes items to ensure the PSB meets the WG grant conditions which includes strengthening the PSB's performance arrangements so that they better inform challenge and scrutiny and identify approved performance and outcomes. The implications of the merger of Bridgend with the Cwm Taf Health Board are being considered by both PSBs with initial discussions forming part of the Cwm Taf PSB meeting on 23 October 2018. An update was provided to the most recent PSB meeting on 22 January 2019.

The Council is leading on one of the Cwm Taf Well-being Objectives, 'Thriving Communities', see below, and is also actively involved in the other Objectives. An example of work that is less visible is the Council's drive to tackle the lack of data sharing between partners that could detrimentally

2. Does the Authority's vision and strategic direction support improvement?

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affect the progress in respect of Vulnerability Profiling within the 'Healthy People' objective. The Cwm Taf Well-being Objectives and designated leads are:

Cwm Taf Well-being Objective	Partnership Lead
Tackling Loneliness & Isolation	Ian Davy - Voluntary Action Merthyr Tydfil
Thriving Communities	Paul Mee - RCTCBC
Healthy People	Angela Jones – Cwm Taf Public Health Team
Strong Economy	Alyn Owen - MTCBC

The PSB is only one of the partnership and/or joint arrangements in which the Council participates, some of which are set out on the 'Working with Others' page of the Council's website. Other joint projects include the Stay Well@home Service, a partnership of RCT and MTCBC, Cwm Taf UHB, Interlink and Voluntry Action Merthyr Tydfil. This service aims to get people safely out of hospital and back to their own homes with appropriate support as soon as possible. This joint service recently received an award for '*Working Seamlessly across organisations*' at the NHS Wales Awards 2018.

A more internally focussed joint arrangement is the work on the Cwm Taf Estates Pilot, where good progress has been made by partners in making their public estate more productive, efficient and effective in supporting the delivery of their services. The Council is also progressing, with a new Community Hub Mountain Ash. This Hub offers a wide range of council and other partner services, inc a GP surgery, and a planned new Extra Care facility in the town centre, with all three facilities within 100 yards of each other. Another example its the relocation of Coroners Court from Cardiff Central Police Station to Courthouse Street, along side Coroner's Officers from Aberdare and Cardiff sharing the accommodation with RCT Elections Service.

The Council has a positive record of working with partners. As part of its requirements under the WFG Act, the Council is required to collaborate with others and is starting to strengthen the officer and elected Member challenge to ensure that all opportunities to work with others are explored. This is not only to meet a legislative requirement but also because it makes sense to do so. The Corporate Plan sets out that the Council will "***Work in a way that makes the best and most sustainable use of our limited and decreasing resources, always looking at alternative ways of doing things, to limit the impact on the Council taxpayer****...*" and in particular to "**Collaborate more with other public services, the community and voluntary sector and businesses to find common and jointly owned solutions**".

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2. Does the Authority's vision and strategic direction support improvement? **The Council's Vision and strategic direction supports improved outcomes and directs our resources so that they are allocated to where they will make the most difference to the people and communities in Rhondda Cynon Taf.**	

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The extent to which the Corporate Plan also drives the individual performance arrangements are described in more detail in Section 4 below.

The Council continues to use its Corporate Plan to drive improvement, priorities and investment through elected Members, managers and staff, continuing to demonstrate its commitment to providing visible and shared leadership to staff and partners. The Joint Planning sessions of senior officers and Cabinet Members continue to be focused on how the Council is delivering on its Priorities and/or how it can further improve how it is delivering. These meetings continue to take place every three months, the most recent of which was 14 January 2019. At the meeting on 1 October, as well as communicating key messages, the main focus of this meeting was on young people, and included a number of young people sitting alongside officers and elected Members providing challenge to what services could do better to make them 'young person friendly' and also how they could engage and involve young people in how they were delivered.   Significantly, other items addressed in the meeting included addressing resilience, investing in young people and a young person's perspective of living in RCT. For the first time, the meeting heard directly from a young person about his personal story. He told the meeting how he had overcome significant personal challenges, how he coped, the talent he discovered during his personal journey and the support he received. He went on to tell his story in a rap he had written, which showcased this talent. This, as well as the wider ranging discussions served as a powerful reminder of the need to recognise the rights of young people to have a say in the future of RCT.

The Council actively encourages and supports the involvement of young people, this includes through the Council's Youth Forum. The RCT Council Youth Forum is now well established with County Borough wide representation and meets quarterly. The forum has wide representation, including from all secondary and special schools, locality youth forums and special interest groups including CLA, BAME and young carers forums to ensure it is fully representative. Part of its work is to consider the Council's service change proposals following which the forum receives updates of progress.

All Youth Engagement and Participation (YEPS) Service provision is led by young people identifying the activities and opportunities they would like to participate in and the feedback of young people informs service planning and the deployment of resources, as set out in the YEPS Participation Strategy. A rolling programme of consultation is in place, including the 'Your Voice' survey which closed in January 2019. The 'Your Voice' Survey seeks to understand young people's views around participation and consultation; sport, leisure and culture; advice and guidance; and education, training and employment. The survey was made available online and youth service staff engaged with young people during 1 to 1 sessions, in youth clubs, schools and other settings, as well as advertising on different media platforms. 4,869 young people completed the survey and results are currently being analysed, the results will inform a range of reports including school-based reports, community reports around the 10 community zones and a 16+ report. We are also working on a communication strategy that will describe how we will feed this back to Senior Leadership Team, PSB and key partners, including most importantly to young people.

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More generally the Council currently does not have its own Involvement Strategy, as our processes follow the National Principles for Public Engagement from Participation Cymru and the Involvement Strategy agreed in partnership with our PSB partners. There is scope for making these arrangements and how they apply to the Council more transparent .

Internally, services are building on their positive experiences and successes of working together to achieve the aims and ambitions within the Corporate Plan. The result of this work continues to help to identify efficiencies and provide a more cohesive and improved service to residents e.g. the Stay Well@home service. This change in culture is supported by actions that encourage openness and transparency including the regular Joint Planning sessions described above and the way in which service information e.g all Service Self Evaluations and Delivery Plans are made available for managers to access. Also the Cabinet and Scrutiny work programmes are available to stakeholders, staff and residents to enable them to better challenge, support and scrutinise the work and decisions of elected Members. This is described in more detail in section 3 below.

The Council is preparing to refresh its Corporate Plan to shape the Council's priorities beyond 2020. This work will encompass a specific staff survey about understanding and awareness of the Corporate Plan as a strategic driver for the work of the Council. For this reason, it has not been included in the Staff Surveys for 2018.

In the last year, the Council continued its sound approach to service and financial planning so that it maintains its focus on what matters most. In setting the 2018/19 revenue budget, the Council ensured that the Council's financial stability was not compromised, that the budget was equitable for all and it safeguarded as many key services and as many jobs as possible. It also agreed a Council Tax increase at 3.30%. At its meeting on 28 February, the Council also agreed a 3 year capital programme of £180M with a focus on the strategic priorities. In the context of continuing financial settlements, the Council's Medium Term Financial Strategy is critical to ensuring the best use of all available Council resources. Further detail in the way the Council is managing it resources is set out in section six below. Consultation on the 2019/20 budget opened on 5 November, giving residents the opportunity respond to an online survey or to speak to Officers and Cabinet Members about the Council's priorities. Over 4,000 people took part in the budget consultation process and helped the Council set the Council Tax and investment priorities for the financial year ahead.

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Potential Areas for improvement arising from 2018 Corporate Assessment:

1. **Continue to gather and understand the views, needs and aspirations of residents to provide information and to support decision making at all levels of the Council.**

2. **Ensure that our arrangments for engaging and involving resident are more transparent and enable the 'Involvement' principle of the WFGA to be more effectively applied and demonstrated.**

3. **Continue to strengthen the Scrutiny arrangements to facilitate further support and challenge service delivery and improvement, e.g. more transparency about the work of and accessibility to Scrutiny committees.**

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2. Does the Authority's vision and strategic direction support improvement? **The Council's Vision and strategic direction supports improved outcomes and directs our resources so that they are allocated to where they will make the most difference to the people and communities in Rhondda Cynon Taf.**

4. Continue to strengthen the response to and implementation of findings arising and proposals for improvement arising from regulatory reports, as well as informing the corporate assurance function of Audit Committee.

5. Continue to improve communication with residents, elected Members, and staff and ensuring the data and information arising from all sources is used to inform our service priorities, provision and processes.

6. Further strengthen our target setting to ensure that 2019/20 targets are challenging and reflect the scale and pace of the Council's improvement ambitions.

7. Continue to seek feedback and establish lessons learnt, to ensure the impact of service changes are captured following implementation so that they can be used to inform further improvements.

8. Seek to maximise the use of MOSAIC following the review of its use in Leisure and Arts, integrating with partners where possible.

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3. Do the Authority's governance and accountability arrangements support robust and effective decision making? **The Council is continuing to strengthen the governance accountability and scrutiny arrangements so that they support service delivery and improvement. There are many strands to the work described below ranging from improved access to information and training, stronger clearer accountability and scrutiny. The Council is now seeing the clear improvements and the impact of the arrangements put in place over the last three years.**	

Response to Areas for Improvement 2017. The Council has:

1. continued to strengthen the governance arrangements to ensure that they better inform and facilitate challenge, support, scrutiny and pre scrutiny at all levels across the Council, as described below.
2. published the Scheme of Delegation /<u>Officer Guide</u> on the Intranet/Internet for ease of access.
3. strengthened the arrangements to identify and meet the Personal Development needs of elected Members.
4. continued to strengthen the Scrutiny function, focusing on the impact of the decisions made and doing more to try to engage and bring Scrutiny and residents together.
5. continued to increase the use of technology to enable elected Members to more effectively manage and scrutinise the Council's business including completing the roll out of appropriate equipment and making positive progress on the implementation of Modern.Gov software.
6. increased the pace of work to identify all strands of customer and resident feedback coming into the Council, how it can be co ordinated, analysed and made available to better inform service planning and improvement.
7. progressed/implemented the findings contained within the <u>Annual Governance Statement 2017/18</u>.
8. considered the findings arising from the WAO 'Fit for the Future' Review, and put in place an Action Plan agreed by Scrutiny Committee, in order to further improve and strengthen our Scrutiny processes.

3.1 Do clear roles and responsibilities enable good governance and strong accountability?	Since the 2017 Local Government election, changes to the Political Balance have taken place. These changes were reported to Council on <u>28 November, 2018</u> which also considered the appointment of Scrutiny Committee Chairs. The Political Balance of the Council currently stands at: Labour 47; Plaid Cymru 17, Alliance 5, Conservative 2, Unallocated 4. A comprehensive induction and training programme for elected Members is in place which has been built upon through the use of Member Personal Development Reviews (PDRs) which identify individual training needs. Training to meet these needs has been put in place and has been complemented through the use of training sessions arranged in advance of meetings of full Council. In these sessions, elected Members have received information on a range of topics including General Data Protection Regulations (GDPR), Universal Credit, Safeguarding and also individual service updates e.g. Civil Parking Enforcement. The intention of this training is to assist Members to develop skills and confidence within their roles. Evaluation forms in respect of the recent training provided to Members are to be circulated to Members in advance of the Annual General Meeting to assist officers in delivering the training needs of Members going forward. Feedback in respect of the training is also sought from Members through their regular PDRs with the Head of Organisational Development. To provide further support and access to information, all elected Members have been provided with an iPad or similar device of their choice to assist them in undertaking their roles. Devices are now being provided to the Council's Co-opted Members.

3. Do the Authority's governance and accountability arrangements support robust and effective decision making? **The Council is continuing to strengthen the governance accountability and scrutiny arrangements so that they support service delivery and improvement. There are many strands to the work described below ranging from improved access to information and training, stronger clearer accountability and scrutiny. The Council is now seeing the clear improvements and the impact of the arrangements put in place over the last three years.**	

This has also enabled the continued rollout of the <u>Modern.Gov system.</u> This system allows elected Members to access Council papers electronically. To date 46 elected Members are utilising their devices at Committee to access Committee agendas and reports. One to one training sessions are provided to each Modern.Gov user to enable them to use the system, with additional support as and when necessary.

The rollout of Modern.Gov across the Council has been positive to date. Whilst it is too early to establish the full effect of its implementation so far, there have been some requests from Members for additional information to be made available through the Modern.Gov system and also for the amount of hard copy information provided to be reduced.

In accordance with the Independent Remuneration Panel recommendations as published within its Annual Report in February 2018, and reported to the Council's AGM on <u>23 May, 2018</u>, elected Members have also been provided with resources in respect of <u>telephone</u> and <u>broadband</u> to assist them in undertaking their role.

The Council is also exceeding its requirements under the Welsh Language Standards by providing a simultaneous Welsh translation service at all Scrutiny Committee meetings, as well as the required executive decision making meetings so that the Welsh and English languages are treated equally and to assist bilingual Members in their role. Furthermore, Group Leaders, elected Members, the interim Head of Democratic Services and managers and staff from the Translation Unit have met to ensure that all elected Members are confident and comfortable with the use of the translation system at meetings and to identify good practice requirements, in line with the Welsh Language Standards.

All elected Members have received a role description and are aware of what is required of them. However, there is more work required to ensure these are all up to date and available on the Council's website by the Council's AGM as part of individual Member's contact details and Council portfolio.

The Governance arrangements continue to be strengthened with further changes made to the <u>Council Constitution</u> at the <u>Council's AGM</u> in May 2018. to assist in openness and transparency and to reflect modern practices and the developments with ICT i.e.
- Electronic Acceptance of Scrutiny Call In form
- Member Attendance Recording
- Scrutiny Engagement protocol (checked 12/2 imminent)
- Reporting to Members potential impacts and e.g. Equalities

3. Do the Authority's governance and accountability arrangements support robust and effective decision making?	
The Council is continuing to strengthen the governance accountability and scrutiny arrangements so that they support service delivery and improvement. There are many strands to the work described below ranging from improved access to information and training, stronger clearer accountability and scrutiny. The Council is now seeing the clear improvements and the impact of the arrangements put in place over the last three years.	

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- Forward Work Programmes
- From SSE 1.2 - Public Engagement Strategy

Members of the Cabinet, Overview and Scrutiny Committee were consulted on these changes and associated ancillary matters before being presented to the Council's Constitution Committee on 14 May 2018 which then commended their adoption to Council as indicated above. Implementation of these amendments provided improved certainty in the interpretation of the Council's Constitution, allowed for greater transparency in respect of decision making and facilitated a more consistent and robust approach to governance.

Any changes to the Council's Constitution need to be agreed by Council. Article 15.03 of the Constitution stipulates that changes will only be approved by full Council after consideration of a proposal by the Corporate Governance and Constitution Committee, the Monitoring Officer or a recommendation from Cabinet.

In relation to Scrutiny, the WAO has recently completed a review of the Council's Scrutiny arrangements. The finding from the review were set out in a report, 'Fit for the Future'. The report and the action plan containing the Council's response to the recommendations were reported to a meeting of the Overview and Scrutiny Committee on 22 October 18. Following consideration of the report, the committee instructed the Director of Communications and Interim Head of Democratic Services to review the current scrutiny arrangements in respect of their robustness, and report back to that Committee. Following this process, it is anticipated that any new arrangements arising from the recommendation will be in place by the Council's 2019 AGM.

The Council's statutory officials, Head of Paid Service, Section 151 Officer, Monitoring Officer, Director of Social Services and the Head of Democratic Services, continue to be referred to in the Council's current constitution and deliver their statutory functions accordingly. These functions are monitored by the appropriate Scrutiny Committees. To assist officers in the role of the Senior Leadership Team and wider Council functions an 'Officer Guide' on the Council's General Scheme of Delegation of Executive and non-Executive Functions has been produced, and subsequently updated to address the changes arising from the Council's AGM in May. This is available on the Council's Intranet site.

In 2016 training was provided at each of the Directorates Group management team meetings in respect of the changes to the Scheme of Delegation. Although further amendments have been made to the Constitution and Scheme of Delegation these have been updated in the Officer Guide and no further training has been provided, although is available from the Council Business Unit if requested.

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3. Do the Authority's governance and accountability arrangements support robust and effective decision making?
The Council is continuing to strengthen the governance accountability and scrutiny arrangements so that they support service delivery and improvement. There are many strands to the work described below ranging from improved access to information and training, stronger clearer accountability and scrutiny. The Council is now seeing the clear improvements and the impact of the arrangements put in place over the last three years.

Joint Cabinet Member and Officer Planning sessions continue to strengthen the understanding of Council priorities and appreciation of Officer and elected Member challenges. Three sessions have been held since January 2018, with the most recent session held on 19 January and included a Leader's briefing, the Council's financial position, transforming the Council's interaction with customers and residents looking at how it can digitalise and simplify the way services work.

This understanding is further reinforced by quarterly meetings of Cabinet Portfolio Holders, Scrutiny Chairs and the lead officer from the Senior Leadership Team where they are able to ensure alignment of various governance arrangements. Also the arrangement considered and agreed at Overview and Scrutiny Committee on 22 January 2018 in which Cabinet Members and their respective Chief Officers attend their respective Scrutiny Committees to present relevant information in respect of their portfolios. This proposal is intended to enhance the level of dialogue and information currently provided to Scrutiny Committees. The Scrutiny Committees which have received reports from Cabinet Members to date are:

- Cabinet Member for Adult Community Services & Welsh Language to the Health & Wellbeing Scrutiny Committee 20.02.18
- Cabinet Member Environment, Leisure & Heritage Services to the Public Service Delivery, Communities & Prosperity Scrutiny Committee - 25.01.18
- Cabinet Member for Enterprise, Development & Housing to the Public Service Delivery, Communities & Prosperity Scrutiny Committee 22.03.18
- Deputy Leader & Cabinet Member for Council Business to the Overview & Scrutiny Committee 18.04.18
- Leader of the Council to the Overview & Scrutiny Committee – 08.01.19

Work to refresh, reinforce and further strengthen arrangements with Town and Community Councils is accelerating. At the meeting of the Community Liaison Committee on 25 September, 2018, Members acknowledged the need to revise the 'Shared Community Model – Model Charter' which was agreed by the Committee and endorsed by each of the Community Councils in 2011. The Chair of the CLC, i.e; the Cabinet Member for Council Business, together with the interim Head of Democratic Services, is currently meeting with each of the Town and Community Councils in order to help strengthen the collaborative arrangements between the Council and the Town/Community Councils and explore necessary revisions to the Charter. This will also provide the opportunity to reflect on the requirements of the role of Town and Community Councils in respect of the Well-being of Future Generations Act. A verbal update of progress of these meetings was presented to the Community Liaison Committee on 4 February 2019 and early signs are encouraging.

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3. Do the Authority's governance and accountability arrangements support robust and effective decision making? **The Council is continuing to strengthen the governance accountability and scrutiny arrangements so that they support service delivery and improvement. There are many strands to the work described below ranging from improved access to information and training, stronger clearer accountability and scrutiny. The Council is now seeing the clear improvements and the impact of the arrangements put in place over the last three years.**		
		The contributions of the Town and Community Councils and their local knowledge provide significant value to people and communities of RCT and to the work of the Council. Their views and contributions are currently being sought directly on a number of the Council's consultations e.g. the Modernisation of the Council's Residential homes and Day Care and the Council's Toilet strategy which were discussed at the CLC on 4 February. Also at this meeting, for the first time, representatives from the Independent Remuneration Panel were invited to discuss the Panel's forthcoming report and determinations, with particular reference to the impact on Town and Community Councils. The draft report was published in October 2018 with the final report published in late February.
	3.2 Do elected members and officers exhibit appropriate values and behaviour?	Both Officers and elected Members exhibit appropriate behaviour and this can be evidenced in the Public Services Ombudsman for Wales' report, which was presented to the Council's Standards Committee on 18 September 2018. The Committee considered the summary of complaints against members between 1 April 2017 and 31 March 2018, and contained no references to Rhondda Cynon Taf. The Ombudsman's report was also presented to the meeting of the Standards Committee on 23 November, 2018 to enable consideration of the performance of the Ombudsman's office and the key messages arising. During 2018/19, one complaint was made against an elected Member under the local protocol. This was reported to the Council's Standards Committee on 22 October 2018. At the meeting and following consideration of all the evidence provided including statements by all the witnesses, the Standards Committee found that whilst there was a basis to the complaint against the Councillor involved no further action was required. The local protocol remains as agreed by the Standards Committee in 10 July 2015. There is also a Member/Officer protocol within the Council's Constitution which sets out the appropriate working relationships to be adhered to. The Standards Committee meeting in September endorsed the One Voice Wales Local Resolution Procedure and recommended its adoption by Community and Town Councils within Rhondda Cynon Taf. This was subsequently reported to the Community Liaison Committee on 25 September where it was agreed to in principle. Any risk of conflict of interest is mitigated by ensuring elected Members are aware of their obligations to report any conflict in every Council meeting. They are also required to complete a 'Declaration of Interest' form within 28 days of an election, which allows them to publicly declare any interests. Members understand it is their responsibility to amend their declarations on Interest in the required timescales, and this is set out in the Members' Code of Conduct which they are required to sign on an annual basis. The Declarations of Interest are published as part of the individual Member profiles on the Council's Internet site with a central hard copy available within the Council Business Unit.

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The Council is increasingly open and transparent in the way it operates. It continues to involve, engage and consult residents on any service or policy change or introduction in an open and inclusive manner, particularly with those service users that may be directly impacted by any change.

Feedback from engagement/consultation events and surveys that relate to general service delivery and improvement is also separately collated and analysed and reports are provided to Officers and Councillors to inform their decisions various reports being considered by various committees. An example, of the Council's engagement with people and communities include the proposals to develop Community hubs in Ferndale and Mountain Ash in 2018, the consultation results for which were reported to Cabinet on 19 April 2018. As part of the development of the Hubs, we spoke to people that used the existing day centres and libraries, as well as in local community in drop in events, at which the plans were available to view. The feedback was used to inform the development of the hubs it also lead to further involvement with service users in respect of the layout to ensure their needs were incorporated.

By involving people and communities and providing them with appropriate and timely background information, they are able to provide more informed views and to seek further information if they need it. The information is tailored to the people with whom we are engaging. Examples of this include easy to read information provided to service users of our Community Day Centres for Learning Disability and also providing an Advocacy service and support for residents in Residential Homes, as part of a consultation on the modernisation of Residential Homes and Day Care services in RCT.

Another example of the Council's commitment to openness and transparency is the public engagement that took place in respect of its response to the Review of the Electoral arrangement by the Boundary Commission for Wales. The findings, which indicated support for the Council's proposals were presented to Council on 24 October 2018. This approach allowed members of the public to comment upon the Council's proposals so that the Council's submission also reflected the views and wishes of local members and stakeholders.

All feedback arising from our engagement events and surveys is collated and analysed. Reports of findings are provided to Officers and Councillors for consideration as part of the Council's decision making arrangements.

The Council continues to make progress with its use of social media and electronic channels to promote and increase public engagement, both internally and externally. This includes sending out reminders for events and links to online surveys. Twitter was used to ask questions in respect of the budget consultation 2019/20 which resulted in over 4,000 residents engaging in the Council's

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	budget setting process in total. We also provided an online Budget simulator that allowed residents to set the budget themselves and pick those service they felt should have a budget increase or decrease as well as providing the option to set the Council Tax level for the year. These online methods support the wide ranging face to face involvement across RCT At its meeting on 13 December 2018, the Overview & Scrutiny Committee was provided with an update on early progress made in respect of promoting public engagement in Scrutiny. The report illustrated the dedicated scrutiny web page on the Council's Website which contains information about the Scrutiny process, the Scrutiny Committees in place and the Scrutiny Work Programmes. The page also contains blogs from individual Scrutiny Chairs and the recently developed public speaking protocol which was endorsed by the Overview & Scrutiny Committee in December and has been recently published on the Council's Website. Proposed developments within the Scrutiny webpages relate to the publication of information about the Council's Scrutiny Working Groups which are an integral part of the Scrutiny process. This approach will strengthen the arrangements in place to evaluate the impact of Scrutiny and the respective Working Groups. The approach will also provide the opportunity to be clear about where policies etc. have been influenced or developed by Scrutiny Committees through their respective Working Groups and will further demonstrate the Council's commitment to measuring the success of its scrutiny process.
3.3 Are there adequate arrangements in place to support members and senior officials to be effective in their role?	The decision making processes in place as set out in part 4 of the Constitution and described above, continue to support good governance and clear accountability. The roll out of 'Modern.Gov' and Members' increasing use of ICT is providing access to a wider range of information that will further support the governance arrangements. The Democratic Service Committee is advised of the training and development arrangements for elected Members. The Head of Organisational Development undertakes Members Personal Developments Review twice a year which identify individual training/development requirements. Following these meetings an example of the training identified is for Chairing skills. This need was meet through 1:1 training delivered on behalf of the Council by the WLGA. The re-introduction of regular training sessions prior to full Council meetings helps to maximise attendance. These sessions not only provide training but also provide the opportunity for Members to be advised of changes in services which may impact on their wards e.g. in a pre -Council training session in July, Members were updated on the Civil Parking Enforcement arrangements and the effects on local residents and communities. The same training opportunity is available prior to the monthly meetings of the Planning & Development Committee which is open to all Members. Examples of training already provided to elected Members: • General Data Protection Register (*in house*)

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- Universal Credit – *with Dept of Work and Pensions & Citizens Advice Bureau*
- The role of Trivallis
- Pre-application Planning applications
- Corporate Parenting
- Modern.Gov – one to one training
- Safeguarding (In house provider)
- Effective Member Training – (External Provider)
- The role of PINs (planning inspectorate) in the Planning System – (*Director of Wales Planning Inspectorate*)
- Finance training – (*External provider*)

Training scheduled
- Equalities – Dignity & Respect (*In house*)

Training to be arranged
- Use and understanding of Social Media and
- Domestic Abuse

On the 19th November, Members took part in a focus Group ran by Miller Research to assist in the evaluation of the 'Diversity in Democracy programme', that was run by Welsh Government between 2014 and 2017. The aim of the programme was to increase the diversity of candidates standing in the 2017 local elections. Members were able to provide valuable feedback into the programme, with attendance from both newly elected and established Members.

At a meeting of the <u>Democratic Services Committee</u> on 12 November, Members considered a report in respect of the arrangements for Document Management i.e. Modern.Gov. Progress in the approach to paper-light Committee meetings was discussed. It was resolved to create a working group to look further into the provision of devices to Members and the sufficiency of relevant and timely support required to enable them to be become confident in their use. At the working group meeting on 14 January Members proposed a number of recommendations to assist in the paper light approach to Committee meetings, e.g.
1. a flexible training Framework to be put in place to meet the needs of individual.
2. a review of meeting room facilities to better enable the use of technology, ranging from charging points to webcasting facilities

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The Group recognised that taking forward the paper-light approach allowed Members to access further information during Committee meetings, through web links embedded within reports. It also provided a further security measure in respect of confidential reports, reduction in printing and posting costs and also reduced the carbon footprint of the Authority. The approach also supported the implementation Council's wider digital strategy. The Working Group's findings will be presented to the Democratic Services Committee at its next meeting in March, 2019.

During 2014, following Welsh Government funding a pilot of webcasting was undertaken by the Authority in respect of its then called 'Development Control Committee', where by a number of its meetings were live streamed. This pilot ceased following the cessation of the funding available and due to the costs associated with Webcasting this provision was not taken forward by the Council. Since that time and with the changes in technological advancements and the potential Welsh Government proposals surrounding a mandatory requirement for Webcasting, this area of engagement will need to be re-considered. As noted by the Democratic Services Working Group, adequate facilities will need to be provided within the Council Chamber to allow for the provision of broadcasting and the costing of such a service will need to be factored into Council budgets, unless funding is made available by the Welsh Government. Webcasting will allow the Council to further improve its public engagement and to further strengthen democracy within Rhondda Cynon Taf. The provision of webcasting will allow the public to engage in Council business, from the 'comfort of their own home' without them needing to attend a Council venue.

In the meantime the Council is continuing to encourage and promote public engagement by taking Committee meetings 'out into the Community'. Scrutiny Committees have held meetings at agenda related venues i.e. Public Service Delivery, Communities & Prosperity Scrutiny Committee conducting meetings at the Lido Pontypridd and Bryn Pica site. Although this has not attracted members of the public to the meetings it has provided opportunities for Members of the Committee to witness and observe services which can further assist Members in future scrutiny discussions. The resulting community involvement and contribution will be reviewed when there is more firm evidence available to establish the effect of this change.

Following the publication of the Independent Remuneration Panel's (IRP) draft Annual Report 2019/20 in October 2018, the Interim Head of Democratic Services and the Chair of Democratic Services met with the IRP to provide comments on its content. Verbal feedback from this meeting was provided to the Democratic Services Committee of 12 November. As indicated above, the Vice Chair of the IRP was invited to the meeting of the Community Liaison Committee, on 4 February, to discuss implications of the IRP report findings for Community Councils. This was in advance of the publication of the final IRP report in late February.

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	RCT's positive track record in providing Members with support and development opportunities is evidenced by its success in attaining and retaining the Members Charter. The Council received its first award in 2007, an Advanced Charter in 2010 and the 'Good Practice and Innovation Award for Member Support and Development' in 2014, as a result of support made available to Members through the Occupational Health Unit. The Charter includes all aspects of elected Member support including constitutional arrangements, a strategic and practical framework for Member development, services and facilities. The Charter is intended to raise the amount and standard of support to elected Members in Wales. To continue to demonstrate the Council's commitment to Member development, preparations are in progress for the Council's Charter review in 2019. To further strengthen support to Members, the previously independent Executive and Regulatory Business Unit and Democratic & Members Services Team have been merged together to create a new single Council Business Unit, as set out in a report to <u>Democratic Services Committee on 12 November</u>. The changes included • the introduction of a Graduate Scrutiny Research Officer to support Members scrutiny responsibilities and wider elected Member roles. • the continuation of the Interim Head of Democratic Services as a member of the Council's Senior Leadership Team. The Unit is now responsible for providing support to all of the Council's democratic functions and decision making arrangements. This has created greater strength, resilience and expertise to support these functions. Plans are in place to seek feedback from Members to establish their experience of the changes and to establish how the arrangement can be continually improved.
3.4 Is decision making across the Authority robust and effective?	The Council's ongoing progress in strengthening governance; officer and Member training and support; scrutiny and pre scrutiny arrangements and resident engagement continues to see increasing recognition of the voice of the resident in Council decisions. Progress has been further strengthened by changes to the Procedure rules agreed by Council at its <u>AGM in May 2018</u>. This includes: 1. Changes to arrangements that make it quicker and easier for Members to 'Call in' Cabinet or Delegated Officer decisions 2. Agreed principles to facilitate public engagement in Scrutiny Committees 3. Standardisation of Reports to ensure that they contain the same level of detail to inform/support Member decisions 4. The availability of Forward Work Programmes for Cabinet and Scrutiny Committees on the Council's Website providing greater transparency and easy access.

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	Since April 2018, there has been one 'Call in' arising from a decision of Cabinet. This was in respect of the development of Community Hubs report to <u>Cabinet on 19 April</u>. The Call in was considered by a special meeting of the Overview and Scrutiny Committee on 30 April in which Member concerns were addressed and following consideration the Committee resolved that "*the matter not be referred back to the Cabinet for reconsideration and the decision taken on 19 April take effect*…." As described in section 3.1 above, a guide that provides officers with detailed information in respect of these requirements has been made available on the Council's Intranet.
3.5 Do challenge, scrutiny and review processes ensure a range of informed views are sought and actively considered to aid decision making and improvement?	The Council's processes, training and information to facilitate scrutiny and challenge of decisions and policies, continue to strengthen and mature. However we know that there is more to do and are continuing to implement changes. In its latest report, 'Fit for the Future' the WAO concluded that the Council • has increased the role of overview and scrutiny in its improvement and governance arrangements, but could strengthen support for the scrutiny function; • has improved overview and scrutiny practice, but activity is not always well-planned; and • is beginning to evaluate the effectiveness of its overview and scrutiny function, but needs to do further work to demonstrate the impact of scrutiny. It was pleasing to note that the WAO recognised the work to progress the of strengthening Scrutiny. However, it has also helped to support and inform the changes being implemented to continue to strengthen scrutiny arrangements. The full report containing proposals for improvement and the actions that are being taken to address them were presented to the <u>Overview and Scrutiny Committee on 22 October</u>. An update of progress in the implementation of the action plan will be presented to a meeting of the Overview and Scrutiny Committee prior to the Council AGM. The Scrutiny Annual Report 2018, containing details of the work carried out by Scrutiny Committees and the associated outcomes was presented to <u>Council on 23 May 2018</u>. Scrutiny Projects in 2017/18 included • **Provision of Sanitary Products in schools** – leading to a change in Council Policy including the introduction of Feminine Hygiene Products agreed by <u>Cabinet in April 2018</u>

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- **Electoral Reform in Local Government Wales** and **Strengthening Local Government Delivering for People** -enabling consultation with residents to be included as part of the Council's response link agreed by Council on 24 October.
- **Review of RCT Governor Support Services** – Recommendations focussed on improving the effectiveness of Governing Bodies
- **Mobile Library Service -** Public Service Delivery, Communities and Prosperity Scrutiny Committee 10 December 2018 received an update in respect of Mobile Library Service as a Scrutiny Working Group had previously been involved in the review of Mobile Libraries.

Scrutiny Working Groups in place in 2018/19 to date include

Communal Area Recycling –following their regular monitoring of the Council's recycling rates work is focused on two areas in order to further improve the Council's recycling rates, i.e.

1. Communal Recycling through the perspective of the role of social landlords
2. Enforcement

Considering the Council's approach to Scrutiny through the 'lens of the Well-being of Future Generations Act' by consideration of the Infrastructure to Support Low Carbon Vehicles. This work is referenced in more detail *** below

Consideration of Voluntary Snow Wardens – which among things lead to a campaign '*Your neighbours need you'* to encourage residents to be good neighbours, particularly to those who are vulnerable and to look out for one another during period of severe winter weather, helping to support greater community resilience. This work followed a Notice Of Motion at Council on 19 September.

Consideration of Register of Food Businesses in RCT- referred to a working group of the Finance and Performance Scrutiny Committee at its meeting on 11 December 2018 for further consideration following a Notice of Motion at Council on 24 October.

Provision of Elderly Mental Infirm Beds in RCT– The Working Group has completed its review and recommendations were considered by Health and Well-being Scrutiny Committee on 12 February, 2019.

The involvement of the Overview and Scrutiny Committee, together with joint meetings of the Scrutiny Chairs and Vice Chairs in the identification and development of Scrutiny Committee Work Programmes has provided the opportunity for a wider range of subject areas to be considered.

Pre-Scrutiny arrangements provided additional challenge for

- Empty Property Strategy
- School Attendance Strategy
- HMO

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- <u>Homelessness Strategy</u>
- <u>Draft Supplementary Planning Guidance</u> (HMOs)
- <u>Out and About : the rights of way improvement plan for RCT</u>
- <u>16+ Accommodation</u>

Scrutiny Committees have also provided significant contributions as part of many consultations that have been undertaken in respect of Council business, allowing the Committees to contribute to proposed service and policy changes at an early stage. These consultations include:

- <u>21st Century Schools</u>
- <u>Modernisation of Residential Homes and Day Care Services</u>
- <u>Day Centre Review</u>
- <u>Public Space Protection Order (intoxicating substances including alcohol) within Town Centres</u>
- <u>Budget Consultation</u>

Consideration of additional areas of work for 2019/20 is already taking place within Committees. This will be dependent on the Committees' work programme but currently include:

- Review of Fixed Penalty Notices arising from scrutiny of the School Attendance Strategy.
- Consideration of street cleansing and the provision of street furniture in Town Centres
- Consideration of Bryn Pica (Eco Park) & The Cynon Gateway;

To further strengthen challenge, the Council has a number of residents that are co-opted onto Committees. They play a valuable role in these committees and provide a different perspective to the debates. Examples where these co- opted members are involved within Council business include the Chair of Audit Committee, Joint Overview and the Scrutiny Committee of the Cwm Taf Public Services Board. The Council also has its statutory co-optees on the Children & Young People Scrutiny Committee who provide sound opinions on the topics scrutinised. The Council will regain the Chair of the Joint Overview and Scrutiny Committee for the Cwm Taf PSB in 2019/20 Municipal year.

New Independent Members have been appointed onto the Council's Standards Committee and for the first time, the Strategic Arts and Culture Steering Group.

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As well as the progress described above, work is continuing to

- ensure Scrutiny meetings are promoted on social media in the same way meetings of the Council's Cabinet & Full Council, with a view to developing a dedicated social media presence in the future
- identify appropriate resources within the Council's Corporate Communications functions to promote the work of scrutiny
- strengthen further the link between Scrutiny and the corporate consultation processes used to support key decisions taken by Council and the Executive.
- provide the opportunity for residents to feedback on matters considered by Scrutiny, which can inform the development of future work programmes also
- explore further use of co-option, where considered appropriate, as a means of developing partner relations and participation by residents or organisations which will add value to the Council's decision making.

***Scrutiny also has a specific role to ensure the Council is fully meeting its requirements in respect of the Well-being of Future Generations Act, referenced in more detail in Section 7 below. At its meeting on 3 September 2018, the Overview and Scrutiny Committee agreed to work alongside the office of the Future Generations Commissioner to pilot a new toolkit designed to support Members in the scrutiny of the Council's implementation of the Act. Since that time, the toolkit initially considered by the Committee has been revised and was launched by the Commissioner's Office on 20 January.

In the meantime a Scrutiny Working Group consisting of Councillors Adams, Bonetto, Chapman, Griffiths, Hughes, Rees-Owen, Williams and Mr J Fish has been established to support the development of the Council's WFG scrutiny processes and champion the implementation of the Act within their respective committees. The first meeting of the Group took place on 22 January. The Group was provided with detailed information in respect of the requirements of the Act following which it agreed to fully test the approach in more depth during its consideration of the Council's preparations for the infrastructure to support Low Carbon vehicles. The next meeting of this group is scheduled for 11 March.

To ensure that the Council's governance processes and requirements are fully compliant with Welsh Language Standards, a translation officer has been allocated to provide dedicated support to the Council Business Unit.

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The Council's Annual Governance Statement forms part of the certified accounts. The Statement for 2017/18 which was agreed by Audit Committee on 30 April 2018 concluded that "*the Council's governance arrangements were fit for purpose and publicly demonstrated how the Council's work and resources have contributed to the delivery of Corporate Plan priorities and outcomes*"

1. Sound arrangements to support elected Councillors and Officers in the effective discharge of their responsibilities and also in maintaining high standards of conduct when undertaking business on behalf of the Council;

2. Processes in place to up-date governance related documents, such as the 'Anti-fraud, Bribery and Corruption Strategy' and 'Whistle-blowing' arrangements, raise awareness of these documents within the Council and also publicly reporting on the Council's performance in such areas;

3. An open approach to engaging with stakeholders and planning and delivering services, a number of which being in partnership with others;

4. Clear arrangements for decision making that were: supported by robust service management, financial management and scrutiny arrangements; informed by consultation feedback where appropriate; and tested against the requirements of the Well-being of Future Generations Act;

5. The continued reporting of understandable priorities and ambition, as set out in the Council's Corporate Plan, with progress reports demonstrating generally improving outcomes and performance at the same time as maintaining financial stability;

6. Regular reporting of the Council's performance, with examples of 'exceptions' being reviewed and challenged by Scrutiny Committees;

7. A medium term approach to financial planning that helped inform strategic decision making and prioritisation of resources through on-going public sector austerity; and

8. The Council having a track record of implementing Annual Governance Statement recommendations in previous years.

Notwithstanding this positive position, the assessment also identified where the Council's current arrangements could be strengthened, i.e,

- the Council should bring together all its governance arrangements within a local code of governance, following review and approval by elected Councillors
- Undertake engagement within the Council to assess the level of awareness and understanding of the Whistle-blowing Policy, Anti-fraud, Bribery and Corruption Strategy, Gifts and Hospitality Policy and induction arrangements.
- Introduce arrangements to enable regular complaint analysis to be provided to Services in respect of Comments, compliments and complaints (non-social services)

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	• Draft Corporate Plan priority action plans for 2018/19 should be subject to pre-scrutiny to assess, amongst other things, the basis of performance indicator targets and whether the actions included will help to deliver defined outcomes. • In view of the limited level of training feedback provided following training and development activities, engage with attendees to identify alternative methods of obtaining feedback to ensure that training resources provide maximum benefit. • Review the Council's Risk Management Strategy document to assess whether it remains fit for purpose. Where revisions are deemed required, these should be reported to elected Councillors for review and sign off before being re-published. • Review, and where required, update the Council's Financial Procedure Rules and report revisions to elected Councillors for consideration / approval • To increase the prominence/awareness of the Annual Governance Statement, This is now a stand-alone document on the Council's website. Work to strengthen these areas is continuing. An update of progress was provided to Audit Committee on 17 December 2018. The Council is continuing to strengthen its approach to responding to Regulatory Reports. This was recognised by the Audit Committee in October 2017 when it noted that "*the Council's arrangements to monitor the implementation of proposals for improvement made by the Wales Audit Office are adequate and to support further improvement in this area, that progress up dates are included within scrutiny committee papers*". The most recent report to Scrutiny Committee which included Regulatory reports was on 22 October 2018. Coincidentally this report included the WAO 'Fit for Future' findings in respect of Scrutiny. These reports were subsequently reported to Audit Committee in December 2018. However, there is more to do to fully embed this approach to ensure that all relevant reports are identified at an earlier stage, particularly where the Council is involved in partnership working, so that more timely responses are available to elected Members. Since that time the Wales Audit Office has issued a national discussion paper 'Six themes to help make scrutiny 'Fit for the Future''. Work is currently taking place to ensure that our processes reflect any new findings that are relevant to RCT.
3.6 Does the engagement that the Authority has with its stakeholders	There are clear examples of where residents' views have recently informed policy changes. These include • Informing the Budget Setting process and Council Tax increase for 2019/20. • Informing the new Town Centre Strategy for Porth as well as the relocation of the Day Centre to a new community hub. The strategy was subsequently approved by Cabinet on 24 January 2019 and further engagement is taking place to undertake a

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support real accountability?	further engagement exercise with the service users of Alec Jones Day Centre to identify and put in place the necessary arrangements for alternative hot meal provision. • Development of new Community Hubs in Ferndale and Mountain Ash to meet the needs of the residents of these communities • The introduction of Public Spaces Protection Orders (PSPOs) for Alcohol in Pontypridd and Aberdare, the proposals for which were supported by residents and were introduced following approval at Cabinet on 19 April 2018. In 2018 the Council undertook its biennial engagement events with all residents. We engaged with over 400 people during the events. This provides our residents with the opportunity talk to Council officers directly and give their views on a number of issues that affect them and the services they experience. The results of this engagement provide the Council with valuable information to inform and shape and improve its services as well as track progress in the delivery of its priorities. These events are all face to face discussions and are now a key part of our involvement process, allowing us to reach people who would not traditionally take part in consultations and surveys. Their views are fed back to Managers for consideration and action. Any complaints or queries that are raised as part of the discussions are addressed at the time or where this isn't possible, queries are subsequently raised with the relevant officer. There are a number of forums and groups that the Council supports and regularly engages with, including; • RCT wide Youth forum, chaired by Cabinet Member Cllr Tina Leyshon. The Forum has developed a number of sub-groups dealing with issues that affect young people, e.g. Mental Health. • Older Persons Forum. Through this forum we can engage with over 500 older people through their networks. • Disability Forum, chaired by Deputy Leader Cllr. Webber. There continue to be many opportunities for residents to contact and meet with Councillors at various events which are held within communities, they can also engage through social media channels e.g. Facebook and twitter We are continuing to develop our approach to ensure that our consultations reflect the population of our communities and to find out how our Service Change proposals will impact on people, particularly those with any of the 9 Protected Characteristics as set out in the Equality Act 2010. Through this approach we are able to collect relevant equalities data. This is achieved by including a question about the proposal's impacts upon people with protected characteristics and how service changes may impact upon a

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	person because of their personal circumstances. A similar approach has been developed in respect of the requirements of the Welsh Language Act. We continue to strive to engage with as many people as possible, including in the seldom seen/heard communities, although we know there remains more to do. The staff consultation and engagement approach described in more detail in section 4 is developing, strengthening and continuing to encourage more staff to have their say. The staff survey approach is continuing on line and also through the direct survey approach from HR. Staff also have more general opportunities to contribute ideas and views about the Council directly to the Chief Executive through the Chief Executive's drop in sessions and Managers can also use the Joint planning sessions of the Cabinet Members and Senior Officers, either submitting issues for consideration on the agenda and/or by contributing to the discussions and debate in the topics within the sessions. Staff directly involved and/or affected by Service Change proposals have the opportunity to engage and respond directly in discussions with Managers and Trades Unions as part of the Management of Change arrangements. Staff are also contacted by email as part of Service Change proposals, a recent example of this is the Residential Homes and Day Care Services consultation and the Budget Strategy for 2019/20.
3.7 **Does the Authority ensure that effective governance and accountability is maintained when the Authority delivers services through**	**The Council delegates/delivers a number of key services through other external entities.** These include the following: • Joint Committees – Cardiff Capital Region Regional Cabinet 'City Deal', Central South Education Consortium, Llwydcoed Crematorium, Coychurch Crematorium; • 100% owned companies – Cynon Valley Waste Disposal Company Limited trading as Amgen Cymru • Joint Ventures – associate companies – 'Red Start' the Capita Engineering Joint Venture in partnership with Bridgend and Merthyr CB Councils. • CSC Foundry Limited, a company owned by the 10 City Deal Councils that is developing the Compound Semi Conductor Foundry in Newport In respect of these external organisations, robust governance arrangements are in place to protect the Council's interests. The Council has a full understanding of the financial commitments, risks and rewards of these organisations and there are effective arrangements in place to ensure they deliver the specified service.

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companies, trusts or other external entities?	In respect of AMGEN Cymru, CCS Foundry Ltd and the Capita Joint Venture, the Council has appointed directors/a representative and these directors are clear of their roles and responsibilities both to the Council and their fiduciary duties to the company in which they have been appointed as a director, as a result of their Council employment.

Potential Areas for Improvement 2018

1. Continue to strengthen the governance arrangements to ensure that they better inform and facilitate challenge, support, scrutiny and pre scrutiny at all levels across the Council, as described below.
2. Continue to strengthen the arrangements to identify and meet the Personal Development needs of elected Members.
3. Continue to strengthen the Scrutiny function, focusing on the impact of the decisions made and doing more to try to engage and bring Scrutiny and residents together. This will help to facilitate a more focussed Scrutiny Annual Report.
4. Establish the lessons learnt from the application of the WFG Act in the Scrutiny Working Group pilot and consider how they can shape the Council's approach to Scrutiny.
5. Continue to support and enable elected Members to increase the use of technology to more effectively manage and scrutinise the Council's business through the use of appropriate equipment and making positive progress on the implementation of Modern.Gov software.
6. Continue to identify all strands of customer and resident feedback coming into the Council so that it can be co ordinated, analysed and made available to better inform service planning and improvement.
7. Ensure a smooth transition from Merthyr Tydfil CBC to RCT in respect of the arrangements to Chair of the Joint Overview and Scrutiny of the Cwm Taf PSB.
8. Prepare for the 2019 Council's Charter review of Member Development.
9. Continue to strengthen the support to Members as part of the new Council Business support function, including implementing the actions agreed in the Council's response to the 'Fit for the Future' Review, and the subsequent national report.

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Response to Areas for improvement 2017. The Council has

1. implemented the RCT Workforce Plan considered by Cabinet in February 2018.
2. continued to ensure that PDR and other management capacity building schemes in place are contributing to organisational effectiveness/improvements in service delivery with a particular focus on leadership and accountability.
3. progressed the roll out of PDRs to GR11 to 14 and continued the programme for GR15 and above.
4. put in place a dedicated Attendance Management Team to strengthen staff absence management and target pockets of continued staff absence.
5. continued to monitor and evaluate the implementation of Agile Working across the Council to ensure there is a positive impact on organisational effectiveness, service delivery and office accommodation and also individual staff well-being.
6. continued with a programme of engagement with staff through regular surveys and opportunities to speak directly to the Chief Executive during scheduled drop in sessions in locations across the County Borough.
7. reduced office accommodation and already exceeded the target of 20% reduction by 2020. This will enable the Council to make better use of its resources
8. acquired the 'Occypeye' system in order to inform decisions that will improve workspace utilisation and reduce costs.
9. continued to pursue solution to get all RCTCBC's water accounts into the SystemsLink Energy Management system.
10. started to monitor the impact of new schools on educational attainment so that good practice can be captured and lessons learnt.
11. continued to implement the new Digital Strategy, transformation and efficiency and development.
12. progressed the implementation of the Information Management arrangements including the development of the Information Strategy and roll out of the Council's GDPR arrangements.
13. continued to implement ICT infrastructure improvements to support the delivery of business efficiencies, service transformation and improvements including paperless meetings.

4.1 Are Council services continuing to deliver their statutory obligations and improvement objectives with fewer resources?	By carefully managing finances and focusing its resources, the Council continues to manage and improve services and meet its statutory obligations despite the challenges presented by austerity. In 2017/18 the Council achieved efficiency savings of £6.584M as part of the Medium Term Service Planning arrangements. The Council has continued to allocate resources and one-off investment funding in line with its Corporate priorities and this has supported a generally improving trend in the performance of services. At the same time, the Council has continued to implement savings plans to enable it to consistently deliver balanced revenue budgets and ensure that any changes/reductions to frontline services are only agreed further to all efficiency options being exhausted and in line with laid down requirements e.g. business cases and public consultation and equality impact assessments where deemed required.

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This is evidenced by

Continuing to deliver balanced revenue budgets during a period of ongoing reductions in funding. Below are the annual 'budget gap[1]' and year end underspends delivered:

- 2015/16 – £16.4M budget gap and year end underspend of £0.219M
- 2016/17-- £14.3M budget gap
- 2017/18 – £13.818M budget gap and year end underspend of £0.0M
- 2018/19 – a budget gap of £9.834M (at the provisional Local Govt settlement) – the projected full year financial position (forecasted at 30 September 2018) is a £1.286M overspend (note: this position does not take account of an additional £10M of one-off funding announced by Welsh Government to support sustainable social services across Wales – the relevant apportionment to RCT will be incorporated into future financial updates during the year).

In parallel with the above, the Council has maintained general reserve balances in line with its Section 151 Officer's determination of the minimum level required. For the latest audited financial year (i.e. 2017/18), the general reserve balances were £10.720M (with the S 151 officer's view that £10M should be the minimum level required).

Keeping Council Tax increases to a reasonable level. Over the past 3 years the Council Tax increases[2] have been
- 2016/17 – RCT increase 2.75% / All Wales Average = 3.63%
- 2017/18 – RCT increase 2.25% / All Wales Average = 3.04%
- 2018/19 – RCT increase 3.6% / All Wales Average =probably 6%+- *to be confirmed*

Continuing to embed Medium Term Financial Planning (MTFP) arrangements
 The Medium Term Financial Plan has been refreshed. The new MTFP from 2018/19 to 2021/22 was considered by Cabinet in July 2018 and provided an update on the Medium Term Financial Planning assumptions to elected Members in advance of the detailed budget strategy work in the Autumn.

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[1] Annual 'budget gaps' based on provisional settlement information
[2] Council tax increases – average Band D equivalent increase (Stats Wales)

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Identifying savings early

 The MTFP arrangements have supported the early identification/delivery of in-year savings. These in-year savings together with the release of other resources (e.g. earmark reserves) has enabled over £53M of additional investment in Corporate Plan priority areas since October 2015 (this being over and above the normal capital programme allocations). The latest round of additional investment was approved by Council on 24 October 2018, amounting to £23.550M, and covered the following areas:

Investment Area	Estimated Spend £M
Extracare	**2.000**
MBU / Traffic Management	**0.300**
Parks and Green Spaces	**0.200**
Strategic Regeneration Investment	**1.000**
A4119 Dualling	**1.500**
Llanharan Bypass	**0.500**
Community Hubs	**0.250**
Treorchy Link Road	**0.200**
Aberdare Bypass	**1.000**
Robertstown and Coedely (Match Funding)	**4.200**
Highways Investment (to 2021)	**12.000**
Bryn Pica Eco Park	**0.200**
Community Enabling Fund	**0.100**
Total Investment	**23.450**

Delivering the Council's Corporate Plan

Since its implementation in 2016, the Council has assessed its performance against the priority areas on a quarterly basis as part of the performance monitoring reports to Cabinet, and annually as part of the Corporate Performance Report. The latest annual Corporate Performance Report agreed by Council on 25 July 2018 sets out a continually improving picture of performance despite on-going the reductions in funding

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Keeping the Corporate Plan alive and relevant.

Recognising that the impact of austerity and increasing financial pressures mean the Council must consider how services are delivered. Supporting work streams were agreed by Cabinet on 21 September 2017, and subsequently supported by residents as part of the 2018/19 revenue budget setting arrangements in February 2018.

1. **Digitisation** - so that customers can access more of our services online and also helping to increase access to technology for people and communities. *Overall progress has been positive, this is described in more detail on section 4.4 below.*
2. **Commercialisation** - so that the Council takes more opportunities to act as a business to earn income rather than cut budgets, *e.g.renting out properties and building industrial units for rent.*
3. **Early Intervention and Prevention** - so that we spend more on stopping problems and less on trying to fix them once they have happened. *The Key areas of focus are Resilient Families; Early Years Co-Construction Project; Children First & Community Hubs/Zones and Funding Flexibilities Pathfinder.*
4. **Independence** - so that our vulnerable residents stay as well as they can for as long as they can, e.*g. through our Stay Well@home service which won the 'working seamlessly across organisations' category in the NHS Wales awards 2018*
5. **Efficient and Effective Organisation** - so that we challenge everything we do to see if we can do it better, *e.g. centralising admistration functions into a generic hub in Ty Elai to better support the services at the site and delvier an efficiency.*

Compliance with legal duties

In the delivery of its Financial and Corporate Planning arrangements, the Council has continued to comply with its corporate financial and performance related duties i.e. an unqualified audit opinion on its Statement of Accounts and positive progress in meeting earlier timescales for the closure and audit of the Council's accounts, and meeting the requirements of the Wales Programme for Improvement and Well-being of Future Generations Act.

The Council received a better than expected Provisional Local Government settlement from Welsh Government for 2019/20, announced by the Cabinet Secretary for Local Government and Public Services on 9 October 2018. Following this announcement on 16 October Cabinet considered a report that set out the service implications arising from the provisional settlement, the significant challenge faced by the Council in preparing a balanced budget for 2019/20 and identifying a budget gap for 2019/20 of **£5.920M**.

The final Local Government settlement was received on the 19 December 2018 and the Council is currently assessing the implications of this. An update will be reported to Cabinet in early 2019. Due to on-going public sector austerity alongside rising prices and demand for council services, there will be the continued need to identify and deliver further budget savings. The Council has identified that not having a strategy that delivers

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	long term financial stability and sustainability is a significant risk and this has been recognised within the Council's risk arrangements (Risk 1). The latest update included in Q3 as part of the Council's quarterly performance monitoring arrangements indicate that the Council is taking positive steps to manage this risk, however the risk rating remains high. Q3 hyperlink will be available with March Cabinet papers.
4.2 Does the Council have effective arrangements in place to manage and utilise its workforce?	The Council set out a clear strategic vision for managing people in the Human Resources Strategy 2017/22. The strategy aligns to the Council's Corporate Plan and sets out how the Council will ensure it • recruits and retains the best possible employees in the labour market and develops staff in order for the workforce to fulfil its potential by having the required skills, • develops resilience and capability to meet future challenges and opportunities Since that time the Council has put in place a Workforce Plan. The Workforce Plan was considered by Cabinet in February 2018. Cabinet also agreed the Plan's five delivery aims: • Developing a flexible and agile workforce that shares organisational knowledge. • Recruiting and retaining the best talent to create a diverse workforce. • Leadership and management development. • Enabling a high performing, engaged and committed workforce. • Supporting health and wellbeing to maximise attendance. These key themes have been used to inform the direction of the HR Service and are aligned with the HR Strategy. The key areas for action will continue to inform HR's work and development programmes as well as the 2019 HR Delivery Plan. A skilled, well equipped and agile workforce is essential if the Council is to deliver its prioirities and this is clearly referenced in the Corporate Plan and there is demonstrated throughout this Corporate Assessment. Workforce Planning has also been identified as one of the seven areas of change within the Well-being of Future Generations Act. Our progress to date is evidence of how the Council's approach to the workforce is meeting the requirements of the Act and it will continue to review and improve its arrangements so that our customers get the best possible services from the best possible staff.

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As part of the support to Public Bodies, the Future Generations Commissioner has recently published 80 Simple Changes for Public Bodies to implement. This includes numerous HR related changes including "*Taking stock of Mental Health in your workplace"* and "*Maximise potential for apprenticeships in your organisation*". Many of the changes identified by the Commissioner are already in place across the Council, others are not simple. The extent to which the Council is implementing the Well-being of Future Generations Act, including the approach to the '80 Simple Changes' is reference in more detail in section 7 below.

The 'Risk based assessment of the Council's Corporate Arrangements' reported to Council in June 2017, contained one proposal for improvement i.e. "*The Council should record explicitly the potential risk of insufficient capacity within the HR Division to support the Council implement its change agenda on the corporate risk register and the HR Delivery Plan 2017/18. Since then* HR has continued to review its workforce capacity and arrangements in order to mitigate the risk of insufficient capacity.

A new risk in respect of the wider workforce development was included in the Council's Strategic Risk Register reported to Cabinet in Quarter 1 2017/18 (Risk 18) i.*e. If the Council does not develop and invest in its staff, transforming the way it delivers its services to meet future demographic and financial pressures will be more difficult. It will also have an adverse impact on the retention and recruitment of staff.* Since then, actions to mitigate this risk have been included in the HR Delivery Plan and progress has been to further develop and invest in staff. Progress in respect of risk mitigation is also monitored as part of the Strategic Risk Register update within the Council's quarterly Performance Reports to Cabinet. Q3 hyperlink will be available with March Cabinet papers.

Actions identified to mitigate this risk and to support workforce development and attendance management include
- Continuing Graduate/Apprenticeships programme
- Increase in staff training/development
- Publication of Compendium of training opportunities
- Continued programme of Personal Development Reviews for GR 15 and above
- Rolling out a programme of Personal Development Reviews GR11 – 14 from Oct 2018
- Continuing to focus on improving attendance with a particular focus on mental health. 320 managers have received training since September 2018. The potential of extending and developing this in the future is being considered.
- Putting in place an employee Well-being event for January 2019, which aims to educate employees to make positive choices around their own health and well-being. To maximise attendance employees will be allowed an hour to attend.
- Reviewing the 'people' implications arising from implementation of agile working arrangements.
- Continuing to work in targeted service areas to reduce high levels of sickness absence

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Health and Safety risks

Incident and accident data from across the Council together with information from other reliable information sources such as the HSE, continues to identify both current and emerging trends in respect of Health and Safety Risks. Following the identification of risk, action is taken and strategies are developed agreed and implemented in line with appropriate consultation, management and governance arrangements to mitigate the risks.

Automatic External Defibrillators (AEDs).

Whilst there is no statutory duty for the Council to provide AEDs, it is recognised that the chances of surviving a cardiac arrest are significantly increased when an AED is used. AED have been provided at its key locations on a priority risk basis.

This currently includes
- all RCT Leisure centres
- Ty Elai, Williamstown
- Sardis House, Pontypridd.
- Ty Bronwydd, Porth.
- The Pavilions, Clydach Vale
- Ty Glantaf, Treforest
- Dinas Depot, Dinas
- Aberdare Library
- Treorchy Library
- Ty Trevithick, Abercynon

More than 50 staff have been trained in the use of the AEDs. This means that should a member of staff, a resident of or visitor to RCT have a cardiac arrest in or near one of the above premises, with staff trained in the use of AEDs, their chances of survival will be greatly increased.

In 2018/19 another 11 AEDs have been purchased and will be located in appropriate Council premises, including all libraries, unless there is already a Public Access AED within close proximity.

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Hand Arm Vibration Syndrome Audit

An audit to establish the adequacy and effectiveness of the Council's management of hand arm vibration has recently been completed. This was a Council wide audit which included a number of service areas i.e. Streetcare, Highways, Parks and Countryside, Fleet and Bereavement Services. The objectives of the Audit were to ensure that:

- risks from exposure to vibration are assessed and practical controls have been introduced;
- management systems and practical controls are in place and reviewed on a regular basis;
- individual exposure to vibration is monitored (where required) and excessive exposure is identified and reduced to a level as low as is reasonably practicable;
- consideration is given at procurement stage to vibration reduction and there is appropriate maintenance of tools and equipment;
- there is information, instruction and training provided to staff; and
- health surveillance is provided (where required).

The findings from the Audit are currently being reviewed. Once complete, any remedial actions will form part of the HR work programme and any areas of good practice will be shared across Council services.

The HR model in place continues to be a centralised HR function that is currently located across three sites .

To further support the management of staff absence, in 2018 a dedicated Team was identified from existing resources to target areas with high levels of absence across services. The Absence Management Team (AMT) undertook environmental assessments to ascertain the reasons for the high levels of absence. The team has sought engagement from both managers and staff to effect and sustain a reduction in sickness absence, and a positive impact has been made.

Following the intervention and support of the AMT
- there is evidence of reduced levels of sickness absence levels in the targeted 'Heat Spot' areas, e.g.
  - Adult Residential establisments. Reductions in the staff absence in the two months the Team were in place ranged from 3.18% to 4.59%
  - Oasis Centre –there was no sickess absence at all during June and October 2018 following the intervention of the Team.
  - Independent Living – The level sickness absence fell from 12.73% to 4.49%
- early signs are that reduced absence levels in the areas the AMT has been in place are being sustained but this will be kept under review.

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- staff are engaged in the absence management process
- stronger relationships have been built between managers and staff
- specific support has been provided to staff as a result of more in depth understanding of the reasons for high absence levels in Heat Spot areas.
- bespoke guidance and recommendations issue to Managers in Heat Spot areas, based on project work carried out by the AMT.
- key issues experienced by managers and staff in respect of the Absence Management process have been identified.

As well as the HR function provided within RCT, HR also continues to provide certain functions on behalf of Merthyr Council. These are the

- delivery of apprenticeship programmes
- Occupational Health Service
- provision of learning and development activities.

An SLA continues to be in place with the Central South Consortium (CSC), which is the Education School Support for Bridgend, Cardiff, Merthyr, RCT and Vale of Glamorgan Councils. RCT delivers the operational HR arrangements via the SLA to support CSC. RCT also leads HR officers from the four other Councils in the CSC, in the development of common school based employment policies across the region's 400+ schools. This group continues to be charged with reviewing working processes and case management across the region and identifying the HR capacity to support the school improvement agenda. The Director of HR continues to sits on the Consortium's Education Directors group meetings that meet monthly with the Managing Director of CSC to discuss education school support issues across the Consortium area.

SLA arrangements continue to be in place for HR to provide both an advisory and transactional service to all RCT schools including voluntary and faith schools. Positive feedback continues to be received from Headteachers and Governors in respect of these services. The evidence shows that the service is valued and has been identified as a model of effective service delivery within the Central South Consortium. Previously and at the a request of Bridgend Council and its schools, since September 2016, RCT assumed the line management of Bridgend Council's HR staff and is providing school advisory support to Bridgend schools. This arrangement continues to be effective.

Other partnerships arrangements to which HR is contributing are:

- Cwm Taf Public Services Board
- Cardiff City Region Deal

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HR policies and plans to maximise staff capacity and capability are developed and reviewed on a regular basis, many of which are referenced above. All HR policies are regularly reviewed in line with changes in legislation and/or with emerging case law. As part of this review all HR policies have now been translated into Welsh in order to meet the requirements of the Welsh Language Standards. A 'Carer's Policy' is in development and a 'Menopause Guide' will be discussed with Trade Union (TU) representatives prior to consideration by SLT. New policies are currently being developed relating to staff induction, management of apprentices together with a revised training and development policy. TUs will continue to be involved in new policy development. The impact of HR policy implementation is part of ithe work programme, e.g. the people aspects of the implementation of 'Agile Working'.

Addressing workforce capacity, as described above, continues to be a key theme for HR. Apprenticeship and graduate programmes continue to assist in addressing workforce planning gaps. In 2017, a considered approach to building capacity in specific areas including Civil Engineering, ICT, Accountancy, Leisure, Corporate Estates proving to have a positive impact as the use of graduate and apprenticeship posts has enabled services to address recruitment into hard to fill posts. The use of these developmental programmes enables the post holders to develop in line with the requirements of the roles and the succession planning needs of the service areas. A new project to introduce supported internships was agreed by Senior Leadership Team in November. The programme will begin in 2019. The aim of the programme is to encourage further diversity in the workforce

The strengthening of individual and organisational performance management, the increased focus on leadership and accountability and the continuing support and challenge arrangements continues to identify the leadership and management training needs. The alignment of the PDR process in the delivery of Corporate Priorities is strengthening as the process becomes more embedded. The Learning and Development outcomes from the PDR processes for GR11 and above will inform and shape future management development programmes. In addition a Manager's induction pilot has been launched which aims to provide new managers with additional support during their early months in the role. The Managers induction is part of a review of the whole induction process which has resulted in a new draft induction policy and revised corporate induction approach. The pilot programme, which has been launched to 46 managers, combines a blended approach of e-learning, self guided learning and face to face sessions.

Core Manager briefings continue on a six monthly basis to ensure that key information is cascaded to the middle management tier, with 718 managers attending. The briefings are used as a vehicle to provide key information in relation to people management issues together with wider policy issues. e.g. GDPR, Sickness Absence, Staff Consultation feedback, Work Experience, Armed Forces Covenant, Staff Benefits and Staff Networks. The briefings are supported, where necessary, with mandatory e-learning produced by HR and deployed via the RCTSource.

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HR continues to maintain effective and constructive relationships with Trades Unions. One of the ways this is achieved is though monthly meetings between HR and RCT TU representatives. At a Consortium level, meetings continue to take place with all recognised unions, teaching and support staff, and this regional interaction is used as the conduit to develop the school based employment policies. Other areas where HR works in partnership with TU colleagues, include TUs providing support and assistance in the staff consultation exercises, their attendance at all core manager briefing sessions and their sponsorship of the annual recognition event for Apprentices.

In other aspects of our HR arrangements, there continues to be numerous policies and procedures in place which seek to maximise individual capability and capacity, e.g., Health and Safety, Capability, Secondment and Health and Safety policies, the Strategic Equality Plan, Workforce Development Strategy, Disciplinary and Grievance procedures. Work to establish the extent to which these policies and strategies are utilised by Managers to maximise service capacity and staff capability, is in its early stages.

Staff benefits continue be made available to RCT staff. During 2018, 3 staff have accessed a Car Purchase Scheme, 362 Phones and Technology purchase with 90 staff accessing the Cycle to Work Scheme. Also 280 staff have been able to benefit from the purchase of additional leave. A new financial management scheme was introduced in December 2018. This scheme focuses on financial well-being. The Council recognises the impact financial worries can have on its staff and will be working with a leading UK based financial wellbeing company to provide access to a range of tools and services to help staff improve financial wellbeing

HR continues to use ICT systems to enable managers to manage by: accessing information, e.g. RCT Source; providing inbuilt compliance with policies e.g. payroll system; and providing training e.g. e-learning. The use of e-learning to support face to face training and core manager briefings has expanded to meet demand and to support efficiencies and effectiveness of the training. For example the delivery of staff and managers inductions is highly dependent on this method. The RCT Source was also used to manage the 'Know your Numbers' and flu campaigns this year to reduce administrative burden. The Cohort System which supports the Council's Occupational Health function has recently been upgraded in order to lead to direct manager referral through the system.

There have been technical delays in relation to the review of the Vision System. As a result, the Project Board concluded that a hosted route to improve reliance and better support the new cloud technology should be progressed. Implementation of the solution is likely to be in the summer of 2019, subject to all the necessary key milestones being signed-off.

Staff engagement remains a key priority for the Council with results being fed back to SLT and forming separate areas of work where applicable both within and outside of HR.

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		The first consultation raised the lack of awareness of staff networks in place within the Council. The Managers briefings were used as a vehicle to provide a presentation to managers on the range of networks in place, their purpose, benefit to staff and how to join the networks. Two staff Consultations have been held during 2018 seeking responses to questions in respect of Equality and Diversity and Continuous Improvement. Joint planning meetings of Cabinet and Chief Officers (GR15 and above) continue to be held quarterly, with the next meeting scheduled for January 2019. Managers' briefings for the middle management tier, @600 managers, which raise awareness of relevant core Council issues continue to be held twice yearly as indicated above.
	4.3 Do the Authority's asset management arrangements support robust and effective decision making and improvement?	The Council's vision and direction as set out in the Corporate Plan continues to shape and focus the Asset Management arrangements. The focus on reducing office accommodation, and other ways of making best use of Council buildings by increased agile working and sharing accommodation with other public sector bodies, where it makes sense to do so. Asset Management has also been identified as one of the seven areas of change within the Well-being of Future Generations Act. Our progress to date is evidence of how the Council's approach to its Assets is meeting the requirements of the Act and the Council will continue to review and improve its arrangements. We are making positive progress in respect of reducing the office accommodation footprint. The target of a 20% reduction by 2020 has been exceeded ahead of schedule. As at Qtr 2 18/19, the total reduction of office floor space reached 21.53%. It is projected that the reduction will reach 24.66% by the end of the 2018/19 financial year. During the last 12 months, as part of the Accommodation Strategy, the Legal Property And Estates Team has managed : • the sale of the Heddfan Base Main building at Treforest with a resulting capital receipt of £605,000, • the sale of Ashfield House Tylorstown with a resulting capital receipt of £48,000, • the lease of the Valleys Innovation Centre at a market rent • the lease of Ty Dysgu, Nantgarw at a market rent The potential lease of Mountain Ash Town Hall to a third sector organisation did not materialise and the building is currently being actively marketed for disposal.

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The Corporate Asset Management Plan 2018-2023 (CAMP) was approved by Cabinet on 21 November and presented to the Finance and Performance Scrutiny Committee on 11 December. The (CAMP) contains key work streams, builds on existing key themes, including asset rationalisation and the 21st Century School programme and introduces emerging areas such as Community Hubs and Town Centre regeneration. An update on the progress of the CAMP's key themes will be presented to Cabinet twice a year.

The Council's Asset Management arrangements continue to be driven at a strategic level by political leadership and senior management. The maximisation of the Council's portfolio is key to ensuring that we make the "*best and most sustainable use of our limited and decreasing resources, always looking at alternative ways of doing things, to limit the impact on the Council taxpayer...*" as set out in the Corporate Plan.

Following an inspection in August 2018, the Legal Property Team has retained its Lexcel accreditation, (the Law Society's legal practice Quality Mark) demonstrating consistent and operationally efficient work practices, effective risk management with detailed file and case management procedures in place. These work practices, adopted by the Legal Property team, have been extended to the Estates Management Team and will be further developed during 2019/20.

There continues to be integrated working with and between Council services in order to achieve the shared goals set out in the Corporate Plan. Asset Management and ICT continue to work closely to deliver Agile Working as part of the Digital Strategy. Corporate Estates continues to support 'Agile working' as part of the Digital Strategy by identifying vacant workspace. A successful joint submission with Merthyr Tydfil CBC for Welsh Government Asset Collaboration funding resulted in the purchase of 250 sensors together with access to the software system 'Occupeye'. These sensors can be placed under desks to effectively measure desk usage. The data collected through the 'Occupeye' units has been used to inform decisions on the number of desks required by a service area. A second joint funding application to the Welsh Government Asset Collaboration Fund has been successful and will enable the purchase of additional 'Occupeye' sensors. The additional sensors will accelerate the process in partner organisations. In the future, where appropriate, information collated through the sensors will upload into the Welsh Government's proprietary electronic data management system (EPims lite), and available space within the RCT portfolio will be made available to Public Sector partners. Making information available on vacant office space is a way of facilitating better use of public assets.

Following the successful introduction of a pilot Service Property Portfolio Working Group with Leisure Services, an Education Service Property Portfolio Working Group has been setup. This allows proactive management of service property portfolios, pre-empting possible issues, for example with leases, and allowing effective management and understanding of the property portfolios. Regular meetings are scheduled between services and dedicated Estates and Legal officers to ensure effective collaboration and communication.

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The identification, marketing and disposal of surplus or underutilised property continues to be a priority. A schedule of surplus land and buildings is collated and regularly monitored and updated. As the receipts are dependent on market and economic factors it is recognised that not all sites identified for disposal at the beginning of the financial year will be sold. This year a traffic light monitoring system has been introduced to improve and inform the process. This system identifies the properties that are unlikely to be disposed of as initially expected and likely capital receipt figures are adjusted accordingly. The adjusted capital receipts generated figure for 2018/19 is £4.8M. This figure was less than the £9M anticipated at the beginning of the year due to market conditions.

During 2018, to improve the Service Asset Management Plans (SAMPs) process, property portfolio meetings were held with Directors, Service Directors and Heads of Service to discuss property related requirements and issues. The meetings were well received and identified common themes such as file storage, agile working to support improved services and co-location of services. This information was then used to inform the revised CAMP. A similar process will commence in January 2019 to update Service Asset Management Plans (SAMPs).

'RCT Together' supports community groups by working with communities and partner agencies to sustain delivery of services by providing a collaborative approach in coordinating support and guidance to those groups interested in taking responsibility for managing local assets by way of a Community Asset Transfer.

One example of community asset transfer through the 'RCT Together' process is the transfer of Penrhiwceiber Padding Pool to the Lee Gardens Pool Committee. This Committee supported by the Council, community and businesses and boosted by grant funding, has been able to develop a year-long programme of engagement and development opportunities at the former paddling pool site. The group has levered in excess of £80k of grant funding and in-kind support delivering volunteering opportunities, which engage residents of all ages. The well-being impact of this project has been positive as demonstrated in the review of the Fit and Fed Programme run in the Summer of 2018. This project actively demonstrates where the Council is actively *'Working with those who already have community links to develop new projects'*. This work predates the simple changes within the FG Commissioner's Art of the Possible - 80 Simple Changes. which has been suggested as a contribution to the seven national Well-being goals, in particular a Wales of cohesive communities'.

During 2018/19, the functional responsibility for 'RCT Together' was transferred to Public Health and Protection. This has brought about a change of direction for the 'RCT Together' Strategy. The new approach, approved by Cabinet on 21 November refocuses the direction of 'RCT Together'. It concentrates on ensuring that only those Community Asset Transfers that align strategically with the development of the Community Hubs/Neighbourhood Network models and/or the Council's strategic priorities identified in the Council's Corporate Plan or the Cwm Taf Well-being Plan will be progressed.

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As at November 2018, 'RCT Together' has received a total of 222 informal and 144 formal expressions of interest. To date, 24 Council assets have been successfully transferred to community organisations by way of a long-term lease or shorter-term licence. Groups currently engaged with 'RCT Together' have reported they have been able to lever in £6.18M to enhance community facilities and the local environment. This figure has been boosted by over £2.2M being awarded to two groups in RCT through the Big Lottery 'Create Your Space' Fund, which aims to enable local communities to improve their local natural environment. The 'RCT Together' team collects and monitors feedback to demonstrate the impact of the asset transfer to the community as well as providing post transfer support, when needed, to ensure the community asset transfers are sustained.

The Asset management transfers to community organisations continue to improve and strengthen local relationships and actively demonstrate the positive impact that local people can have on their communities Many of the assets that have been transferred e.g. St Mairs Day Centre and Cynon Valley Museum continue to thrive and build community activity and involvement. Another successful transfer, the former Pentre Day Centre now Canolfan Pentre, continues to respond to locally identified needs. By successfully levering in £91,000 of funding from Pen Y Cymoedd and Community Enabling Fund, plans are now in place to transform the dormant Pentre Paddling Pool into a Multi-Use Games Area (MUGA). Work is due to start Spring 2019. In addition to this, Canolfan Pentre has also secured, with partner support, a further £65k to provide an extension to day centre building to accommodate the growing number of support partners and residents who are benefitting from a wide range of support services. This includes Hafal Mental Well-being Outreach, National Autism Society Youth Club, Community Cafe, Parent and Toddler Group, Tai Chi, Bingo, Lunch Club; Bereavement Group, and Craft and Computer clubs.

Another recent transfer is the former Dan Murphy Day Centre in Trealaw to the Autism Life Centre CIC. In September 2018, the building opened as the first permanent Autism Life Centre in RCT, working primarily with young adults, post 19. The Centre provides support to young people with high-level autism support needs by building their independent living and socialisation skills in a community setting. Other more general improvements include enhancements to Tonteg Park Tennis Courts and upgraded parking facilities on land adjacent to Clydach Lakeside Café. Seven paddling pools made operational during the Summer 2018, have also enabled residents to benefit from a wider range of accessible opportunities to learn, be active and stay healthy. In contrast, some leasehold transfers have recently been surrendered, including the former Penygawsi Nursery building on which the 'Feel Good Factory' had a tenancy on part of the building. The gym was unable to increase its membership to make the business model viable and found it difficult to compete with the Council's investment into its own gyms.

We know that there continues to be an increased demand for buildings to house childcare facilities. The Council will be focusing support to groups with an emphasis on child care alongside the development of co-located services in community hubs to maximise the use of our

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community centres. There is also demand for groups looking to rent/hire small spaces and support is being provided to look at underutilised space across Council buildings and third sector run facilities.

The Council continues to provide funding to support the asset transfer process and enhance local community capacity . The two funds below have historically been made available to support voluntary community activity, and have awarded 70 local community groups funding totalling £203,175.

- Community Action Fund – is available to community volunteers or community members to apply for up to £500 to undertake small-scale actions that benefit their local area.
- Community Enabling Fund – is available to non-profit distributing community groups who are interested in developing and delivering projects, which facilitate the transfer, and development of community based assets.

Going forward, and supporting the change in focus of 'RCT Together' set out above, these two funds will be combined to provide a single funding source, which will support and align itself with the Council's developing Community Hub and Spoke and Neighbourhood Network model. These newly combined funds will continue to support groups that are going through the RCT Together Community Asset Transfer process and support local projects where they can actively contribute to addressing local priorities identified by the Council and each of the developing Community Hubs/ Neighbourhood Networks.

The Council spends approximately £1M per annum with Dwr Cymru and there are 970 buildings in the Council's property portfolio, the majority of which have water accounts. However, historically we have not been able to establish the detail of these accounts i.e. whether they were accounts for water and waste or for water alone.

We have continued to pursue a solution to get all the Council's water accounts into the 'SystemsLink Energy Management System' to ensure that payments are made through a consolidated billing system. The Council is part of a Consortium of Local Authorities in Wales' (CLAW) trial water management Sub-Group, there has been positive progress. Following communications with Dwr Cymru, it has now provided all the Council's water account details and meter serial numbers. We have checked and 'cleansed' this data which has been uploaded into 'SystemsLink.' This has resulted in a more accurate picture of our water accounts, and made account information easier to access.

Whilst a more accurate picture of water accounts is now in place, there is more work to do to achieve consolidated water billing. In 2017, we reported that Dwr Cymru was not in a position to progress consolidated billing owing to the significant infrastructure and system investment

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	required. Discussions with Dwr Cymru regarding consolidated billing are continuing, but modifications are required within 'SystemsLink' to make this possible. We are awaiting an estimate/quotation for costs associated with an upgrade that will enable an electronic data exchange to import consolidated water bills that will also link with our creditor ledger system. This upgraded solution is expected by April 2019, but is dependent on 'SystemsLink' providing a software solution that will also be compatible with Dwr Cymru systems. As part of the Corporate Plan's 'Economy' Priority, we continue to deliver the 21st Century Schools project, and continue to demonstrate how asset management directly supports the project. Involvement with school councils, staff, governing bodies and the local community at the beginning of proposed projects as part of the consultation process is continually evolving and improved to ensure meaningful engagement, and has in many cases led to changes and improvements to building design and use. Comprehensive information is available on the Council's website detailing progress with works. For example, details of progress of school developments in the Rhondda Valley and Tonyrefail and Cwmanan school projects are available on the Council website. Consultation is currently underway in respect of the realignment of the learning support provision in RCT; reorganising the school provision in Pontypridd and Hawthorn; extending Dolau Primary School and the reorganisation of school provision in Hirwaun and Penderyn areas. The results of these consultations will inform the future provision. As part of long-term considerations, significant 'future proofing' has already been built into the 21st Century Schools project to develop learning environments fit for the 21st Century. This includes facilities for the likely future needs of pupils and communities being planned into our buildings, curriculum and staffing structures. The Council understands that the processes of education, pupils readiness to learn and incrementally improving the experience of learning, are at the heart of our continuing support and challenge for educational environments in RCT. The 21st Century Schools programme also looks wider than Education to consider schools as community assets. Integration and facilities sharing with other services, most notably leisure, enables facilities to be used beyond the end of the traditional school day. The wider health and well-being of young people is considered in service design, for example, the introduction of family dining in schools to promote healthy eating. However, more needs to be done to ensure that young people are able to access the services they need in the most appropriate ways.
4.4 Is the Authority's approach to using technology positively	The Council has clear plans for using technology to secure continuous improvement through its Digital Strategy and its Digital Work Programme that are aligned with the Corporate Plan. These strategic drivers support and strengthen organisational and service changes. The Wales Audit Office most recent report on ICT was issued in 2016 and concluded that the Council has a clear vision for ICT which is integrated with the Council's overarching goals. This is an ambitious programme of work which has been reflected in the Council's Strategic Risk Register. Q3 hyperlink will be available with March Cabinet papers.

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The Corporate Plan sets out how the Council will:

- *Work in a way that makes the best and most sustainable use of our limited resources......*
- *Invest in new IT to enable staff to work more flexibly across a range of locations, allowing them to be closer to the residents they work with*
- *Invest in its website and make it easier for residents to undertake transactions online via a mobile device – such as paying Council Tax, booking a fitness class, ordering a library book, renewing a parking permit, reporting a problem, and finding out what is going on locally.*

This was further reinforced by the inclusion of Digitalisation as one of the five transformation themes for the Council agreed by Cabinet on <u>28 September 2017.</u>
The Council's Digital Strategy document, 'Digital RCT – Our 2020 Digital Vision' was agreed by Cabinet on <u>22 June 2017</u>.

The Strategy sets out to deliver five key objectives through five strategic delivery strands:

Strategic Objectives	Delivery Strands
1. Develop services for our residents that fit around and complement their lives.	Digital Resident
2. Support our generation to thrive in a digital age through skills development.	Digital Skills
3. Improve our digital experience for our visitors	Digital Workplace
4. Build our digital economy to support our regeneration ambitions.	Digital Visitor
5. Develop modern working practices to improve productivity and work/life balance for our employees	Digital Business

This is underpinned by
  Data & Information Management *using consistent Data and Information to improve the way we manage our business and inform future service provision*,
  Delivering First Class Infrastructure, *improving the Council's underlying core ICT Infrastructure to provide a robust and resilient platform to enable business operations and our digital Improvements* **and**
  Digital by Design ensuring our digital ambitions are embedded across the Council.
This approach is further reinforced by the inclusion of Digital as a work stream and the investment in digital infrastructure, as part of the Cardiff Capital Region City Deal.

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Cabinet also agreed to establish a Digital Leadership Group to:

- Champion, challenge and drive forward the Digital Strategy within the Council and through its partnership arrangements.
- Monitor progress and ensure delivery of the Digital Strategy and its performance indicators.
- Continue to update the Digital Strategy and supporting strategies to reflect best practice and changing digital trends.
- Identify any additional funding requirements to aid the delivery of this strategy.

The group membership consists of key officers from a range of services that provide senior Council wide representation. The specific themes of Business, Resident, Skills, Visitor, Workplace, Data/Information Management & Infrastructure stated within the Council's Digital Strategy are owned by a lead officer who oversees the delivery of respective actions. Project highlight reports are provided quarterly by each officer to the Digital Leadership Group for appraisal, challenge and to discuss support or required action. Programme actions also form part of local Service Delivery Plans which are part of the Council's performance management and reporting arrangements.

Reports and updates are further provided to Elected Members to allow for awareness, challenge, scrutiny and assurance. A variety of Digital reports have been reported to Cabinet, Overview & Scrutiny Committee, Audit and Democratic Services.

The DLG ensures alignment and effective communication with wider key stakeholder groups. For example the DLG Chair is also the Chair for the Councils Information Management Board and a substantive member of the Council's Senior Leadership Team. The Head of ICT represents the Council at the Cardiff Capital Region City Deal Digital Group and SOCITM (Society of ICT Managers) Cymru, which assists to inform Regional and National direction.

The DLG provides proactive communication Council wide to raise further awareness and encourage further engagement, most recently launching a new Digital Bulletin "Innovate RCT" which will be produced on a quarterly basis. RCT Innovate Bulletin 1

At its meeting on 22 January 2018, the Council's Overview & Scrutiny Committee received an update on the Digital Workplace theme and specifically that of the Agile Working Pathfinder projects. Members challenged the identified lessons learnt and agreed the adequacy and appropriateness of the planned way forward.

An update of progress in respect of the Delivery Strands of the Digital strategy was included in a report to Cabinet on 21 June 2018.
The agreed actions for the Digital Strategy Work Programme were :

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1. Support efforts to increase online and self- service opportunities and an agreement to establish self-service pilot projects within Libraries, Leisure Centres and One4all Centres.
2. Upgrade and enhancement of the Council's Customer Relationship Management (CRM) system.
3. Undertake a procurement exercise to replace the existing contact centre telephony system.
4. Support the extension of digital skill building opportunities for example through Digital Fridays, Child Exploitation Online Protection (CEOP) work and support to Library Service Housebound service users.
5. Accelerate the implementation programme for Agile Working, building on the success of the pilot projects completed and in line with the requirements of the Council's Accommodation Strategy.
6. Procure and implement a suite of productivity and collaboration tools (O365) to support the delivery of more effective and efficient service delivery.
7. Develop a Digital Support Plan for businesses in Rhondda Cynon Taf and receive further reports as appropriate on outcomes being delivered.
8. Develop a technology investment programme to ensure that core digital infrastructure remains robust and sustainable into the medium term.
9. Receive a future report in relation to the business case and options for relocating the Council's Data Centre facility in response to agreed future plans for Extra Care delivery at the Bronwydd Site.
10. Review of data management arrangements at the Council to ensure consistency and security of data use and to procure and pilot the use of data analytical tools to support improved business intelligence.
11. Support the financial commitments and the outcome from the agreed procurement exercises and fund these through available resources, with the caveat that a further report is required should any additional funding commitments be identified.
12. Receive further reports on the progress of current actions to deliver the Council's Digital Strategy, as well as updates on further phases of work and digital transformation opportunities as they arise.

The Digital Work Programme consists of a number of phases which currently include the items above. Further phases of work will be proposed for approval in advance of any further work progressing. The senior Manager and Cabinet briefing session held on 14 January 2019 raised the awareness and importance of Digital opportunities. The outputs of the workshop sessions which include themes around increasing paperless approaches and greater exploitation of data will be used to help inform the future phases of our work programme. Briefing & Workshop Presentation.

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The Overview & Scrutiny Committee 5 February 2019 received an update on the Digital Work Programme Phase 1, its progress to date and the governance arrangements in place to support the ongoing delivery of the Council's Digital Strategy 2020. The Committee determined that adequate progress against the work programme actions and that governance arrangements in place to effectively support delivery.

Since the Digital Work programme was formally approved in June 2018, the Council has made positive progress to implementing actions in line with its Digital Strategy. At the same time several essential building blocks have been put in place to enable the Council to be best placed to continue this positive progress over the medium to longer term.

Key achievements to date are:-

Digital Resident – online services are being redesigned providing news, information and multiple transactions that are bilingual, easy to use and convenient on any device (24/7). Over 105 separate online services have streamlined processes to ensure the customer's need is better allocated to the point of fulfilment efficiently.

The shift toward digital services has accelerated, enabled by an active Social Media presence, timely communications, multiple 'report/request/apply' features, and dedicated sites for Leisure and Tourist attractions that help generate income, including an 'App' for Leisure users to easily check/book/cancel classes etc. The Council also ensures that residents have equal and timely access to information published in the mediums of Welsh and English.

The Council has recently been subject to a WAO review of on line services from a Service User Perspective. The findings of the first phase of the review are currently being considered and these will form and shape phase 2. Informal feedback to date suggests the findings from the review are generally positive so far, this includes work to ensure digital inclusion for all its residents. However, it is too early to give a clear indication until the full review is complete.

One of the Council's stated ambitions within the Corporate Plan is that "*By 2020 the majority of customer interactions with the Council will be via the web and other self-service channels which will be quicker, bilingual and more flexible*". Progress to achieve this ambition has been positive. i.e.

- Use of the Council website has been increasing every year and currently stands 2.3 million visits per annum
- 688,656 telephone calls received and

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- 71,000 face-to-face visits are made for advice.

This data demonstrates the majority of 'interactions' are on line, with the Council's website predominantly accessed through mobile/tablet devices, consistently over70% and up to 80% in inclement weather. Take up of on-line transactions has risen from 36% (2016/17) to 62% during 2018, website satisfaction is 86.7%; resolution 88.5%. All services are now designed 'web first' and to ensure a positive mobile experience

As well as contacts, the Council monitors interactions and processes across channels for key areas with 62% undertaken on line that equates to over 450,000 transactions. (2018-19 pro rata)   This has seen an uplift of 88.6% since 2016-17, example include
- 99% jobs applied for on line,
- 87% of income via customer services are self-served (web, kiosk, touchtone etc.),
- 75% of transport and 59% of street care processes are via the web etc.
This includes the redesign of the process to be suitable for on line take up and to streamline the process/reduce re-work at the same time.

Other Improvements include:
- Waste and Recycling
  o Straightforward language e.g. waste allowance.
  o Find My collection day by postcode (all collections)
  o Recycling look up' of "what can I recycle" with hundreds of items and a 'request to add'.
  o Cross-promotions e.g. book a bulky/find Community Recycling Centre.
  o In June 2018, 2,247 requests were received to join food and nappy recycling schemes of which 73% online.

- New services with ability to upload evidence to speed up decision e.g.
  o Over 60s Bus Pass December 2018 launch resulted in 50 applications without the need to make an appointment.
  o Free 30-hour childcare service designed on line as the policy was implemented, including an eligibility checker to inform applicants early on whether or not they should proceed to make the application.
  o Taxi Drivers can apply, pay and book an appointment for knowledge test.
  o On-line appointments to register a Birth.
It is too early to evaluate the success of these new services. However, feedback will be sought over time to establish user experience and what can be done to continually improve.

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- Improved Nos Galan Website – Route, Runner Allocation based on run times.
- Self-service is promoted through the contact centre e.g.
  - Providing web link to Students for Council Tax Exemption with 67% take up.
  - Providing web link via text to customers waiting in queue for Housing Benefit claim and reduced paper chain

The strategy also ensures alternative access continues through advisor services at the contact centre and One4aLL centres. As on line services and social media help contain the demand on advisors e.g. after Bank Holiday periods resources are 'freed up' to support more vulnerable customers e.g. Blue Badge applicants. Digital tools are also being deployed in these areas. e.g:-

- In One4aLL settings, payment kiosks have been well used for several years alongside web and touchtone payments, with 87% of payments processed via Customer Care being self-served.
- At Porth Plaza, a recent pilot self-check-in for customer appointments saw 80% of attendees using the device.
- Two new mobile library vehicles have on-board Wi-Fi provision to facilitate the use of digital technology in the community.

Another of the Council's ambitions is *"that the Majority of enquiries raised will be resolved at the first point of contact and customers will be satisfied with the customer service they received".* For this reason we continue to provide a multi-channel offer to ensure services are accessible to all with high levels of satisfaction and enquiry resolution.

Channel	% Resolution	% Satisfaction
Website	88.5	86.7
Contact centre	98.1	96.6
Face to Face	98.2	98.3

The Council also ensures that residents have equal and timely access to information published in the mediums of Welsh and English. This is achieved through a bilingual website, its information and associated processes. A detailed audit was undertaken to ensure compliance with the requirements of the Welsh Language Measure. As a result of the findings, the content and transactions have been further improved. The Website's Content Management system and sign off processes support both the management of bilingual and accessible content.

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The Council's agenda for modernising is positive. However there are also some risks, which have been identified in the Council's Risk register i.e. "*If the Council's agenda for modernising its on-line customer service provision is not supported by a programme of up-skilling citizens and re-designing its internal processes then citizens could be indirectly excluded and they may also receive an inefficient service*".

This Risk is mitigated by the Council's work to :-
• Expand the range and take up of online services.
• The redesign of processes to be both suitable for on line take up but also with streamlined 'administration' and reduced re-work.
• Support digital Inclusion for Residents

Digital Skills - Work continues through a range of initiatives to support the improvement of digital skills. This includes supporting Schools in delivering the digital requirements of the curriculum and competency framework, progressing the 21st Century schools programme of work and implemented the Microsoft Imagine Academy to enable teacher and pupil developments.

Support to our residents continues to be provisioned to develop and utilise digital skills as part of Digital Fridays in partnership with the Get RCT Online organisations. Weekly two-hour sessions are being delivered from 14 venues across the County Borough, helping with a range of digital activities from setting up email accounts, use of social media, support with access, use and security of on line services to more specific areas such as assistance with online services. There have also been key events run focusing on learning from Universal credit.

An outline project brief is being developed with regards to Child Exploitation Online Protection (CEOP) to deliver a programme to a range of venues across the County Borough to better raise awareness and support our parents/children about keeping safe online.

Aligned to Digital Resident, work is being undertaken to better support citizens that are housebound as part of the Library mobile services. The aim is for tablet devices and support to be taken directly into the community.

Early work is in progress between ICT and Human Resources to provide a clear plan to ensure that the Council's workforce and its elected members are effectively skilled to maximise the adoption and exploitation of new technology and digital productivity tools such as Office 365.

Digital Workplace – clearly aligned to the Council's accommodation strategy the focus for workplace has centred on the delivery of Agile Working.
Progress includes.

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- Implementation of Agile Working at Ty Trevithick has been completed at Children's Services and Education. Corporate Estates are in the process of being reviewed, scoped and planned to be completed by April 2019. This work has enabled all the key accommodation moves during 2018/19 and realised an accommodation desk reduction of approximately 50% within Children's Services and 30% in Education.
- Financial Services and ICT based at Bronwydd has been initiated as part of engagement and scoping exercises with a view to implementation in Q1 19/20.
- 500 officers are now agile working within the Council.
- An Agile Working Sub-group is now in place to address lessons learned from implementation of the Agile Working Programme to ensure a consistent approach across the Council and to put in place any relevant policy changes.
- Plans are being developed to review those services that have already become agile in support of the accommodation strategy to ensure that full end to end business processes are considered, challenged and opportunities to be digitised are progressed.

To assist services to further drive improvements in the workplace, the Council is deploying the Office365 productivity tool suite, initially as an extended pilot from March to June and subject to its learning, Council wide implementation from Qtr2 2019/20. These cloud based productivity and collaboration tools will further support our direction toward a digital workplace. The tools will provide improvements to file storage, document sharing, instant messaging, voice & video conferencing and the ability to create digital forms, apps and workflows. The deployment of the tools will create opportunities to reduce travel, reduce paper, automate manual or semi manual processes and increase productivity.

A field working mobile App has been implemented within Public Health & Protection (PHP) that allows staff to capture information digitally through a tablet device whilst at a customer location, removing the need for the same information to be manually collected on traditional paper forms and reducing administration. Following the successful pilot for the Food Hygiene team, the mobile App being implemented across PHP will be further considered as an opportunity to be scaled and exploited within wider service areas of the Council.

Work continues to extend the use of Modern.Gov to further adopt a more modern digital approach to all Committees of the Council. It is anticipated that by the Council's 2019 Annual General Meeting, the Council will make available a Modern.Gov approach for all Members further progressing a paper light and more productive approach.

The Council's Customer Relationship Management (CRM) system plays a significant role in managing and improving the customer's experience now and in the future, from the initial contact through to service delivery and being a key building block to support the single view of the customer. Procurement of a new CRM is progressing well, a specification of requirements has been brought together using national case studies,

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and experience from other Councils' as well as engagement with suppliers. Subject to the outcome of the procurement and implementation to replace and improve customer care processes, opportunities can be explored to identify other systems that may be able to be replaced by the CRM over the mid-term, to consolidate overall systems across the Council and associated costs.

The Council has informed a technical specification for a Wales Contact Centre Systems Procurement Framework with an option for Rhondda Cynon Taf, along with any of the other 21 Councils in Wales to opt into that route. As that progresses and costs become clear, the option to replace systems via that framework will be considered along with options to upgrade existing systems.

A Digital Improvement Office (DIO) has been established within the ICT department to provide the capacity and skills to actively engage with service areas across the Council to identify, understand and support the implementation of digital transformation opportunities.
Supporting all service areas across the Council, alongside elected members the team will focus on 3 key areas:
- Defining & Designing Digital Service Transformation Opportunities/Sharing Good Practice
- Centralised Programme & Project Management (Delivery & Implementation)
- Service Adoption/Improving Digital Skills, Change Management & Benefits Realisation.

The DIO will assist to support the use of digital technology which should support improvement. However, the team is newly created and will need to fully establish itself before it can be evaluated with regard to its success. It also provides an opportunity to further align theme actions so that delivery can be better designed and optimised end to end.

Digital Business – A data consolidation and matching exercise has been undertaken to establish a single record of local businesses. This has then informed a baseline survey with local businesses to understand their current digital usage, including social media presence, e-commerce, access to broadband, etc. This information will help inform future planning and the development of a business support plan. We have worked with Welsh Government & BT to assist the delivery of Superfast Cymru to increase the availability of broadband connectivity to businesses, and residents, within the County Borough with Superfast coverage at 98.5% as of November 2018.

Infrastructure - Underpinning all the above activity in Phase 1, the infrastructure theme has seen investment in the Council's digital infrastructure, which has included improved capacity; modernised systems and created a more sustainable platform that enables wider improvement.
In order to drive our digital improvements it is critical that our underlying infrastructure is robust, refreshed and improved. Progress includes:
- End of life server and storage implemented & migration in progress;
- Integrated Council systems to the Cloud to allow for future transition.

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- Firewalls installed (key enabler for used of Cloud technology e.g. O365).
- Council Desktops updated to use Office 2016 as latest Microsoft version of Word, Excel, Powerpoint, Outlook).
- WiFi at key Council locations modernised for greater performance. Programme now in place to extend WiFi signal more widely within buildings by end March 2019.
- Telephony Systems being modernised in line with Agile Working, Accommodation Strategy and 21st Century Schools.
- Broadband upgraded to a minimum of 100mb at all Schools.
- Relocation of the Council's Data Centre from Bronwydd. An options appraisal is in the process of being finalised for recommendation to the Digital Leadership Group (DLG) & Senior Leadership Team (SLT) in February 2019.

The range of infrastructure improvements aligned to relatively short timescales represent significant change. Whilst the planned outcomes will realise clear benefits for the Council, i.e. resilience, capacity, robustness, performance, its delivery does represent risk that needs to be effectively managed to minimise the likelihood of any adverse impact given the volume of interrelated change.

Work continues as part of the Cardiff Capital Region City Deal Digital Workstream with regard to the development of a business case and exploration of funding opportunities to take forward a suite of inter connected activities designed to significantly enhance the digital capability and potential of the region deal area. The business case will be in the form of a programme incorporating the eight digital/connectivity elements. i.e. Global, Regional and Community Connectivity, Open Data, 5G, WiFi, Internet Exchange and Internet of Things Technology. This programme business case will be at SOC level and will focus on the Strategic Content that brings the eight elements together as a Programme of projects/interventions under the digital strategic theme.

Many of the proposals are aligned to create a well-developed infrastructure underpinned by a network of dark fibre. The infrastructure like road and rail links we are seeking to establish, fast, efficient movement of data in the same way that good transport links enable the fast efficient movement of people. The availability of digital connectivity is a major factor in attracting the sort of businesses that we need in the region to provide sustainable, high wage jobs. See CCRCD Regional Cabinet February 2018 Digital Report.

Information & Data - Significant improvements have been undertaken with regards to safeguarding, securing, processing and managing Council information and data. Specifically to be compliant with the EU General Data Protection Regulation (GDPR) that came into force in May 2018. There is a clear direction for the Council to make better use and exploit our data, whereby we continue to evolve more toward a data-driven, decision-making organisation and realise the full potential of the data assets we have. To achieve this goal we need to make further improvements to connecting multiple silos of data that are better cleansed and become consolidated datasets that maybe more easily analysed

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to create "business intelligence". Developing a more holistic approach that will integrate the Council's data/systems to create business intelligence that will better inform and shape the Council's decisions and provide a single view our customers. The Council is currently undertaking a Corporate business Intelligence Review to understand the organisation current data usages, quality, gaps and needs – that will be used to inform pro-active decision making. Note: for further information see Corporate Assessment Information Management extract.

Operational ICT Services continue to deliver good performance. Service performance is measured and monitored monthly, quarterly and yearly via traditional Local Performance Indicators and against its Service Delivery Plan Actions. The indicators provide customers with assurance as the accessibility of key ICT systems and also where they request support, the timeliness of resolving their requirement. The Service's key ICT Operational performance trend since 2016 can be demonstrated in the table below:

KPI Description	Target		Actual Performance		
			2016/17	2017/18	2018/19 Q1-Q2
% of Corporate calls resolved within timescales	90%		94.18%	95.71%	96.32%
% of Schools calls resolved within timescales	85%		87.10%	89.23%	96.32%
% of calls closed within 0-4 hours	35%		49.76%	51.85%	49.23%
% Server availability (inc. applications)	99%		100.00%	99.99%	99.99%
% Calls answered	85%		89.28%	90.02%	89.57%
% Calls abandoned	15%		10.72%	9.98%	10.43%

All performance measures are above target. There has been an increase in actual performance based on 2017/18 for certain measures.

Whilst statistically positive performance has been maintained, greater qualitative insight needs to be provided to better inform service provision. Developing service relationships and greater customer engagement has been a priority that includes representation at Service Management Teams and 121s but this could be improved and further strengthened. A customer satisfaction survey will be undertaken by SOCITM on behalf of the Council in February 2019. This needs to be used to allow a baseline qualitative position and if appropriate the development of an associated improvement plan.

The Operational service is also transitioning itself from supporting a customer base that has been traditionally fixed and primarily office based and needs to adapt its arrangements to better support an agile and mobile workforce. This change will necessitate a redesign of current service

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	delivery to ensure it continues to be sustainable and meet the need of customers, whereby it develops news skills, increased capacity to certain service areas and if appropriate commissioning of services.
4.5 Is the Authority's approach to Information Management positively supporting Improvement?	The Council continues to recognise the value of the information it holds and the potential benefits to the organisation to secure continuous improvement. Clear improvements have been made as part of GDPR Compliancy that provides greater assurance to safeguarding and managing customer information and our data. The Council has ambitious and positive views to better 'exploit' the information and data assets it holds to inform service delivery.

Data underpins Council Services, wider businesses and economy by providing insights into our customer needs and the ability to target services more effectively. This is reflected in the ICT Service Delivery Plan and the Digital Strategy 2017/18 which set out a framework of how the Council plans to manage its information assets effectively. The Delivery Plan and Digital Strategy recognises that information management principles to 'protect' information and ensure compliance with legislation remain valid, but it also encompasses a clear direction to 'exploit' information assets that will be necessary to underpin the council's digital transformation ambitions.

The implementation of the Digital Strategy as set out in section 4.4 above, will transform the way we provide services to our customers by exploiting business intelligence and analytics of data to inform and target future provision. This will be further supported by expanding the principle of transparency of data/information, providing 'Open Data' to our customers that can help regenerate our communities, support local businesses and improve wealth and prosperity within the County Borough.

Information and data improvement is a key action within the Council's Digital Strategy and it was agreed as part of its Work Programme to undertake a "review of data management arrangements within the Council,'' by Cabinet on 22 June 2018. There is a clear direction for the Council to build upon our compliancy work to make better use and exploit our data, whereby we continue to evolve more toward a data-driven, decision-making organisation and realise the full potential of the data assets we have. To achieve this goal, we need to make further improvements to connecting multiple silos of data that are better cleansed and become consolidated datasets that maybe more easily analysed to create "business intelligence."

A comprehensive review of organisational data management arrangements is nearing completion with the outcome findings and recommendations to be presented to the Digital Leadership Group in February 2019. The key areas for improvement are likely to be:-
- Developing a roadmap for improvement and clear vision to maximise our data. |

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- Standards for Council adoption to support Master Data Management and single integrated views of our businesses, places, citizens and customers.
- Identifying opportunities to better use our resources to remove duplication and focus more on data analysis.

To understand more clearly what data capture, reporting and analytics duties are currently undertaken within the Council, over 80 staff were engaged and interviewed (1to1 and team sessions). A number of strategic sessions were also undertaken with Directors and Heads of Service to understand service needs and information requirements.

In addition, we are also:
- delivering digital transformation within the Council's 'Digital RCT' Strategy.
- working towards a Master Data Set or a single source of standardised data that supports key services and collaborative work external partners.
- Developing Information Sharing Agreements that supports the Council to work collaboratively with partners, sharing data to provide joined-up services e.g. Stay Well@home
- continuing to provide good practice advice, information and data to officers in the field to support Agile Working.

In December 2018, the Wales Audit Office (WAO) published a report, advocating the need for Councils to better use and manage data "The maturity of local government in the use of data". In this report, the Auditor General concluded that Councils are" slowly developing in this area, but more work needed to 'break silo working' and maximise the benefits of the data they hold". In January 2019 senior Council officers met with the lead author of the report, discussing its recommendations and also the organisations own plans for better use and data management. Our plans were considered to be in line with the report's recommendations.

The findings of the Councils own Review of data management arrangements, alongside recommendations from the WAO report will be used to inform a roadmap and delivery plan to improve the way we collect, manage and analyse data across the Council

Notwithstanding our intent to better exploit our data assets to inform service delivery, the Council continues to appropriately safeguard the information it holds ensuring it complies with statutory legislation and security standards such as the General Data Protection Regulation (GDPR) that came into force on 25 May 2018.

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GDPR implementation/progress

Following a Council wide GDPR Gap Analysis that was undertaken in 2017, a GDPR Project Delivery Plan was put in place. To support the delivery of this plan, the Council realigned temporary resources (12 month) to the corporate IM Team to form a dedicated GDPR implementation team.

The Council has made positive progress in implementing the requirements of GDPR, both in preparation for and in its implementation since it came into force in May 2018. An update on the work undertaken was reported to Cabinet on 17 July 2018. The report provides assurance that the fundamental requirements of the GDPR have been delivered in a robust and pragmatic way. A further update was provided to 21 November Cabinet, which reinforced the positive progress made in complying with the requirements of the GDPR. This includes:

- The designation of the statutory role of Data Protection Officer to the existing post of Principal Information Management & Data Protection Officer.
- An Information Asset Review of all services has been undertaken to form a baseline Data Protection Register. The register captures what information is held and processed by the Council, categories of information and data subjects, who the information is shared with (inflows, outflows etc.) in addition to the lawful bases for processing.
- To meet the GDPR transparency requirements a Corporate Privacy Notice has been developed, approved and subsequently published on the Council. This is in addition to the development and publication of over 80 service specific privacy notices that provide citizens, visitors and service users with more detailed information about how their personal data is used by the Council when receiving specific services.
- A review of forms/applications etc. used by the Council to capture personal data is underway to ensure that the lawful basis for processing aligns with that identified in the Data Protection Register and all forms contains a short privacy statement linking/signposting to the corporate and service specific privacy notices.
- New and existing policies, procedures and guidance have been developed/reviewed to reflect requirements of GDPR e.g. Data Protection Policy (agreed by Cabinet on 22.03.2018) Incident Investigation and Subject Access Request procedures.
- Data Processing and Joint Data Controller Agreements developed, reviewed and updated to include mandatory contract clauses required by the GDPR, with 800 active contracts reviewed and variations issued where applicable to ensure GDPR compliance.

The GDPR Project Delivery Plan also included a programme of training and awareness for staff and elected Members that included:

- Information on GDPR provided as a payslip insert issued to all staff during April 2018 pay runs,

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- GDPR briefings held with over 350 managers as part of Managers Core Briefing Sessions
- e-bulletins issued to all e mail users to further raise awareness of GDPR to staff/managers,
- 'splash page' allocated to GDPR on Inform during early 2018.
- GDPR update briefing elected Members in Overview and Scrutiny Committee in November 2017.
- GDPR awareness session provided to a Sub Committee of the Cwm Taf Safeguarding Board November 2018.

Plans for further ongoing training and awareness raising include:
- The production of a hand book and e learning for elected Members
- Refreshing the Data Protection e learning on RCT Source to reflect the GDPR requirements
- Targeting staff with no to access to ICT for additional support in implementing GDPR arrangements, e.g. Community and Children's Services.

The Council is also currently developing a 'Data Protection' Service Level Agreement for schools. This will provide an opportunity for schools to fulfil their legal obligation to appoint a single Data Protection Officer (DPO) in a cost effective way by sharing a central resource. The new structure was agreed by the IM Board and ensures sufficient resources are in place to support the delivery of the SLA, once agreed by schools. The roles and responsibilities required between the Council and Schools must be clear and unambiguous within the SLA, as each School and Governing body remain accountable with the support of the DPO.

Operationally, whilst GDPR has been a necessary key focus over the last 18 months, the business as usual has been maintained, i.e.
- Dealing with incident and events relating to personal data breaches. 38% increase since the same period (to end Qtr 3) last year (potentially as a result of the GDPR awareness raising). An increase of 16 reported incidents.
- Completing Subject Access Requests. The numbers have increased by 69% compared to the same period (to end Qtr 3) last year. An increase of 22 validated requests across directorates, potentially resulting from the removal of the fee for subject requests under GDPR and also general awareness of public.
- Responding to requests for advice, support and guidance. The number of requests have increased following awareness raising in respect of GDPR and general data protection issues. It is envisaged that these demands will continue to grow as Data Protection awareness and practices are further embedded and as a result of the Information Commissioner's Office raising awareness regarding information rights.
- Continuing to achieve annual Accreditation of Public Service Network (PSN) - October 2018
- Continuing to achieve annual Payment Card Industry (PCI) accreditation, demonstrating that Council processes meet the PCI security standards to store or transmit credit card information maintaining a secure environment. April 2018

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- Preparing for Cyber Essentials Plus accreditation which is a government-backed and industry supported scheme to assist organisations in protecting themselves against cyber threat.
- Implementing new secure email solution in preparation for the phasing out of GCSX emails planned for 31.03.2019.
- Timetable in place to review WASPI IPSs to ensure that they reflect the requirements of the GDPR.

Governance – The Council has an established Information Management Board (IMB) that is chaired by the Council's SIRO who is also a substantive member of the Councils Senior Leadership Team thereby ensuring that there is appropriate profile, seniority and accountability to challenge, monitor and action. Terms of Reference are in place and agreed.

The Council's Information Management function forms part of the ICT Service with a statutory Data Protection Officer (DPO) in place.

The Board's Membership consists of key officers from a range of services that provide senior Council wide representation. These officers are :-
- Head of Internal Audit
- Head of Organisational Development
- Head of ICT
- Head of Legal Services
- Group Director for Community & Children's Services
- Head of Transformation & Management Systems (Education)
- Data Protection Officer
- Digital Programme Manager

Board representation will be reviewed in line with the approval of proposed Council senior management changes. This includes the need to ensure that the responsibilities of SIRO are allocated to ensure that momentum is kept and responsibility is maintained at an appropriate level within the Council.

The membership of the IMB and frequency of meetings was increased in 2018 to provide additional monitoring and assurance during the GDPR transitional period. The Board regularly reports progress on the GDPR plan to the Council's Senior Leadership Team (SLT) through the SIRO. Project highlight reports are provided quarterly for IMB appraisal, challenge, highlighting risks /exceptions and escalations etc., and to discuss support or required action. Programme actions also form part of local Service Delivery Plans which are part of the Council's performance management and reporting arrangements.

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The Data Protection Officer chairs a quarterly Information Management Working Group (IMWG) and a fortnightly Information Security Group (ISG).

The Information Management Working Group is a sub group of the Information Management Board (IMB). Its purpose is to support and drive the broader information management agenda across the council, provide service input, recommendations and provide the Board with assurance that effective information management best practice mechanisms are in place within the Council. Terms of Reference set out the membership, remit and responsibilities and reporting arrangements for the group. The ISG focuses more upon technical security and assurance with regard to key compliancy requirements of the Council alongside PSN, PCI and Cyber Essentials.

Reports and updates are further provided to Elected Members to allow for awareness, challenge, scrutiny and assurance. A variety of IM reports have been reported to Cabinet, Overview & Scrutiny Committee, Audit and Democratic Services. Examples are: Audit Committee 4 February 2019, Cabinet 17 July 2018, Democratic Services 12 November 2018, Democratic Services 18 February 2018 & Overview & Scrutiny 14 November 2017

The IMB ensures alignment and effective communication with wider key stakeholder groups. For example the Chair is also the Chair for the Council's Digital Leadership Group. The Digital Programme manager represents the Council at the Cardiff Capital Region City Deal, Open Data Group and the Data Protection Officer represents at the South Wales Information Forum (SWIF), which assists to inform Regional and National direction.

Following the introduction of GDPR the Council has undertaken a review of its current and future requirements in relation to an appropriate staffing structure to effectively sustain and maintain assurance. A report was agreed at the IMB to implement a new structure with associated resources to be in place from Qtr 1 2019/20.

The management of Information Assets has been identified as a Risk in the Strategic Risk Register (Risk 6) i.e. *If the Council does not manage its information assets in accordance with requirements set down within legislation then it may be faced with financial penalties and possible sanctions that hinder service delivery*. Q3 Performance Report to Cabinet indicates that good progress has been made to manage this risk. Q3 hyperlink will be available with March Cabinet papers.

Potential Areas for improvement arising from 2018 Corporate Assessment:

1.   Continue to develop clear and consistent staff communication and provide opportunities for feedback.
2.   Continue embed the Medium Term Financial Planning arrangements with a focus on delivering Corporate Priorities.

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3. **Continue to ensure that PDR and other management capacity building schemes in place are contributing to organisational effectiveness/improvements in service delivery with a particular focus on leadership and accountability.**
4. **Consolidate the roll out of PDRs to GR11 to 14 and continue the programme for GR15 and above.**
5. **Ensure the Attendance Management Team focus on pockets of high sickness levels across the Council.**
6. **Put in place the supported internships project, scheduled to start in 2019.**
7. **Continued the roll out and evaluation of the Agile working arrangements.**
8. **Monitor and evaluate the implementation of Agile Working across the Council to ensure there is a positive impact on organisational effectiveness, service delivery and office accommodation and individual staff well-being.**
9. **Continue with a programme of engagement with staff through regular surveys and opportunities to speak directly to the Chief Executive during scheduled drop in sessions in locations across the County Borough.**
10. **further reduce office accommodation, enabling the Council to make better use of its resources.**
11. **Utilise 'Occypeye' system in order to inform decisions that will improve workspace utilisation and reduce costs.**
12. **Continue pursue consolidated billing of all RCTCBC's water accounts.**
13. **progress detailed monitoring of the impact of new schools on educational attainment so that good practice can be captured and lessons learnt**
14. **Continue to implement the new Digital Strategy, transformation and efficiency and development.**
15. **Use the findings from the WAO report 'The maturity and use of local government data to support, strengthen and drive improvements in organisational data, information and analytical requirements.**
16. **Continue to progress the implementation of the Information Management arrangements including the development of the Information Strategy and roll out of the Council's GDPR arrangements.**
17. **Continue to implement ICT infrastructure improvements to support the delivery of business efficiencies, service transformation and improvements including paperless meetings.**

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5. Are the Authority's collaboration and partnership arrangements working effectively to deliver improved performance and outcomes?

There are some ground breaking and award winning collaborative arrangements in place within the Council, setting a high benchmark. Many of these are described below. However, more generally the effectiveness of the Council's collaboration and partnership arrangements are not always clear or consistent and the outcomes not always evident.

Response to Areas for Improvement 2017. The Council has

1. **continued to explore and maximise collaborations with other organisations with new examples including Resilient Families Service and Joint Audit Services described below**
2. **work to identify and review collaborative arrangements across the Council, but this has not progressed as quickly as anticipated. This will need to be refreshed during 2019.**
3. **continued to be a key contributor to the Cwm Taf PSB's governance and scrutiny arrangements. This has included a smooth handover of the Scrutiny support to MTBC in May 2018 and the implementation and transition to the newly established dedicated Partnership Team providing support to the PSB.**
4. **not fully completed the review the impact of the information sharing with partners in the light of the implementation of General Data Protection Regulations (GDPR)**
5. **continued to keep abreast of the potential changes of the boundaries proposals in respect of Bridgend in so far as they will affect both RCT and the wider Cwm Taf area**

5. Are the Authority's collaboration and partnership arrangements working effectively to deliver improved performance and outcomes?	Through its Corporate Plan, the Council is committed to doing things differently stating that the Council "*will work in a way that makes the best and most sustainable use of our limited and decreasing resources, always looking at alternative ways of doing things, to limit the impact on the Council Tax payer*". One of the ways in which it seeks to do this is by working with others organisations and sharing resources e.g the Cwm Taf Estates Pilot which is described in section 2 above. The Council is a key player in a number of collaborative and partnership arrangements. Many of these arrangements pre date the requirements of the Well-being of Future Generations Act which puts in place a statutory requirement to collaborate as one of the Act's five Ways of Working.
	The size and scope of partnerships across the Council vary, e.g. partnerships in place can
	• Co operate to achieve a common goal or shared objectives – Public Services Board
	• Create a new organisational structure or process to achieve goals or objectives – RCT Together
	• Plan and implement a jointly agreed programme, often with jointly provided staff or resources. – Cardiff Capital Region City Deal
	• Provide joint investment and share the risks and rewards.
	Our understanding of the full extent of the collaborative arrangements in place across the Council, their strategic importance, effectiveness and associated risks is in the early stages of development and there is more to do to ensure they are all effective and have in place appropriate governance and scrutiny arrangements. This situation is likely to be exacerbated as the number of joint arrangements grows as a result of the requirement for Public Bodies, to collaborate with others set out in the WFG Act.

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5. Are the Authority's collaboration and partnership arrangements working effectively to deliver improved performance and outcomes? **There are some ground breaking and award winning collaborative arrangements in place within the Council, setting a high benchmark. Many of these are described below. However, more generally the effectiveness of the Council's collaboration and partnership arrangements are not always clear or consistent and the outcomes not always evident.**

	The Council's commitment to working with others as well as its statutory requirement to collaborate, will inevitably increase the number of collaborative arrangements in which the Council is contributing. We need to ensure that these arrangements deliver improved performance and outcomes for our residents and communities. However, the Council already has a positive record of working with our partners. Our Working with Others web page sets out some of the Council's key partnerships already in place. As well as the more established and familiar partnerships eg the Cardiff Capital Region City Deal, Cwm Taf PSB, Community Safety Partnership and, Multi Agency Safeguarding Hub.Other significant partnership arrangements are also being implemented. These include the Resilient Families Service in which RCT is working with a range of partners including UHB, Youth Offending and the Third Sector. Since its introduction in January 2018 it has made a positive start to providing support to families, making sure they get what they need to increase their resilience. Progress to date was included in a presentation to Children and Young People Scrutiny Committee on 7 November. Another partnership is delivering the Stay Well@home Service. The Stay Well@home service won an award for its 'Seamless Work Across Organisations' at the NHS Wales awards on 21 September. A recent example of collaboration in respect of the 'back office' functions is the establishment of a Joint Audit Service with Vale of Glamorgan, Bridgend and Merthyr Councils to reinforce business resilience, further enhance the range of audit expertise available to the Council and support the delivery of a more efficient service. This also demonstrated how the Council is delivering its own commitment "*to collaborate more with other public services, the community and voluntary sector and businesses to find common and jointly owned solutions*". An example of where the Council is looking to establish a Centre of Excellence is through its Revenue and Benefits Service following a decision at June 2018, Cabinet which agreed to initiate a procurement process seeking a Strategic Partner. The intention is to create a scalable 'Centre of Excellence' based within Rhondda Cynon Taf, and initially centred around the Revenues and Benefits Services. These services demonstrate positive performance, at relatively low cost when compared to peers. The Council identified the opportunity to build on this success and develop a scalable service partnership model at a time when the transition toward universal credit is changing the landscape of Benefits services within Wales. The procurement process for the Strategic Partner commenced in November 2018. It is envisaged that a suitably structured strategic partnership model would 1. deliver continuous improvement through functional expertise, market and commercial knowledge, change management expertise and capacity to grow; 2. enable the partnership to expand through collaborating with other Councils across Wales. The initial core 'in scope' services for this venture are Revenues and Benefits, i.e.

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- Housing Benefits, including free school meals assessment
- Council Tax
- Non Domestic Rates (NDR)
- Associated Workflow Support Services – Scanning and Mail

The Council's partnership arrangements in respect of the Cwm Taf Public Services Board, arising from the WFG Act is already set out in detail in section (2) above. Another legislative driver that is shaping the Council's partnership working is the Social Services and Well-being Act, which is being implemented through the Regional Partnership Board's Regional Plan which requires pooled budgets to be put in place.

The Regional Partnership Board also uses the Intermediate Care Fund (ICF) to achieve the requirements of the Social Services and Well-being Act, through a number of schemes aimed at:
     • Improving care co-ordination between health, social care, third sector and housing;
     • Promoting/maximising independent living opportunities;
     • Avoiding unnecessary admission or delayed discharge;
     • Supporting recovery by increasing reablement provision;
     • Establishing more proactive approaches;
     • Facilitating integration; and
     • Improving outcomes.

Details of the Region's revenue and capital investment plans for 2018/19 are set out in the Cwm Taf Revenue Investment Plan for 2018/19 which has been underpinned by a formal Written Agreement between the partners. The Region received £5.015m revenue and £1.646m capital which is subject to Welsh Government conditions. ICF is used by the Regional Planning Board to meet its objectives and to develop innovative but sustainable models of service delivery which support cultural change.

As an ICF grant recipient working in partnership across the region, this Council continues to be well-sighted on the expenditure and governance arrangements surrounding the resource. All ICF schemes are monitored quarterly by the Regional Planning Board. There is also an annual review of all schemes to inform investment decisions for the following year.

Schemes in 2018/19 include

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	Older people with complex needs and long term conditions, including dementia	• Stay Well@Home Service • Community Co ordinators • 5 Ways to Well-being • Additional Social Workers • Health & Social Care Discharge Co-ordinators • Care Home Support Team • Increased Capacity within Intermediate Care, Reablement and Initial Response Services • Early Supported Stroke Discharge Service • Development of a Health and Well-being Centre for people with Dementia in Treorchy
	People with learning disabilities, children with complex needs and carers **Integrated Autism Service** **Welsh Community Care Informatics Service (WCCIS)**	• Community Capacity Grant (CCG) • Learning Disability Joint Packages of Care

A new Cwm Taf Social Services and Wellbeing Partnership Regional Commissioning Unit based in Cwm Taf UHB has been put in place. At the time of writing, appointments have been made to two posts. Among other things, the Unit is charged with driving forward the joint health and social care integration agenda on behalf of RCT, Merthyr Tydfil CBC and the Cwm Taf University Health Board as well as the implementation of the Cwm Taf Regional Area Plan on behalf of the Cwm Taf Social Services and Well-being Board. This Unit will also work closely with the PSB Support Team to maximise resources of both statutory partnerships.

The Council is also aware of the potential for changes in the quality of service provided to residents arising from the shift in approach to services being delivered on a regional footprint. This risk has been reflected in the Council's Strategic Risk management arrangements (Risk 21). The latest update in the Q3 Performance indicates progresss is being made Q3 hyperlink will be available with March Cabinet papers
The Council also plays a key role in the Cardiff City Region City Deal leading on Transport and Housing. Alongside the implementation of the Metro in RCT, there are other projects being developed that will benefit the Communities of RCT, coupled with the Council's own investment programme. This partnership is a longterm programme and in the coming years, the benefits will be very visible to the residents and businesses of RCT.

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Other examples where the Council is making positive contributions to residents and communities with partners are

1. **The transfer of the former St Mair's Day Centre to Age Connects Morgannwg (ACM) through the RCT together approac**h. This transfer helped ACM access £1.1million of Big Lottery funding and they have commenced the redevelopment of the Centre which will give it a new identity as Cynon Linc, an intergenerational Community Hub for the whole community in the Cynon Valley, featuring specific activities and resources. The Hub will provide activities throughout the day and evening from arts and crafts, storytelling, reminiscing, music, education classes, gardening to concerts and films. There will also be a sensory room that can be used with people suffering from dementia alongside a dementia café and a social enterprise bistro providing affordable, healthy meals and snacks for the whole community. This facility is an excellent example of what working in partnership with the Third sector can achieve to further help people learn, develop and participate in society and achieve personal well-being outcomes.

2. **The creation of a Community Hub at the former open access day centre in Mountain Ash**. Plans are proceeding to transfer the library and One4All services to the hub by late Spring of 2019. Plans have also been developed to facilitate the delivery of Employability advice and support, Work Club provision, Digital Fridays and Adult Community Learning courses at the hub. In addition third sector partners and other groups that delivered older people's activities in the former Day Centre will also be part of the offer at the Hub. There will also be café facilities which will tendered shortly. Longer term there will be the potential to develop links with the proposed Primary Care Hub to be developed in Mountain Ash by the Cwm Taf UHB and to further develop links with other organisations and groups that form the wider Neighbourhood Network.

3. **The development of a community hub in Ferndale with a third sector anchor organisation, Fern Partnership**. The Ferndale Hub is one of two hubs that are the priorities of the Cwm Taf PSB's Thriving Communities Objective. The partnership approach has allowed the Fern Partnership to access significant external funding. The Council has put the building into the project and £250k of capital and has also secured a £100k contribution from the ICF. Fern Partnership has secured an additional £206k (both capital and revenue) from Pen Y Cymoedd windfarm funding and also 250k of Community Facilities Programme Funding from Welsh Government. The Council will lease the building to Fern Partnership and then sub-let part of it from the Partnership to co-locate Council services. Together they will support a neighbourhood network of service provision.

The effectiveness of the arrangements will need to be kept under review as the services become embedded.

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There are some ground breaking and award winning collaborative arrangements in place within the Council, setting a high benchmark. Many of these are described below. However, more generally the effectiveness of the Council's collaboration and partnership arrangements are not always clear or consistent and the outcomes not always evident.

Potential Areas for improvement arising from 2018 Corporate Assessment:
1. Continue to explore and maximise collaborations with other organisations, including the Strategic Partnership model in respect of Revenues and Benefits.
2. Continue to identify, review and challenge collaborative arrangements to ensure that they effectively deliver outcomes that benefit people and communities in RCT, particularly in light of the requirement to collaborate arising from the WFG Act.
3. Contribute to the Cwm Taf PSB's governance and scrutiny arrangements. This will include the handover of the Chair of the JOSC to RCT for the 2019/20 Municipal Year and supporting the partnership arrangements arising from the merger if Bridgend with Cwm Taf UHB.
4. Continue to keep abreast of the potential changes of the boundaries proposals in respect of Bridgend in so far as they will affect both RCT and the wider Cwm Taf area
5. Continue the review the impact of the information sharing with partners in the light of the implementation of General Data Protection Regulations (GDPR)

6   Is the Authority effectively managing its improvement programme   **Strong and visible leadership and a clear strategic direction provide a solid platform that supports and manages an ambitious programme of continuous improvement.**

Response to Areas for Improvement 2017. The Council is

1. continuing to strengthen the performance management arrangements at organisation and individual levels integrating the requirements of the WFG to further support the changes in the way the Council does business.
2. continuing to strengthen the arrangements to report, scrutinise and respond to recommendations contained in Regulatory reports. This work will continue so that the Council can be assured that the system is fit for purpose, supports strengthened governance and is able to implement appropriate changes.
3. continuing to improve governance arrangements through robust challenge, support and scrutiny of performance at all levels of the Council including individuals.
4. completing a review of its strategic risk management arrangements and strengthened the monitoring of Strategic Risks, although progress in respect of reviewing operational risk management arrangements has been slower than planned.
5. strengthening the systems that will enable the Council to better demonstrate the impact of service change.
6. strengthening and embedding the requirements of the WFG into the Council's governance, performance and compliance processes.

The latest risk based assessment of the Council's governance arrangements by the Wales Audit Office was conducted in 2017 and reported to Council in June 2017 as part of the 2016/17 Annual Report. This included assessments of

- Improvement and performance;
- Collaboration and partnerships;
- Savings Planning; and
- Financial and service planning

The report concluded that the "*Council continues to meet it s statutory requirements in relation to continuous improvement*" The report contained proposals for improvement which have been put in place and reported to Audit Committee in October2017.

In September 2018, the Wales Audit Office Annual Improvement Report (AIR) was presented to Council. In the report, the Auditor concluded that the "*Council is meeting it statutory requirements in relation to continuous improvement......and is likely to comply with the requirements of the Local Government Measure during 2009".* Compliance certificates were also received for the Council's assessment of its 2017/18 performance as well as the 2018/19 Improvement Plan which reflects the work set out in the Council's Corporate Performance Report 2018/19. The AIR report contained no formal recommendations for improvement. The report did however, contain proposals arising from a number of nation and local Wales Audit Office Reports. The work upon which the WAO findings were based included the Council's "*own mechanisms for review and evaluation".* The assurance that the WAO can take from the Council's own work is testament to the culture of openness and transparency in place within the Council and the robustness of the processes in place.

Both the AIR and individual action plans with associated updates were reported to Overview and Scrutiny Committee on 22 October. They were subsequently reported to the Council's Audit Committee on 17 December in order to

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6 Is the Authority effectively managing its improvement programme
Strong and visible leadership and a clear strategic direction provide a solid platform that supports and manages an ambitious programme of continuous improvement.

- Review the adequacy of the steps taken by the Council to monitor the implementation of 'proposals for improvement' made within the Wales Audit Office 'Annual Improvement Report 2017/18';
- Determine whether there are any matters of a governance, internal control or risk management nature that require further action or attention by Audit Committee; and
- Determine whether there are any matters of a performance nature that require review by the Council's scrutiny committees.

The Council is continuing to strengthen its approach to implementing the Well-being of Future Generations Act agreed by Cabinet in March 2017. This is addressed in detail in (new) section 7 below.

The Corporate Plan continues to provide the clear and transparent direction for the Council, and its partners. It has also provided the stable strategic platform for the Council's future, including decisions in respect of spending priorities. Whilst the Council continues to face significant financial challenges into the medium term and continues to assess all services and their delivery, it has to take the opportunity, where it presents itself, to continue to invest in its infrastructure and across communities in line with the Corporate Priorities. The most recent example how the Council is doing this is identifying the opportunity to invest a further £23.450M additional resources in the local area, including Council assets. This approach agreed by Cabinet on 16 October is described in more detail in section 4.1 above.

The Well-being of Future Generations Act requires that Public Bodies address seven core areas of change, in other words where changes in practice will help to support the implementation of the Act, i.e..

- Corporate Planning
- Financial Planning
- Workforce Planning
- Procurement
- Assets
- Risk Management
- Performance Management

Work in each of these areas is developing in the context of the Council's strategic planning arrangements. Progress across all areas of change has not been uniform and the focus has been on the Corporate and Performance Planning in order to set the strategic context. However, there are positive examples in other areas e.g. workforce planning/apprenticeships and the employability pledge. To date the national advice/guidance in respect of the areas of changes has not been "uniform". The recent '80 Simple Changes' issued by the FG Commissioner is useful. However, greater clarity and support around the 7 areas of change would be helpful. With experience and shared learning the focus of work will continue to change and develop, and will be better informed in 2019/20 as part of our Delivery and Priority Planning challenge which is ongoing.

Strategic Risks continue to be identified, monitored and managed. The Council's risk management arrangements were reviewed and strengthened in early 2017/18. Since then the arrangements have been better integrated into the quarterly monitoring arrangements in order to support robust and effective decision making

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Risk Management continues to be actively supported and promoted by senior officers/elected Members, through the Group Director Corporate and Front Line Services and is monitored as part of the quarterly performance report to Cabinet.

In setting the overall Risk framework, the Risk Management Strategy provides the Council's definition of risk and also identifies two specific 'thresholds' put in place to make it clear how risk management should be applied at different levels of the Council's business:

Strategic Risks – i.e those risks that if not mitigated or managed could affect the delivery of the Council's priorities.
- The Council's Strategic Risks are set out in the Strategic Risk Register. Progress in respect of the Strategic Risks is updated, reported and scrutinised as part of the Council's quarterly Performance Report to Cabinet and thereafter to the Overview and Scrutiny Committee. The latest progress updates in respect of Quarter 2 were reported to Cabinet in November 2018. Q3 hyperlink will be available with March Cabinet papers.
- The Risk Management Strategy confirms that the Strategic Risk Register is owned and monitored by the Council's Senior Leadership Team.

Operational Risks i.e. those risks associated with the delivery of service priorities as identified within individual Service Delivery Plans
- Operational Risks are monitored by Service Managers as part of their management arrangements.
- The management of Operational Risk is supported by risk management arrangements set out in a Risk Management Toolkit.

An Internal Audit review of the Council's operational Risk Management arrangements is now scheduled for Quarter 4 of 2018/19 as part of the Internal Audit work planning arrangements. This is later than originally scheduled owing to capacity issues arising from staff secondment and preparations for a Regional SharedService.

The Annual Governance Statement 2017/18 contained one proposal for improvement in respect of Risk Management, i.e. "*Review the Council's Risk Management Strategy document to assess whether it remains fit for purpose. Where revisions are deemed required, these should be reported to elected Councillors for review and sign off before being re-published."*

The review of the Risk Management Strategy has now been completed. The review found the framework in place is fit for purpose, demonstrates appropriate risk management arrangements and no significant changes were required during 2018/19. The review also addressed how the Council's Risk Management arrangments are addressing the Well-being of Future Generations Act as part of the seven core themes of *"corporate governance of public bodies where change needs to happen"*. Updates also included:
- references to accounting legislation i.e. replacing 'Accounts and Audit (Wales) Regulations 2005 (regulation 4)' with 'Accounts and Audit (Wales) Regulations 2018 (regulation 4)'.
- reflecting the role of the Council's scrutiny function in monitoring Strategic Risk Register up dates as part of quarterly performance reporting arrangements.
- incorporating the potential benefits and risks of partnership working.

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The detailed outcome of the review was reported to Audit Committee at its meeting 17th December 2018. The Wales Audit Office is currently conducting an Assurance and Risk Management Review, the findings of which will be made available in February 2019. Regulatory reports continue to be distributed more widely through SLT and elected Members via Cabinet, Council and Overview and Scrutiny prior to being referred to a relevant subject Scrutiny Committee if deemed appropriate for further monitoring/Scrutiny. The latest risk based assessment of the Council's governance arrangements by the Wales Audit Office was conducted in 2017 and reported to Council in June 2017. Since then, Council Members and Officers have participated in a WAO workshop "focusing on transformation and risk management. A better understanding of the attitudes and behaviours that influence risk and failure can contribute to better decision making and well managed risk taking as part of a series of 'Aligning the Levers of Change' workshops. The outcome of the workshops informed a Welsh Government/Academi Wales paper – Taking Risks. 'How to make it safe to fail'. All WAO reports continue to be presented to Audit Committee to provide assurance in respect of the Corporate Governance Arrangements which are also set out within the Council's Annual Governance Statement
Potential Areas for improvement arising from 2018 Corporate Assessment: 1.   **Continue to strengthen the performance management arrangements at organisation and individual levels integrating the requirements of the WFG to further support the changes in the way the Council does business.** 2.   **Continue to strengthen the arrangements to report, scrutinise and respond to recommendations contained in Regulatory reports. .** 3.   **Continue to improve governance arrangements through robust challenge, support and scrutiny of performance at all levels of the Council including individuals.** 4.   **Continue to review strategic risk management arrangements and put in place arrangements to strengthen the operational risk arrangements** 5.   **Continuing to strengthen the systems that will enable the Council to better demonstrate the impact of service change.** 6.   **Strengthening and embedding the requirements of the WFG into the Council's governance, performance and compliance processes.**

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7 Is the Authority effectively managing its public body duties for implementation of the Well-being of Future Generations Act, particularly in respect of the SD principle and maximising the Council's contribution to the 7 national well-being goals	
The Council has taken a proportionate and pragmatic approach to the implementation of the Well-being of Future Generations Act. It can point to award winning and well regarded service examples as evidence of its approach and also to how the requirements of the Act are being being embedded in its corporate processes but we know there is more to do as our knowledge and experience develops and matures.	
How is the Council considering the WFG impact including the 7 areas of change?	The implementation of the Well-being of Future Generations (Wales) Act 2015 has been described by the Future Generations Commissioner as the "*Common Sense Act*" and an "*expedition*". It has been described by the former Auditor General as "*ground breaking and far reaching*" and seeking "*to enable government and public bodies to meet the challenges facing the communities they serve*". Fundamentally, it requires public bodies to work together differently. Both the Future Generations Commissioner and the Auditor General for Wales have recognised the challenges of implementing the legislation in their respective Reflection Reports issue in May 2018. In summary Future Generations Commissioner: <u>Well-being in Wales: The journey so far</u> sets out 9 expectations of Public Bodies 1. Public bodies must clearly set out their well-being objectives and the steps they are taking to meet them. This must include how the **five ways of working** and seven **national well-being goals** have been used to inform the setting of the objectives and steps. But this does not exhaust the duty of public bodies. The Act clearly makes setting objectives and steps a means, but only one means, of discharging the sustainable development duty. How does the organisation intend to maximise its contribution to the seven national well-being goals and reference the **seven core areas of change** in the statutory guidance? Public bodies must also provide information on how resources have been used to take steps to meet their well-being objectives. 2. Annual reports must describe how the organisation is making sense of its duty to use the sustainable development principle and articulate how this fits with other legislative duties (or direct the reader to more information), their corporate objectives, business planning and operational services. 3. Whilst recognising change takes time, public bodies must set out what successfully meeting their objectives would look like and an ambition of where they would like to be in 5, 10, 15, 25 years or beyond. 4. Public bodies must explain in their annual reports how far they have taken steps to meet their objectives, how effective these steps have been, how they are tracking progress and how they are adopting or adapting new ways of demonstrating progress. 5. Annual reports must set out how the seven corporate areas of change in the guidance of the Act have begun to adapt their ways of working, describe how decisions have been affected by applying the Act, provide examples of what it is they are doing differently and what they plan to do next. It is crucial that public bodies celebrate these simple changes in their annual reporting and future well-being statements.

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6. Public bodies should critically revisit their well-being objectives and consider how fit for purpose they are one year on. Where objectives have been reviewed and changed, this should clearly be explained in the context of the five ways of working and seven national well-being goals. Reports should be self-reflective, describe how the Act has been applied and explain the tensions of trying to apply it and lessons learnt from using the Act.

7. As Public Services Boards (PSBs) publish their Well-being plans, I expect to see how public bodies are working together to contribute to the PSB's well-being objectives. This may also require public bodies to review their objectives. Explaining this thought process and showing their workings are part of the culture change needed to make the Act a reality.

8. Annual reports must provide evidence of how public bodies are being held to account by the public, elected members and PSB members in taking steps to meet their well-being objectives and using the sustainable development principle in everything they do.

9. Public bodies should be doing simple things like dating documents, explaining the status of the publication and keeping the information simple avoids confusion, helping people to get involved. They should also be involving people in compiling, writing and presenting reports.

Auditor General for Wales in his report: Reflecting on Year One: How Have Public Bodies Responded to the Well-being of Future Generations (Wales) Act 2015 concluded that Public bodies "*support the principles of the Well-being of Future Generations Act (Wales) Act and are taking steps to change how they work*". The report also set out how the WAO "*will expect to clearly see how the sustainable development principle and five ways of working have been used to determine a public bodies well-being objectives*"

The Council's approach to implementing the Act, agreed by Cabinet on 9 March 2017 along with the Council's Policy Statement in respect of the Act, has been referenced throughout this assessment. This approach and progress to date gives life to the Council's committment to embed the spirit of the Act as well as its requirements into the Council's governance, performance and scrutiny arrangements. However, there is more to do, not least to ensure that the 'seven core areas of change' specific to the Corporate Assessment fully reflect the requirements of the Act. i.e. in Corporate Planning, Financial Planning, Workforce Planning, Procurement, Asset Management, Risk Management and Performance Management. Advice has been sought to assist and is being developed nationally by the Commissioner. The Commissioner has recently published 80 Simple Changes. These changes have been described by the Commissioner as "*simple changes that all public bodies should make, which will be a start in helping them to maximise their contribution to the seven well-being goals*". Many of the suggested changes are already in place in RCT or exceed

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expectations e.g. a successful Apprenticeship and Graduate scheme, and the Council's approach to the implentation of the Welsh Language Standard. Others will be considered as part of service and corporate developments if they are not already in place. There are changes included in the list of Simple Changes which are more complex than they appear, nevertheless they will also be considered to help inform and/or shape relevant Delivery Plans and reinforce planned approaches in 2019.

As part its approach to delivering the Act, the Council has to date:

- continued to build on the initial awareness in respect of WFG by providing focussed and direct support, training and information to Managers and elected Members alongside the Council Business Support team.
- put in place arrangements to support a Scrutiny Working Group to enable a small number of elected Members to develop a greater understanding of the Scrutiny requirements in respect of the Act by utilising the draft FG Commission's Scrutiny Framework to strengthen the Council's approach, following which Members will be able to act as 'Champions' within their respective Scrutiny Committees. This will be formally tested in a Scrutiny Working Group Project to consider the Infrastruture required for Low Carbon vehicles.
- continued to strengthen relevant sections in Council Cabinet and Scrutiny reports to reflect the Council's contribution to the seven national Well-being goals and how the five Ways of Working is shaping what we do.
- further strengthened the WFG elements within aspects of the Performance Management framework i.e. Service Self Evaluation and Delivery Planning and challenge.
- continued to strengthen the way that Welsh Language, Equalities and Biodiversity is embedded into coporate arrangements.
- embedded the WFG Act requirements into the Council's middle management training following successful pilots in Mercury Cohorts 13, 14 and 15.
- continued to be an active participant in the Cwm Taf Public Services Board. This will be further developed with the merger of the Cwm Taf and 'Morgannwg' Health Boards and the implications for the PSB.

As well as looking at our own progress in respect of the WFG Act throughout this Corporate Assessment, the Council's approach and progress has recently 'tested' by the WAO, the findings of the WAO will feed into more general report WAO will report to SLT on 22 February. The findings from a WAO Tracer project conducted on Stay Well@Home service last October is imminent.

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To what extent is the Council considering how the Council can meet the short term and long term needs of its people and communities?	The Council can point to examples where its policies and approach have been informed by long term thinking. This includes the Stay Well@Home service, the programme of Extra Care facilities, the new Taff Vale development and the way that we are making difficult decisions now so that the next generation are not faced with financial problems we have passed on. The Council now needs to ensure that this long term approach is consistently applied across the Council. Ways which this is being addressed is as part of the Service Self Evaluation and Delivery Planning process which asks Service Managers the extent to which they consider the long term in shorter term decisions and strengthening the input to Council reports. The developing Scrutiny challenge arrangements will also help the Council's longer term thinking more transparent. The Council uses data in order to shape and inform its decisions and also to manage and scrutinise its performance. AS set out above, the WFGA seeks to ensure that the Council meets the long term as well as short term needs of its residents and communities. This means that the Council needs to widen the availability of relevant longer term data e.g .Future Trends 2017 and PublicHealth Futures for Wales. Applying long term thinking requires relevant and timely data/information. Testing how long term data can be applied to service delivery or developments has not been as straightforward as anticipated as it requires information that is not readily available and/or accessible. Facilitating easy access to relevant and consistent long term data across the range of Council services is a challenge. For this reason, the Council is currently liaising with Data Cymru to establish the national need for a simple solution that will facilitate access to relevant information for all services/public bodies.

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To what extent is the Council is preventing problems from happening or getting worse?	The Council's Corporate Plan sets out how the Council will *"Oversee a significant change in its approach to early intervention and prevention as a means of managing demand for social care services, with a focus on promoting people's independence"*. We continue to focus on how this can best be implemented in ways that will improve the lives of our residents and communities. We have a positive track record of early intervention/preventative work, a current example of this is the Resilient Families Service. This service, consisting of Council, Health and Youth Offending Services and the third sector, aims to reduce the number of children who need the Council to intervene in their lives by working with families, so they receive the support they need to help them 'bounce back' more quickly when they experience difficulties.
	As part of its drive to respond to the impact of austerity, the Early Intervention and Prevention work stream agreed by Cabinet on 27 Oct 2017, the key areas of focus, as set out in Section 4 above are Resilient Families; Early Years Co-Construction Project; Children First & Community Hubs/Zones and Funding Flexibilities Pathfinder.
	We have more to do to ensure that early intervention is applied to all parts of the Council's business so that residents are supported to address the causes and not just treat the symptoms. This work can be better supported by the identification, analysis, interpretation and use of relevant data including data held by partners so that services are clear about the issues that need to be tackled in order to stem rising demand for services by preventing problems from happening or getting worse.

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7 Is the Authority effectively managing its public body duties for implementation of the Well-being of Future Generations Act, particularly in respect of the SD principle and maximising the Council's contribution to the 7 national well-being goals **The Council has taken a proportionate and pragmatic approach to the implementation of the Well-being of Future Generations Act. It can point to award winning and well regarded service examples as evidence of its approach and also to how the requirements of the Act are being being embedded in its corporate processes but we know there is more to do as our knowledge and experience develops and matures.**	
To what extent is the Council ensuring its plans are integrated with others	The Council's Corporate Plan, 'The Way Ahead' clearly sets out the Council's positive approach to collaborate with others, with partners through the Cwm Taf Public Services Board and with others that are seperate from the Board. This other partners include other public bodies and businesses where the organisations' aims are complementary and can add value for our residents and communities. The need to work in partnership and integrate policies and plans is fundemantal to this work. The work to refresh the Council's priorities, will among other things, include an in depth review and examination of our partners' Well-being Objectives to establish how we can work better with other bodies in the future. Policy integration is implicit in the collaboration and joint working arrangements. This is particularly the case where Council's services are also required to meet WG legislation. Examples include the arrangements for school reorganisation when delivering the 21st Century Schools programme and Planning guidance, the latest policy update for which, Edition 10, issued in December 2018, explicitly integrates the WFGA requirements. The newly created Policy Integration Team in Welsh Government will be key to integration of policies at a national level across WG. Integration of plans is compromised by the challenges of sharing data between partners which would help to provide a more complete policy picture. This national challenge has been reflected in the WAO report 'Local Government use of data' issued in December 2018, which was followed by an RCT specific report in January 2019. The findings from these reports are currently being considered in the context of the Council's current plans in respect of data described in section 4 above.

Rhondda Cynon Taf –Corporate Assessment-2018

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Is the Council working with others to achieve its Well-being Objectives? (Corporate Priorities)	The Council has a good track record of working with others to achieve improvements that will benefit the people and communities across Rhondda Cynon Taf. The Council is a key and active contributor to the the Cwm Taf Public Services Board and the development of the Well-being Plan containing the objectives for the area of Cwm Taf. The first report on progress in the delivery of the Cwm Taf Well-being Plan is due in June 2019. We know there is more to do to expand and embed this successful approach in day to day activities. The changes will not happen overnight. The Council is a large and complex organisation which is required to meet a plethora of differing requirements, as a result of which the pace of change is not always consistent across all services. However, building on our successful approach, providing direct and hands on support to managers and elected Members and identifying and celebrating areas of good practice will help the Council and its services to move forward. The Council's Corporate Plan formally sets the direction for the Council to "***Collaborate more with other public services, the community and voluntary sector and businesses to find common and jointly owned solutions***". Work continues to ensure that opportunities to work together with others are identified and explored. The Delivery Plan framework for 2019/20 continues to seek information about how the SD principles/5 WOWs are being applied in the actions to deliver service priorities. The developing reporting and scrutiny arrangements will further strengthen the way in which collaboration is more widely considered. Whilst this is the legislative requirement of the WFG Act, the requirement to collaborate is also key to maximising the Council's resources. An example of successful joint working that pre dates the WFG Act is the Cwm Taf Multi Agency Safeguarding Hub (MASH) and a more recent example is the joint working with South Wales Police and the UHB in order to improve and maximise the use of the collective 'estate'. The Council's Web site sets out some of those areas in which the Council is working with others, including the statutory partnership of the Cwm Taf Public Services Board. One of projects in which the Council has been a key contributor and can demonstrate excellence is the Stay Well@ Home Service. This joint service has been recognised in the 2018 NHS Wales Awards where it received the award for Working Seamlessly Across Organisations. This service and its work has also been the subject of a Wales Audit Office WFG Examination, the feedback from which will be available shortly.

Rhondda Cynon Taf –Corporate Assessment-2018

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Is the Council ensuring that people and communities are involved in decisions that affect them?	The Council has a good track record of engagement with residents and communities and can point to examples where it has positively responded to feedback from our residents. We believe that the authority understands and meets the consultation and engagement needs of our residents very well. Our consultation and engagement methods provide an ongoing face to face engagement approach which leads to greater engagement with residents. Through the Service Self Evaluation process, services are also asked to challenge their understanding of the needs of our residents and to consider how they can improve engagement and involvement. However, we are not complacent and recognise that we need to do more to consistently apply 'Involvement' across the Council and its services. The relevant elements arising from FG commissioner's Art of the Possible project's 80 simple things i.e. • Have 'what matters to you' conversations with the people and communities you work with • Training relevant staff in principles and practices of public involvement • Include public involvement in planning, monitoring reporting and staff appraisals (where appropriate) Are being considered as necessary to inform our continual improvements to relationship with residents and communities. A significant prorporation of the Council's employees are also residents of RCT and are directly encouraged to participate in relevant consultations, e.g to consider quality improvements across the Council and recently the 2019/20 budget setting survey.

Potential Areas for improvement arising from 2018 Corporate Assessment:

1. **Continue to embed the requirements of the Well-being of Future Generations Act inc FG Commissioner and WAO advice into our Service, Strategic, Governance and Scrutiny arrangements and the seven Corporate Themes as defined by the Act.**
2. **Use feedback from pilot projects and reports of the the WAO and the FG Commissioner to further improve our arrangements.**
3. **Continue to positively contribute to and support the PSB's partnership arrangements.**
4. **Continue to seek clarity from national bodies, e.g. Welsh Government, FG Commissioner's Office to improve policy and regulatory integration**
5. **Work with Data Cymru to contribute to arrangements for appropriate, consistent sources of long term data to be made more easily available to enable bodies to meet the Public Body requirements for long term thinking.**

Rhondda Cynon Taf –Corporate Assessment-2018

8. Is the Authority effectively implementing the Welsh Language Standards? **The Council is making positive progress in implementing the Welsh Language Standards, treating the Welsh language no less favourably than the English Language and enabling people live their lives through the medium of the Welsh language if they choose to. However, there is scope for further improvements to ensure that the Council continues to make positive progress and does not risk financial penalties.**	
Do the Authority's governance and accountability arrangements support robust and effective decision making in relation to the Welsh Language?	The Council has a duty to comply with the requirements of the Welsh Language Compliance Notice served by the Welsh Language Commissioner in September 2015 under the Welsh language (Wales) Measure 2011. The Council has put in place strong governance and accountability arrangements that are helping to drive progress in the implementation of the Welsh Language Standards. These arrangements include a Welsh Language Cabinet Steering Group (WLCSG) as a sub-committee of the Council's Cabinet. Established in 2014, it is a cross party group with community representation. The WLCSG oversees strategic developments in respect of the Welsh language, considers reports on Welsh language issues across the Council, makes recommendations to Cabinet and monitors Council-wide developments. The Terms of Reference for the Group are also available. The Group • is responsible for monitoring progress against the statutory 5 year Welsh Language Promotion Strategy Action Plan and Annual Monitoring Report to the Welsh Language Commissioner, • may review audit reports in respect of compliance in the delivery of services in Welsh, and • approves the delivery of policies with regards to the Welsh language which may affect all services and residents. When the Welsh Language Standards were introduced, a working group of Chief Officers was established to ensure the required primary operational changes were implemented. The group was initially formed as a vehicle to start to embed the Welsh Language at the highest level, ensuring awareness and buy-in across the Council. With the strategic direction, clear expectations of Service Managers in respect of their Welsh Language responsibilities and governance in place, a positive decision was made to dissolve the separate Chief Officer Group. Strategic Welsh Language issues are dealt with as part of Council business at Senior Leadership Team, supported by a dedicated Welsh Language Services team. Other Public bodies have identified RCT's governance model as good practice. As a result RCT is supporting these bodies to implement governance changes in their own organisations. These include Wrexham and Newport Councils.
Is the authority making progress on achieving its planned improvements in performance and outcomes in respect of Welsh Language?	The Council's commitments under the Welsh Language (Wales) Measure 2011 are integrated into its corporate planning processes and reflected in its strategic documents, including the annual Corporate Performance Report, the Strategic Equality Plan and the Welsh in Education Strategic Plan (WESP). There are particularly close links with the WESP, which aims to grow the number of Welsh speakers across the Council. Welsh Language policies with whole Council impact are agreed at SLT or Cabinet to ensure a consistent approach e.g. recruitment. Other policies are embedded locally via service area management teams. Welsh language is also now considered and integrated as a matter of course when establishing other policies e.g. digital roll out, equality impact assessments, procurement etc. A Welsh Language Promotion Strategy Action plan was developed in 2016 as part of the Welsh Language Strategy 2016 – 2021 and approved at WLCSG 10 October 2016. As indicated above, progress against the strategy is monitored through the WLCSG. Actions include

8. Is the Authority effectively implementing the Welsh Language Standards?	
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expanding/improving provision of Welsh medium education and delivering activities for various age groups through the medium of Welsh e.g. adult education, drama, swimming lessons and children's activities in libraries. We are also supporting and encouraging parents to use Welsh in the home and choose Welsh medium Education for their children by, for example, training frontline staff on the benefits of being bilingual and positive messaging and information for parents, and enhancing Welsh medium pre-school provision, including wrap around care and co-location on school sites.

Another aspect of the strategy is used to expand the use of Welsh in the workplace *so that more of our customers can access services in the language of their choice.* As at April 2018,
- 5.69% of non-school based staff were fluent in Welsh, this demonstrated positive progress from the previous year, when only 3.68% of non-school based staff were fluent
- 22.12% had basic skills (Welsh Language level 1)
- 5.2% intermediate/learners and 66.99% had no Welsh language skills.

However, the data shows that despite progress to promote the Welsh Language, there remains limited capacity for services to be delivered in Welsh without the support of Welsh Translation services. This is not a sustainable longterm model.

To further support the expansion of Welsh in the workplace, the Council has put in place a Bilingual Workforce policy, which is currently being embedded within the Council's recruitment policies. The Bilingual Workforce policy clarifies RCT's approach to the recruitment process and how we assess, process and record the Welsh language skill requirements of Council posts. The overarching aim of the policy is to increase the number of bilingual Council staff to reflect the number of Welsh speakers within the community. The aim is for 12% of the Council's Workforce to be bilingual By 2022. This will be achieved by a combination of recruiting Welsh speakers and upskilling existing staff. The Council's target of 12% supports the Welsh Government aim of achieving 1 million Welsh speakers by 2050.

To give life to the Bilingual Workforce Policy, since September 2017 all posts advertised are level 1 essential (entry level Welsh language skills relating to job area), and all employees will be required to take a Welsh language induction to reach this level. Recruiting managers must decide if higher level skills (level 2 foundation to level 5 proficient) are required for each post. If higher level skills are not required, the decision must be justified based on one of the following criteria, as specified in Welsh language recruitment and selection guidance:
- The employee will not be speaking or preparing written communication to service users
- There are enough workers in the team fluent enough to be able to provide a full written/oral service in Welsh to service users

8. Is the Authority effectively implementing the Welsh Language Standards?	
The Council is making positive progress in implementing the Welsh Language Standards, treating the Welsh language no less favourably than the English Language and enabling people live their lives through the medium of the Welsh language if they choose to. However, there is scope for further improvements to ensure that the Council continues to make positive progress and does not risk financial penalties.	

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- There is an alternative way of providing a full written/oral service in Welsh without causing delay or inconvenience to service user without using the services of the Welsh Language Unit.

In some cases jobs will be dual advertised, with recruitment of a non-Welsh speaker only if there are no suitable applicants with Welsh language skills. This approach has been agreed due to the difficulty of recruiting to some posts, regardless of language skills. During 2017/18, 288 jobs were advertised, of these Welsh language requirements were essential (7 posts), desirable (236), a learning requirement (11) and not required (34). In comparison, in 2016/17 7 roles required Welsh as essential, 250 desirable, 85 not required and 0 with learning requirements. The impact of the policy over the latter part of 2017/18 can already be seen in the decrease in roles with no Welsh Language requirement and increase in roles with learning requirements.

Whilst initially implementing the Welsh Language Standards, in recognition of the need for all front line staff to deliver their services through the medium of Welsh, all staff of key front line services attended initial 3 hour Welsh Language training sessions. These sessions covered the context of the Welsh Language Standards and received tutoring in the Welsh language. Since then a Welsh language tutor has been appointed. This appointment has enabled more targeted training directly relevant to staff's roles to be delivered. Between April and September 2018, 174 staff, including 24 Care Workers, received Level 1 Welsh language training and 310 staff received other tutor support specific to their roles.

To help staff and customers, all reception areas have bilingual signage, staff use bilingual greetings and the Cymraeg speech bubble is used on lanyards and email signatures of Welsh speakers. These 'actions' have been encouraged in RCT since 1997 and formalised since 2015. More recently they have appeared in the FG Commissioner's Art of the Possible - 80 Simple Changes to implementing the Well-being of Future Generations Act, and helping to directly achieve one of the seven nation Well-being goals, - a Wales of vibrant culture and thriving Welsh language.

In 2017/18 12 complaints were received or were ongoing/unresolved. The complaints related to areas including correspondence and service provision, as set out in the Welsh language standards compliance report. In 11 cases corrective action was taken to address the issues identified, in the final case, relating to signage, the complaint could not be verified. This level of complaints is generally comparable with numbers of complaints reported by similar South East Wales local authorities.

Progress in delivering the Welsh language standards is reported annually in the Welsh Language Standards Compliance Report to the Welsh Language Commissioner.

8. Is the Authority effectively implementing the Welsh Language Standards? **The Council is making positive progress in implementing the Welsh Language Standards, treating the Welsh language no less favourably than the English Language and enabling people live their lives through the medium of the Welsh language if they choose to. However, there is scope for further improvements to ensure that the Council continues to make positive progress and does not risk financial penalties.**	
	• Since 2016, Welsh Language has been embedded within the Council's Service Self Evaluation process as part of the Council's Performance Management arrangements. A review of the responses through this process has enabled a more transparent support and challenge of service implementation of the Welsh Language Promotion Strategy. This review has also lead to more focused work to assure service progress in implementation of the standards. Positively, recognition of the Welsh language as a key Corporate issue has also been acknowledged by its inclusion in the Council's Corporate Assessment for the first time. The Council's positive progress as a public body may have consequences for the partnerships in which it participates. A key area for development is the engagement of other organisations e.g. partners, 3rd sector organisations and commissioned services in the delivery of Welsh language services and promotion. **Growing Welsh in our Communities** The relatively low numbers of Welsh speakers within local communities and the lack of integration of these communities within different geographical areas, make it challenging to grow language provision through community engagement. A major barrier to increasing the number of Welsh speaking staff is the relatively low number of potential applicants in the local area with Welsh language skills, so this is an important area to address. **Implications of Welsh Language on Partners and Partnerships** With the increase in the number of collaborations and joint working arrangements across public bodies and third sector, working in partnership presents additional challenges. Partner organisations are currently not all subject to the same legal requirements in respect of the Welsh language. As more partners become subject to the Welsh language standards in their own right, there is an expectation that standards applying to the partner organisation, with the highest level requirements will be put in place across the partnership. This increases the risk to the Council, as we may become liable for the compliance of our partners in future.
How effective is the Local Authority's Compliance with the Welsh Language Standards and internal policies?	Following the introduction of the Welsh Language Standards, the need for a role to support compliance with the Standard across the Council was recognised. This gap in providing support and compliance capacity was reflected in a subsequent restructure within Welsh Language Services with the introduction of a Welsh Language Compliance Officer in April 2017. This role has been key to developing a Welsh language audit that examines the effectiveness of a service in implementing the Welsh language standards. Services are selected for audit on a risk basis. The risk criteria applied includes those service areas most impacted by themes in the Welsh Language Commissioner's Annual Assurance Report and also any areas of concern or gaps identified as part of a review of Services' Self Evaluations. Audits undertaken by the compliance officer are based on the methodology in the Welsh Language Commissioner's Annual report.

Rhondda Cynon Taf –Corporate Assessment-2018

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	Full audits of two service areas have been undertaken to date (HR and Library services), with further audits underway. Audit outcomes are agreed with managers and progress against recommendations is regularly monitored by the Compliance Officer, and may be reported to the WLCSG. An audit of the the Council's website has also been undertaken and 2,157 improvements have been indicated. A project group has been established with officers from the Cabinet Office, Customer Care and Welsh Language Services, in order to provide information to service areas that need to ensure that their web pages are compliant. The role of Compliance Officer has been recognised as successful practice, with Officers from the Council's Welsh Language Services invited to speak at a Successful Practice seminar in November 2018 by the Welsh Language Commissioner.

Potential Areas for improvement arising from 2018 Corporate Assessment:

1. **Review performance against the 5 Year Strategy for the Promotion and Facilitation of the Welsh language and embed opportunities for the further development of Welsh language provision within communities.**
2. **Develop a process for targeting the progression of staff onto higher levels of Welsh language learning.**
3. **Evaluate staff feedback on the impact of Welsh language training sessions and support to improve their Welsh language skills.**
4. **Invest in further training for simultaneous translators and engage with relevant officers/Members to promote good practice in this sector.**
5. **Further develop the work on compliance audits to reduce the risk to the Council including the implementation of internal audits of social media channels and public meetings to assess their compliance with Welsh language standards.**
6. **Review the service standards for translation in order to meet the priorities identified in the Matrix of Priority for document/written translation.**
7. **Explore opportunities for further development of digital technology to support Welsh language compliance.**

	Service Self Evaluation Areas by Group - 2018
	Community & Children's Services
1.	Adult Services
2.	Children's Services
3.	Arts Service
4.	Community Resilience and Well-being
5.	Environmental Health, Trading Standards & Community Safety inc Community Housing
6.	Employment & Skills
7.	Leisure, Parks & Bereavement
8.	Libraries
9.	Welsh Language Services
	Corporate & Frontline Services
10.	Accountancy Support & Performance Management Service
11.	Operational Finance
12.	Corporate Asset Management & Business Services
13.	Corporate Design & Maintenance
14.	Corporate Procurement Unit & Energy
15.	Information & Communications Technology (ICT)
16.	Customer Care
17.	Fleet Management & Vehicle Maintenance
18.	Highway Maintenance & Management
19.	Streetcare & Waste Services
20.	Transportation
	Chief Executive
21.	Communications & Democratic Services
22.	Human Resources
23.	Legal Services
24.	Regeneration & Planning including Strategic Housing & Tourism and Events
	Education & Lifelong Learning
25.	Education

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RHONDDA CYNON TAF

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

CABINET

19th MARCH 2019

ANNUAL EQUALITY REPORT 2017/18

REPORT OF THE DIRECTOR OF HUMAN RESOURCES IN DISCUSSIONS WITH CLLR M WEBBER, DEPUTY LEADER.

Author: Melanie Warburton, Equality and Diversity Adviser, Telephone 01443 444531

1. **PURPOSE OF THE REPORT**

1.1 The purpose of the report is to provide information on the Council's Annual Equality Report, for the year 2017/18.

2. **RECOMMENDATIONS**

It is recommended that the Cabinet:

Agree to publish the Annual Equality Report 2017/18.

3 **REASONS FOR RECOMMENDATIONS**

3.1 The Annual Equality Report has been developed to fulfil the Council's legal duties and obligations to report on its progress in delivering the General and Specific Equality Duties.

3.2 The report contains progress made in year 2017/18 in meeting the Council's Strategic Equality Plan and Equality Objectives.

4. **BACKGROUND**

4.1 The Public Sector Equality Duties in Wales, which came into force on 6th April 2011, included a requirement for public authorities (including Local Authorities and Schools) to report annually on how it has met the General Equality Duty set out in the Equality Act 2010.

4.2   Reporting requirements are set out in the following regulations;

-    Regulation Seven   Collection and publication of information
-    Regulation Nine   Employment monitoring reporting
-    Regulation Sixteen   Reporting on compliance with the General
                             duty

4.3   The Council must report the above information on an annual basis, and publish by 31 March each year.

5   EQUALITY AND DIVERSITY IMPLICATIONS

An Equality Impact Assessment is not needed because the contents of the report are for information purposes only.

6   CONSULTATION / INVOLVEMENT

Consultation is not needed because the contents of the report are for information purposes only.

7   FINANCIAL IMPLICATION(S)

There are no financial implications aligned to this report.

8   LEGAL IMPLICATIONS *OR* LEGISLATION CONSIDERED

The Council's Annual Equality Report has been developed in line with legislative requirements and guidance produced by the Equality and Human Rights Commission.

9   LINKS TO THE CORPORATE AND NATIONAL PRIORITIES AND THE WELL-BEING OF FUTURE GENERATIONS ACT.

Equality considerations feature throughout Corporate and National priorities and specifically the contents of this report contributes to a more Equal Wales and a Wales of Cohesive Communities.

10   CONCLUSION

The Annual Equality Report must be published by 31 March 2019 in order to comply with legal requirements.

RHONDDA CYNON TAF

Rhondda Cynon Taf Council

Annual Equality Report

2017 – 2018

This report can be made available in alternative formats and languages.
To make a request please telephone 01443 444529 or email
equality@rctcbc.gov.uk

Contents

APPENDICES

1. Introduction

It gives me great pleasure to introduce the Council's annual equality monitoring report, which represents the Council's approach to providing information on its work in respect of equality and diversity.

The Council is required under the Wales Specific Equality Duties to report annually on how it has met the General Equality Duty set out in the Equality Act 2010, and this document contains the information required in order for the Council to meet these duties.

Publishing the information in one report covering all requirements will make it easier for interested parties to identify how the Council is delivering on its commitment to equality, its legal obligations and the action plans contained within its Strategic Equality Plan (SEP).

Each section of the report looks at the Council's progress and the final section contains details of future work the Council needs to do.

Once again Rhondda Cynon Taf County Borough Council has continued to make our County Borough a more equal place for people to live, work and access services, however we recognise that there are and will continue to be areas for improvement. Publishing this Annual Report will not only help the Council to meet its obligations under the Wales Specific Equality Duties, but will assist you, as citizens to identify these areas and monitor progress on them.

Councillor Maureen Webber
Deputy Leader / Cabinet Member for Council Business

2. Who We Are

Rhondda Cynon Taf Council covers a wide geographical area and has a population of over 234,000 people. The Council is the largest employer in the local area and the third largest local authority in Wales, over 80% of employees live within the Council boundaries.

The Council is committed to the principles of equality and diversity and we work to ensure that this is demonstrated in our service delivery and in our employment practices.

The Council's priorities set out in the [Corporate Plan](#) are:

- **Economy** – building a strong economy
- **People** – promoting independence and positive lives for everyone
- **Place** – creating neighbourhoods where people are proud to live and work.

The plan puts residents are the centre of what we do.

The Council is governed by 75 elected Members and operates a Cabinet system. It has a Senior Leadership Team headed by the Chief Executive and attended by Senior Directors, and employs over 10,000 employees in a variety of service areas and roles based within the following groups:

- Chief Executives
- Community & Children's Services
- Corporate and Frontline Services
- Education & Lifelong Learning.

3. Reporting on Equality

The main purpose of this Annual Report is to fulfil the Council's legal duties and obligations to report on its progress in delivering the General and Specific Equality Duties.

The Public Sector Equality Duty requires that all public authorities covered under the specific duties in Wales should produce an Annual Equality Report by 31 March each year. This report covers the period 1 April 2017 to 31 March 2018.

What the regulations require:

The Annual Report for 2017/18 must set out:
- The steps the authority has taken to identify and collect relevant information

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- How the authority has used this information in meeting the three aims of the general duty

- Any reasons for not collecting relevant information

- A statement on the effectiveness of the authority's arrangements for identifying and collecting relevant information

- Specified employment information, including information on training and pay

- Progress towards fulfilling each of the authority's equality objectives

- A statement on the effectiveness of the steps that the authority has taken to fulfil each of its equality objectives.

4. The General Equality Duty

The Equality Act 2010 introduced a general duty on the Council (and other public sector organisations) when making decisions and delivering services to have due regard in how to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited under the Act
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it (protected characteristics are explained below)
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Protected Characteristics

This is the term used in the Equality Act to identify the types of people who are more likely to experience detrimental treatment and/or discrimination simply because of who they are. The law is designed to protect them, they are:

- Age
- Disability
- Gender Reassignment
- Pregnancy and maternity
- Race
- Religion or Belief
- Sex
- Sexual Orientation

The requirement to have due regard to the need to eliminate discrimination also applies to marriage and civil partnership.

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When thinking about how to advance equality of opportunity between persons who share a relevant protected characteristic and those who don't, the Council also has to think about the need to:

- Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic and are connected to that characteristic
- Meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it
- Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

The Council also has to particularly think about how it will tackle prejudice and promote understanding. This report includes information on what the Council has done in order to meet the General Duty.

5. How We Meet The General Equality Duty

To demonstrate how the Council has met the General and Specific Duties relevant information is considered which may include data from local and/or internal sources such as customer surveys, community forums or Equality Impact Assessments (EIAs), as well as data from national and/or external sources such as census information, research reports and statistics on hate crime.

Identification and Collection of Relevant Information

When considering how to identify what information should be included in this report the Council first looked at the information it considered when reviewing its SEP, this allowed the Council to reflect and monitor whether the information is still appropriate in assisting the Council to deliver on the General and Specific Duties.

When reviewing the Equality Objectives we looked at quarterly monitoring results and emerging issues and trends from the previous Annual Equality Reports to identify whether the objectives were still relevant.

Full details can be found in the SEP which can be accessed on the Council website at:

http://www.rctcbc.gov.uk/EN/Council/EqualityandDiversity/StrategicEqualityPlan.aspx

The information identified is still very relevant to the delivery of the General and Specific Duties; internal documents provide statistical information that can be used

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for determining action and enable comparison to identify improvements or areas for further improvement. Internal strategies and their action plans provide information on how the Council is delivering its priorities. External information, including that with a national context, provides the Council with a raft of data that can assist in developing appropriate and relevant policies and approaches.

The Council recognises that the SEP is not the only area that can identify relevant information and that whilst it is very useful, service areas would also hold information that could assist the Council in identifying how it's meeting the General and Specific Duties. To collect this information a survey was undertaken to obtain relevant information from service areas.

The Council has an EIA process in place, the results of which contribute to the information contained within this report.

Employment monitoring data as provided from the Council's HR system - Vision and the e-recruitment system have also been included as part of the relevant information. It should be noted that employment monitoring information includes teachers and all school based employees.

Use of Information

When considering what information should be used it was important that areas of good practice were identified across service areas to demonstrate that a commitment to delivering equality exists throughout the Council. It is however recognised that there will also be areas for improvement and these will be included in the 'Future Work' section of this report.

Information used in this report includes:

- The Council's Corporate Plan (2016-2020)
- Self Service Evaluation from Service Areas (2017/2018)
- Service delivery/projects (2017/2018)
- Employment practices
- Consultation and engagement programme
- EIAs (2017/2018)
- Employment monitoring information (2017/2018)
- Monitoring and delivery of the SEP action plan (2017/2018).

Equality Information from Service Areas

Many service areas have examples of good practice which help the Council meet the Public Sector Equality Duties. The following information provides a snapshot of the work carried out across the Council.

The Council continues its commitment to the **Armed Forces Community Covenant**. The Covenant is a voluntary statement of mutual support between the civilian community of Rhondda Cynon Taf and its local Armed Forces community. The pledge recognises the dual respect between the Council, its partner agencies, its communities and our Armed Forces personnel (serving and retired) and their families.

More information is available on the following link:
http://www.rctcbc.gov.uk/EN/GetInvolved/ArmedForcesCovenant/CovenantGenerall nformation.aspx

An Armed Forces Covenant Liaison Officer was appointed in November 2017 who has developed relationships with Armed Forces charities as well as Veterans community groups.

A HMF Education Officer has been in post since August 2015. This role has been instrumental in identifying service children in education in the borough and the Officer has been able to provide information and support to these families.

The **Arts Service** has produced its own Strategic Equality Plan that outlines their commitment to providing inclusive and targeted activity within the services offered, in particular at the theatres.

They continue to be a member of the Hynt Scheme with information available on their website and within the theatres' brochure. This national scheme enables eligible people to access free tickets for their carers to help them attend live events and cinema.

The service continues to be supported by the Equality and Diversity Team in terms of accessibility at the theatres and making reasonable adjustments that improve access for service users.

The development of a small-scale performance space within the Park & Dare Theatres' Lounge Bar will offer an accessible space for both audience and performers. In line with the Arts Council of Wales Corporate Plan, we will also be able to increase opportunities for disabled artists and residents.

An LGBT+ film screening was offered at the Park & Dare Theatre earlier this year, supported by the Council's LGBT+ Network. Both RCT theatres were lit in celebration of Pride.

Daytime Delights programmes are offered at the theatres for older people, including a lunchtime *Concerts and Cakes* (in partnership with Live Music Now), cinema screenings, and matinee live performances.

The service continues to offer family friendly relaxed film screenings and performances at both theatres, including a monthly Kids Club at the Coliseum Theatre. Their Artists in Residence 'Flossy and Boo' are supporting the theatre to develop family audiences through the co-production of work suitable for this target group.

Officers continue to offer coaching and mentoring support and targeted projects for people within the various protected characteristic groups within the theatres and the arts and creative industries team.

The service creates case studies to demonstrate the social impact of the arts in line with the Wellbeing of Future Generations Act's 7 Well-being Goals, supporting us to evaluate our provision and obtain feedback from partners and participants.

The service works with the Consultation Team to better understand our communities to determine the relevance of the services offered, particularly the programme across the theatres, and methods by which we can encourage residents to be more creatively active.

The **'Care2Work' and 'Step in the Right Direction' Traineeship programmes** continue to go from strength to strength. In 2017/18 there have been successful outcomes which include:

Care2Work
- 104 young people referred onto the Care2Work Programme
- 85 young people enrolled and engaged on the Care2Work Programme
- 15 young people secured employment
- 65 young people entered further education and/or training
- 5 young people entered voluntary work

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Step in The Right Direction
- 18 Trainees recruited
- 3 Trainees secured employment
- 6 Trainees completed a qualification
- 3 Trainees currently working towards a qualification
- 4 Trainees left the scheme before the end of their two year contract.

Community Cohesion Objectives were set in 2014 and are an amalgamation of common denominators across both Rhondda Cynon Taf's and Merthyr's existing action plans. The objectives are outlined below:

Objective 1 – Build a strong network of working groups to manage and deliver a Cwm Taf Community Cohesion Strategy.

Numerous strategic groups have been established to address cohesion issues across Cwm Taf. These include the Cwm Taf Community Cohesion Group. This group meets quarterly to develop new methods of integrating community cohesion into mainstream service delivery and to identify and support groups identified locally with low inclusion or cohesion.

Objective 2 – Mainstream Community Cohesion by linking and embedding into key local strategies across the Cwm Taf region.

Work has been undertaken to support the Council to embed local and regional community cohesion priorities into key local strategies. For the Cwm Taf Wellbeing Plan, a greater emphasis than in the past was made on engaging with community members/groups who historically had not engaged with Council services and who were identified due to risk of low inclusion or cohesion; this included those with specific protected characteristics. The Cwm Taf Wellbeing Plan's objectives have embedded the cohesion priority of residents having a strong emphasis on belonging and feeling part of their community.

Objective 3 – Impart knowledge and information on subjects related to community cohesion across the Cwm Taf region.

National campaign days such as Holocaust Memorial Day have been used to promote community cohesion issues to residents of the borough. During these events, workshops were delivered to local school children on such topics as negative stereotyping.

Work also continues strategically and locally to break down barriers to inclusion and integration for particular groups highlighted within the Community Cohesion Delivery Plan. This is undertaken by working closely with service areas, for example on the Gypsy and Traveller Accommodation Assessment, making sure the needs of the

community are met. Also working with colleagues on the Syrian Resettlement Programme to make sure emerging needs and cohesion issues are met.

Objective 4 – Increase opportunities for the reporting of community tensions which includes the experience of hate crime and the susceptibility of individuals and groups to radicalisation.

Work continues to increase opportunities of reporting community tensions through strategic meetings such as the Cwm Taf Channel Panel and the Cwm Taf Contest Board.

Our **Communication and Democratic Services** works in partnership with the Equality and Diversity Team in all aspects of its work which helps to shape decisions and influence staff and Cabinet Members. A number of team members are actively involved in the Council's staff equality networks.

Residents and stakeholders are given the opportunity to provide their views in a variety of languages and formats. During consultations the service strives to engage with the widest range of people possible, capturing the views of all groups that live within the borough and aims to represent all their opinions and concerns. The team attend forums for disabled groups as well as minority groups to record their views, as the service recognises there can be specific issues that affect these groups. An additional consultation question has been introduced to service change consultations that allows the Council to assess the impact of any changes on protected groups.

The Digital and Communications Team actively promote and safeguard the rights of people from minority groups. Over the year, the service has supported many causes and has promoted the rights of all protected characteristics – this has been internal and external, input into events, social media, press, speeches and video.

The Democratic Services section has been working with the Welsh Local Government Agency to increase diversity in advance of the 2022 local government elections. The Democratic Support Services Team provide relevant Equality Impact Assessment information around Council business to support effective decision making.

The Communication and PR Team help to support the Council's equality impact assessments and assist the Equality and Diversity Team by providing evidence and promoting services.

Our new **Community Wellbeing and Resilience** Service was created in 2018 and is made up of a number of distinct teams which offer support to families and young people.

The Youth Engagement and Participation Service (YEPS) facilitates the County Youth Forum (CYF) and local youth forums across RCT. The 70 seats on the CYF are set out as follows to ensure a fully representative forum:

- 2 Representatives for the 21 school councils in RCT (17 mainstream and 4 special schools)
- 7 Representatives from the YEPS Locality Youth Forums (Rhondda, Cynon and Taf Youth Forums)
- 2 Seats for the RCT Members of the UK Youth Parliament which get elected by the County Youth Forum
- 5 Seats for special interest groups (Children Looked After Forums, YEPS Black and Minority Ethnic (BAME) Forum and Young Carers Forum etc).

The special interest groups and locality youth forums were essential to the development of the CYF and ensure that young people that face barriers to participation are supported to have their voices heard.

BAME Forum

The first RCT event for Black and Minority Ethnic (BAME) young people was organised in response to information made available through Information Advice and Guidance (IAG) sessions delivered in YEPS Service youth clubs supported by Show Racism the Red Card. The BAME event saw over 100 young people attend from across RCT and from this event young people were clear that further work was required to tackle issues faced by BAME young people. Therefore it was agreed that RCT's first BAME forum would be developed to look at these issues. Due to the difficulties of transport with young people the group have decided to become our first primarily online forum. A forum group has been established, supported by the YEPS Entitlements Officer. Through this forum the young people will initiate projects and work which they would like to undertake to meet their priorities and more localised groups will get together as smaller forums to complete different projects. The group will physically meet as part of the CYF and also on an annual basis to further discuss their local projects and priorities.

Young Carers

YEPS also have an SLA with the RCT Young Carers group to ensure that these young people are supported to remove practical barriers that may prevent them from accessing youth services and enable them to attend the YEPS Service open access youth provision. In 2017/2018 the Young Carers project delivered 30 sessions enabling 45 young people with carer responsibilities to access youth work provision.

Becoming Independent Project

The 'Becoming Independent Project' began in 2017 as a trial project at Ysgol Hen Felin as part of the 16 plus support offered by the Rhondda based Youth Engagement and Progression Officer. Through consultation with the group of young

people it was evident that concerns over reaching adulthood were a primary issue for them. Therefore, it was agreed a 'Becoming Independent Project' would be delivered focusing on issues raised by the group. A range of support was offered through the programme including; healthy relationships, appropriate behaviour, managing emotions, internet safety and travel training. The project was a success with young people all growing in confidence and independence. Ysgol Hen Felin were fully supportive and so impressed by the outcomes delivered by the project that they have requested a further programme to be delivered with a new group of 16+ young people. Therefore, a 10 week programme has been developed which can be tailored to the individual group.

Period Poverty
Earlier this year, the YEPS Service supported 784 girls in RCT to complete an online questionnaire regarding the current availability of sanitary products in schools and also how their periods affect them. Following the online consultation, 12 girls were invited to attend the Children's and Young People's Scrutiny Working Group to share their views on the availability of sanitary product provision within their schools. This has resulted in the Cabinet agreeing to provide free sanitary products in school toilets in all secondary schools throughout RCT. The Council is the first local authority in Wales to make this decision.

LGBT+
The YEPS Service has a Youth Engagement Officer who is able to offer specialist support and advice to young people who are LGBT+. This specialist support includes working with young people who are transitioning, their families and schools to ensure that bespoke and robust plans are in place to provide practical and emotional support throughout the process of transition. The YEPS service has seen an increase in referrals for LGBT+ support and therefore the service has ensured that all staff have received LGBT+ training.

Anti-bullying Sub Group
Education produced a newly updated anti-bullying policy, and has consulted with young people on the content to ensure that it is fit for purpose. The policy aims to improve data recording of bullying incidents to inform improved anti-bullying interventions and approaches. The young people made amendments to the policy and added more visuals to the content to make it more young people friendly.

Mental Health Sub Group
The young people wanted to tackle the stigma of mental health, and raise awareness of the support available to young people experiencing mental health issues. The group focused on up-skilling and training themselves, the young people all completed Mental Health First Aid Training, along with public speaking training to equip them to raise these issues with their peers. The next stage of their work was to produce a resource, which could be used to deliver issue based sessions in

schools and youth clubs all across RCT. Therefore, the young people have worked with professionals to develop a DVD, which raises the awareness of the battles young people are facing along with highlighting how they can access support. The DVD is coupled with a resource pack with lesson plans to deliver along with the DVD which have been produced age appropriately, so the resource can be adapted to meet the needs of individual groups. Both the DVD and the resource are due to be launched in the Autumn of 2018.

Resilient Families Service (RFS) - Children with Additional Needs Service (CANS)

During the evaluation of the Children's Services and Vulnerability Project work it was identified that all the families that had a child with a disability or additional support needs were significantly more vulnerable and faced multiple barriers to engagement. To ensure these families could fully benefit from family support interventions to improve their resilience levels, when the Resilient Families Service (RFS) was established, a dedicated resource in the form of the Children with Additional Needs (CANS) Team was included in the RFS structure. This team focuses on supporting families where the physical, learning or neurodevelopmental needs of a child within the family is impacting on family life to better understand any additional support needs and improve the relationships within the family. Without the constraints of threshold criteria the CANS Team are able to ensure those families most in need are appropriately supported. Unlike previous Team Around the Family (TAF) arrangements the CANS Team will work with families that are known to the Disabled Children's Team to ensure integrated packages of support are in place to benefit families.

Universal Parenting Framework

The RCT Universal Parenting Framework delivers universal parenting interventions across the whole of RCT as opposed to focusing this support on those geographical areas eligible for Flying Start, which has previously been the case. Tailored to meet the needs of families at all stages, the Framework is designed to offer support at Level 1 – Informal signposting and information through to Level 5 – Therapeutic relationship based intervention. The Parenting Team work with a range of partners including voluntary parent led support groups to deliver a range of formal and informal sessions in both community venues and families' homes.

Vulnerability Profiling

The development of Vulnerability Profiling in the borough commenced in 2006 in response to the limited knowledge of schools as to the family and community factors that impact on pupils. Based upon Joseph Rowntree Foundation research on the impact of poverty on educational outcomes, the purpose of vulnerability profiling is to provide a means of early identification of those children and young people at risk of disengaging from learning as a result of socio-economic barriers they face outside of the school environment.

Vulnerability profiling enables us to move away from the traditional means of categorising children and young people at risk of disengagement in terms of their membership of a particular vulnerable group e.g. young carer, Children Looked After, Children Affected by Parental Imprisonment, young offender. Instead, it enables us to look across a number of indicators to establish a broader definition of vulnerability in terms of securing educational outcomes. In doing this we are able to plan and deliver services based upon the level of impact their situation has on their engagement in learning rather than providing interventions that focus on the group to which they belong. It also enables us to provide a consistent response to a wide range of need, access to which is not dependant on repeated disclosure therefore reducing potential labelling and stigma.

In recent years it has been developed beyond the Education remit to enable the identification of families who require early intervention services to prevent their needs escalating to a point that require statutory Children's Services intervention. It is also being developed to produce a 'Community Profile' to support our regional commitment to Children's First in the creation of Community Zones. We are currently creating an Early Years vulnerability profile as part of the Early Years Co-construction Project with Welsh Government. Our intention is to establish a consistent approach to the use of Vulnerability Profiling as an identification tool to plan, develop and deliver services to individuals, families and communities in RCT.

Care2Play

The Care2Play Service was established in 2017 to replace the previous Holiday Funtime Scheme to extend the availability of the service. Care2Play is available for children and young people aged 0-25 years who require assistance, as a result of their personal or family circumstances, to access and/or engage in play opportunities and youth activities. The ethos of the Service is to ensure that all children and young people have access to opportunities that are appropriate to their needs and wherever possible are delivered as part of mainstream universal provision. There are three types of opportunities available through the Care2Play Service:

• Childcare placements are available for children aged 0-4 years. Children will be placed with either day care providers or childminders.

• Play provision placements are available for children and young people aged 5-14 years. Wherever possible, children and young people will be placed with play providers offering free play activities as part of daytime holiday playschemes, however where necessary in order to meet the developmental or medical needs of the child this placement may also be with day care providers or childminders.

• Youth activities are available for young people aged 11-25 years. This element of the Service is delivered in partnership with the Council's Youth Engagement and

Participation Service and will offer young people the opportunity to access a range of activities and trips running during school holiday periods as well as Extended Provision during the evenings**.**

- Since September 2017, 221 children and young people have had access to supported play opportunities through Care2Play.

Funding Flexibilities

Our approach to Funding Flexibilities is underpinned by the equality of access to services for all, including addressing barriers facing particular groups of people. The inclusive approach to having a single point of access will also facilitate equity of service delivery, as will both the responsive and pre-emptive identification of need. Our vision of delivering the right services to the right people at the right time supports the delivery of equitable needs based services. The work that has been undertaken in establishing universal access to parenting support and specialist Health Visiting intervention via the Resilient Families Service through the flexible use of funding, is enabling us to provide responsive and inclusive services to those who need them.

Equality impact assessments are completed for all service change proposals submitted to Cabinet for consideration.

Use of the Capita One system allows for data analysis of contact and engagement with services users by protected characteristics if required.

Our **Customer Care Service** continues to offer a fully inclusive service with locations and opening hours widely publicised to all and some of our key processes directly facilitate fair provision e.g. the website supports people with sight loss, Blue Badges support a wide range of disabilities etc.

Our Advisor Service offers advice rooms that are audibly impaired equipped with loop systems to enhance sound. We support language translation, including BSL supported by the Wales Interpretation and Translation Service. The Contact Centre adopts 'Barrier Free Call Guidelines' by the Business Disability Forum. We offer and promote a sensory line – Contact Centre 'text phone' for deaf or hearing loss.

Our Lifeline service records include medical history, language, religion and individual requirements so we can support and respond to customers appropriately. Our Lifeline service supports 98 customers at threat of domestic violence for Police prioritisation.

Our newly reorganised Business Support Unit works directly with the Transition Team from the Learning Curve in order to recruit volunteers with disabilities that are

looking for full time employment. This allows them to gain valuable work experience to further their skills in a working environment.

The **Disability Forum** was set up as a direct result of feedback from the Reaching Out Disability Conference in 2003. The Forum is involved in monitoring the delivery of the Strategic Equality Plan Action Plan and regularly contributes to a wide range of consultations such as the Council Budget Setting Process and service reorganisation.

The Equality and Diversity Team also inform forum members of items that may be of interest to them, this has led to members becoming involved in local issues.

In October 2017, we held a joint disability and carers conference offering advice, support, workshops and activities to the public on a range of relevant topics.

The organisational **Disability Officers Group** continues to meet. The working group is made up of officers who either deliver services for disabled people directly or are involved in making services more accessible or have an element of dealing with disability issues as part of their role. The group meets on a quarterly basis to share information, identify areas of best practice and promote internal communication.

The Council adopted the **Dying to Work Charter**. This TUC campaign asks for support for terminal illness to be treated as a 'protected characteristic' so that an employee with a terminal illness would enjoy a 'protected period' where they could not be dismissed as a result of their condition. The adoption of this charter within the Council's policies and procedures ensures it supports its employees at the most difficult of times.

Our newly developed **Employment and Skills Service** has an inclusive culture and a good understanding of the barriers that individuals can face and the actions required to make services more accessible and equal. Good practice is shared across each area of Employment and Skills both internally and from outside the Council so that there is a consistency across different areas of provision.

European Social Fund Projects
Or Communication and Marketing strategic approach ensures awareness about the projects is raised with all citizens. We deliver projects from community buildings across the county so that they are geographically accessible. Our project staff undertake home visits to support participants who may be unable to leave their home at the start of the project. Our Ignite and Platform 1 projects have been specifically developed for those with additional needs and disabilities.

Communities for Work Plus (CfW+)

An equality impact assessment was carried out prior to the Communities First grant ending and was used to inform the Community Engagement approach for the two new grant funded programmes CfW+ and Legacy.

The CfW+ programme now covers the whole of the borough, rather than being postcode specific and can work with anyone not able to access support from any other ESF grant. Therefore, employment support is available to anyone living in the borough from Stage 1 to Stage 4 of the employment pathway. All staff have received equality training previously and produced the 'RESPECT' brochure in partnership with the Council's Equality and Diversity Team.

The new CfW+ Work Placement Officer has recently been able to source a placement opportunity in the Wales Council for the Deaf Office in Pontypridd. A Barriers Fund is used to pay for transport costs, identification documents for customers so that they can verify their identity, and DBS checks. Training offered is free at the point of delivery.

Adult Education

A new development has been the commitment of provision of work-experience for Elite clients at Garth Olwg lifelong learning centre. Currently 3 places have been taken up by individuals who have learning difficulties. Garth Olwg has been awarded recognition as a dementia friendly building with all staff having undertaken dementia training and activities facilitated for people with dementia and their carers.

Funding for Dementia Engagement and Empowerment Project activities has been gained and we have been able to offer courses for people with moderate anxiety and depression through a social prescribing model in partnership with the Local Health Board. 24 learners were referred through local GP's and attended a variety of courses including cooking for a healthy lifestyle and an exercise and fitness programme. Individuals were also referred onto a support group for people with or caring for individuals with Alzheimer's. Weekly age friendly dance sessions have been developed to target social isolation amongst older people.

Falls awareness courses were held with 12 people attending, focussing on prevention of accidents in the elderly and disabled.

Both the Community Learning Grant and the Franchise Agreements require the service to target its provision on specific disadvantaged groups. The barriers faced by these learners are often complex and traditional forms of teaching have failed to engage or retain them. Consequently, the service has developed new ways of working in order to facilitate their development and support them to achieve a successful outcome.

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Provision continues to be delivered to learners with severe and moderate learning disabilities. A total of 12 Independent Living Skills courses were delivered in 2017/18 attracting a total of 124 learners. This provision has a designated tutor with specific experience of teaching learners with a range of disabilities. The provision is broad and included units on Welsh History, essential skills and healthy living and the achievements were recognised with an annual awards ceremony.

Fleet Management Services work in a fair and equitable way, whilst seeking to meet individual needs where possible. Vehicles are only purchased after detailed consideration is made to their suitability for the need. We meet with end users when specifying vehicles to ensure they meet with their needs, for example, wheelchair accessibility on the new Library vehicles and lower shelves and iPad connections. The vehicles also have suspension that can be raised/lowered so enabling access into more areas than they can currently access.

Each year the Council marks **Holocaust Memorial Day (HMD)**. In January 2018 a public event was held at Rhydyfelin Library. It was a contemporary event which was linked to modern day hate crime and raised awareness of reporting Hate Crime in Rhondda Cynon Taf. Pupils from a number of our schools contributed to the event and pupils from Heol Y Celyn Primary School took part in a workshop that explored stereotypes. The Library Service supported HMD by arranging book displays on the Holocaust.

The **ICT Section's** Digital Strategy supports the inclusion agenda, with ICT playing a key role in support and deploying the 'Digital Fridays' initiatives across our libraries and the new pilot service for customers who are housebound. The overarching aim is to provide support and guidance to residents to increase their ICT skills, confidence and competency. Providing access to computers and the internet we have enabled access to services. Through free public Wi-Fi in our Libraries, Leisure Centres, CfW+ sites and theatres, residents can access the internet through their own device.

Through mobile phone contract negotiations, we have assisted in improved 4G data access and promoted free Microsoft Office 365 to all school pupils.

Our **Legal and Democratic Services** provide accessible information and publications. It works closely with the Equality and Diversity Team to ensure that the requirements of the public sector equality duty are reflected in its processes and frameworks e.g. Equality Impact Assessments.

The newly established centralised Coroner Service in Pontypridd has installed various options to improve accessibility for all customers.

Leisure Service's facility development has included the installation of gender neutral toilet areas and the inclusion of accessible fitness equipment.

Partnership working has developed volunteer opportunities which link to Employability Plus, giving work experience opportunities with the potential for volunteer organisations to contribute as a delivery partner.

Our Sports Development section continues to deliver the Olympic Legacy funded 'Get Out and Get Active Project' in partnership with Disability Sport Wales and have organised 2 Disability Inclusion Training courses for staff and external activity providers. It continues to be on target to achieve Insport Silver by March 2019. The service continues to invest in the development and refurbishment of outdoor playgrounds which includes the provision of inclusive play equipment. A series of dementia friendly activities have been developed and delivered.

Within our **Library Service** all libraries have stock that relates to health and wellbeing. Library signage has been improved to enable library users to more easily identify this stock. Staff have also been encouraged to create health and well-being displays and the service took part in a 'Blue Monday' health and wellbeing promotion which saw South East Wales libraries promote health and wellbeing stock on the 'saddest' day of the year.

The service continues to stock items related to both the Book Prescription Wales scheme and Better with Books scheme and staff are encouraged to promote this stock. A number of organisations involved in promoting healthy lifestyles and wellbeing make use of library facilities and staff advertise these services and signpost users to the appropriate organisation if a need is identified.

The service is serious about supporting local people to gain employment and work experience to improve their skills whatever their level of ability. In addition to employing an Apprentice and a Graduate Officer, the service makes effective use of volunteers to support its staff. There has been a significant increase in the number of volunteer hours attained this year from 1,333 to 2,442. We encourage volunteers from all backgrounds.

Staff Training
Staff have received training in relation to the Welsh language which has included raising awareness of a number of equality issues. In addition, staff are currently being trained as Dementia Champions and are due to attend training on the introduction of Universal Credit and the role they have to support and sign-post individuals to relevant agencies.

Buildings

The accessibility of libraries is good, however, due to the age and location of some buildings there are issues in some areas. Complaints have been received relating in particular to Tonypandy library. Consequently, changes to the disabled access to make it more user friendly have been included in the re-design of the building which has been the subject of a successful application for funding from the Welsh Government's Museums, Archives and Libraries Division.

Improvements were made to Pontyclun library access earlier this year to address an issue raised by a disabled person.

Home Library Service

The expansion of the eligibility criteria for what was the Housebound Service, but has now been re-branded as the @homelibraryservice ensures that people who have long-term illness, mobility problems or are full-time carers are now able to access this service. Previously, this service was limited to people who were housebound through illness. The re-branding of the service is intended to reduce the stigma attached to the service and thereby meet the needs of more vulnerable people. An Action Plan has been developed to ensure that the needs of vulnerable people are monitored during the process of transition from the current Mobile and Housebound Service to the new Mobile and @homelibraryservice.

Data relating to other people with protected characteristics are captured as part of the equality monitoring section of the customer satisfaction surveys and consultation surveys.

Libraries facilitate ESOL classes (English for the Speakers of Other Languages) and there is one example of an LGBT+ group meeting at a library.

The **Public Protection** service administers the Older Persons Grant. The application forms and guidance are sent to known older persons groups and organisations within the borough inviting them to bid for funding to assist them in meeting the Ageing Well in Wales themes. During the administration of this grant we became aware of additional groups within the community that were not included on our database. As a result, the database has been updated and all known groups within the area will receive invitations to bid in any future funding rounds to ensure that the process is inclusive, equal and that there is fair opportunity to apply for all older people.

Taxi Licensing Officers attended the Disability and Carers Conference in 2017 and provided a presentation around the obligations taxi drivers have in relation to wheelchair users. The Licensing department has carried out test purchase exercises to ensure that taxi drivers are fulfilling their obligations in relation to the conveying of wheelchair users.

The Food and Health & Safety Team successfully bid for grant money from the food standards agency to allow the officers to deliver one to one coaching to the businesses within RCT that rates 2 or less on the Food Hygiene Rating scheme to help them improve in the areas they were poor in on inspection. This will hopefully help the business on the next inspection.

Housing allocations made through the Common Housing Register are monitored to ensure that they are representative of the households waiting for housing on the register and also in relation to the population of the borough. To date, allocations have always been reflective of both. When people apply for housing we ask questions about their protected characteristics in line with the Equality Act 2010. In 2017, Housing Services linked in with Communities First to enable people who needed help to access Homefinder through the website (www.homefinderrct.org.uk) can do so as part of Digital Fridays; This initiative is working well.

We are working with Tai Pawb and the Council's Equality and Diversity Team to ensure our housing services are responsive to the needs of all groups and that our Homelessness Strategy is fully inclusive.

The evaluation of the impact of the new kennels at Hope Rescue, Llanharan provides evidence of an improved out of hours service via the acceptance of stray dogs to be kennelled in emergency situations. Arrangements can also be made by dog owners to reclaim their dogs outside normal working hours if necessary for people unable to get to the kennels, improving accessibility as well as dog welfare.

The use of the Wales Interpretation and Translation Service (WITS) is widely used across the service to assist in the fair treatment of witnesses and suspects in criminal investigation.

The **Stonewall Diversity Champions** programme is Britain's good practice employers' forum on sexual orientation. The Council became Diversity Champions in 2013. The Equality and Diversity Team continue to work closely with Stonewall Cymru's workplace team to develop practices that support LGBT employees as well as having an impact on the community. The Council featured as a Top 100 employer in the Stonewall's 2018 Workplace Equality Index.

The **Streetcare and Waste Service** deliver a range of services to all residents and sections of the community and works to provide services in a fair and equitable way whilst striving to go the extra mile to meet individual needs where appropriate. Safeguarding training has commenced with sections of frontline staff, awareness and letter campaigns are accessible.

The service provides additional assistance to residents who need reasonable adjustments such as assisted collections for residents who have mobility difficulties and extra black bag allowances for residents who are unable to sort their waste because of difficulties such as sight loss. The service has improved the way in which residents can gain recycling bags. Recycling bags are now deliver to individual addresses for residents who have mobility difficulties encouraging full participation in recycling.

Transportation services have a high impact on a number of protected groups and are substantially positive in their effect. The Service ensures that its policies are fair, reasonable and comply with the general equality duty introduced by the Equality Act 2010 and the specific public sector equality duties.

The Bus Service Impact Assessment Tool is now embedded into the annual routine and is used to prioritise and inform service priorities. The tool examines the number of users per journey; cost per passenger; availability of alternative services; impact on the network, shift workers, healthcare, hospital visiting, education and training. It has proved to be transparent and in conjunction with a full Equality Impact Assessment has helped to identify potential issues and mitigate the impact.

Dialogue with Councillors, users and forums, such as Bus User Surgeries, all help to identify low cost timetable amendments, and additional dial a ride services from areas without public transport, such as Bryntirion, Glancynon, Carnetown and the Moel area of Pentre, are being funded from the Council's Community Transport Fund from November 2018.

The Council last published the results of its Resident Engagement Survey in February 2017. Those who responded to the public transport section were mainly very positive, especially those who were eligible for free transport. The network, over 90% of which is commercially provided, was described as "excellent", "used frequently", "really good for the elderly" and "love the social aspect of going on the bus". Whilst those who were satisfied with the network overall increased to 81% (up from 80%), those who were satisfied with the reliability of the buses increased to 87% (up from 72%). The questions will be repeated in 2019.

All residents over 60 are entitled to receive a concessionary bus pass and 54,893 take up this offer. A further 5,081 passes are issued to those who are under 60 but who have a disability.

Following engagement with a Local Access Group, the service has secured funding from a number of sources to undertake corridor based bus stop enhancements. The work involves the installation of new shelters (where footway space permits), new bus stop poles and flags, new raised kerbs (boarders) with tapering at either end to provide step free entry onto the buses (all of which have step free entry), the

resurfacing of the passenger standing area and the renewal of bus stop road markings. The investment in bus stop infrastructure has been significant and by the end of 2017/18 it had helped the service to have 49.2% of its 1,192 bus stops equipped with accessible raised kerbs, the 2nd in Wales.

In order to address resident's concerns about indiscriminate parking making it difficult for buses to stop close to the kerb and impeding the free run of traffic, mobile camera enforcement has been successful in keeping pedestrian crossings, school entrances and bus stops clear of unlawfully parked vehicles.

The highways network and safe walking routes are constantly evolving as a result of improvements such as new crossings, developments and road safety features. These changes can affect eligibility for free school transport and therefore it is prudent to review periodically the impact of such changes and update individual eligibility, ensuring that the Council's eligibility criteria, which is one of the most generous in Wales, is administered in a fair and equitable way. The most recent review of mainstream school transport provision was carried out in June 2017 and was approved by Cabinet on 28 September 2017.

The additional learning needs transport provision is tailored to the individual needs of the learner by a specialist team within the Service, and reflects the physical make-up of the community, with 914 of the 12,186 transported learners having additional learning needs. Throughout the year the Services arranged training in autism and epilepsy awareness, first aid and understanding and managing challenging behaviour for drivers and passenger assistants.

The Service is working with the Youth Engagement and Participation Service (YEPS) and the Transition Team within Community Care and Children's Services to assist people of all ages, abilities and needs, who have a lack of road safety awareness and knowledge of how to travel by public transport. Travel training is seen as being beneficial in helping people with additional needs to have equality of access and independence. It assists in overcoming challenges, removes barriers to independent travel and gives greater access to jobs, services and social networks. It empowers them with new skills to take advantage of opportunities in their communities.

The Council is a partner in the **Wales Interpretation and Translation Service** (WITS) and has a Service Level Agreement for delivery of the service provided via the City of Cardiff Council. During 2017/18 there were 345 bookings made through the service using 19 languages and BSL interpreters.

The five most requested languages during 2017/18 were Lithuanian, Mandarin, Kurdish / Sorani, Portuguese and Arabic.

The provision of simultaneous translation provided by the **Welsh Language Service** has allowed residents to access events that they would otherwise have been unable to attend due to a language barrier. The importance of this cannot be underestimated, especially in relation to the creation of cohesive communities.

Two members of the Welsh Language Services Team are on the staff Allies Network and they attended the Pride March, with the Head of Service, in Cardiff this year. This network provides an important means of support for any members of staff who are experiencing difficulties at work or who are having problems settling after recruitment as it is essentially a buddy system. The staff who are part of the network are offered access to training opportunities focussing on equality issues so that they have a good knowledge of LGBT+ issues and the barriers that staff with protected characteristics may encounter.

Delivery of Council Strategies

The Council consults and engages with its residents to collect information that is used to plan and prioritise, identify areas for improvement and service change, set and monitor performance standards and measure satisfaction on the quality of the services we provide.

The Council has developed an ongoing face to face approach to engagement with residents which has continued in 2018 and aims to provide a conversation with our residents that allows us to 'dig deeper' into their original responses. It helps the Council and its partners find out what residents think about where they live and the services they receive.

The Consultation Team attended events/forums to undertake face to face engagement, including the Disability Forum, Older Person Forums and RCT wide Youth Forum. We also undertook resident engagement research which included a number of events held in libraries, parks and leisure centres. In addition, we asked people to comment on a selection of Council Services and to describe their experience of the services during our annual budget engagement approach, where we continued discussions with residents at town centre road shows, leisure centres and libraries. We used an online budget simulator to allow residents to have a go at setting the Council's budget themselves and a social media campaign using polls/questions to gather responses. We also trialled a consultation session with primary school children to ensure their voices were heard during the process. These services were based on current Council priorities/investments or where we specifically needed to obtain the views of our residents.

We have continued to use online and social media engagement as one of our methods to obtain resident views and promote consultations. We have used Twitter polls to ask questions during the budget consultation.

We have continued to develop our links with residents who are 50 plus through engagement with the Older Person Forums and we now have a regular slot on the Disability Forum agenda.

We have continued to develop our RCT wide Youth Forum that links with the Council's District Youth Forums and representatives from school councils.

The Consultation Team have also supported a number of service area consultations in 2017/2018 including; events, leisure, planning, education, town centre regeneration, public spaces and protection order, tourism, libraries and transport. These consultations help the service improve and change based on the needs of the community.

We have developed our approach of collecting equalities monitoring data through consultations and we include relevant questions in all surveys we carry out. During service change consultations we also include a question on protected characteristics which asks respondents whether or not they could potentially be affected by the proposal or change because of their protected characteristic.

To regularly report and feedback to the Equality and Diversity Team we have improved our 'Planned Consultation' survey and spreadsheet to capture what is planned, what the outcomes were following the consultation and the equalities monitoring data that was captured.

A joint approach to consultation and engagement is coordinated through a Joint Involvement, Communications and Engagement Group reporting to the Cwm Taf Collaboration Board. The group aims to provide an effective and efficient approach to consultation and engagement across the partners of Rhondda Cynon Taf and Merthyr Tydfil. Central to the delivery of this plan is for all partners to follow the Participation Cymru National Principles of Public Engagement and the National Children and Young People's Participation Standards for Wales. Public engagement is about working together to improve services.

The Council's Performance

The Council's main strategic plan is its Corporate Plan – *The Way Ahead*. This plan sets out the Council's priorities for the four years between 2016-2020. The detailed actions to deliver these priorities are set out in plans which are monitored and scrutinised by Councillors every quarter as part of the Council's Performance

Reports to Cabinet. At the end of the year, the plans are also subject to more in depth challenge, review and evaluation, the results of which are then included in the Council's annual Corporate Performance Report.

Non Collection and Effectiveness of Information

Whilst considerable relevant information has been collected for this report, it is acknowledged that it is sometimes difficult to collect and monitor all information in a Council as large as Rhondda Cynon Taf. A number of cross-Council networks already exist such as the Disability Officers Group to ensure that information and good practice are monitored and shared, however it is recognised that more needs to be done to encourage a consistent approach in information sharing.

Whilst there are a number of good practice examples where service areas are delivering for people of different protected characteristics, there is still improvement needed overall around the consistency of information collected. How we address this is included in the future action section of this report.

6. Equality Objectives

Equality objectives have been designed to assist us to lead and better perform on the General Equality Duty. Our equality objectives are:

- Hate Crime and Addressing Negative Attitudes and Behaviours
- Developing More Robust Monitoring Arrangements
- Gender Pay.

Hate Crime and Addressing Negative Attitudes and Behaviours

What We Have Delivered

Hate Crime
We previously reported that a Hate Crime Strategy has been developed for Rhondda Cynon Taf. As part of this strategy a Hate Crime Review Group has been established within the Cwm Taf region. The group consists of local police teams, Community Cohesion Coordinator, Victim Support and WECTU (Welsh Extremism and Counter Terrorism Unit). The group meets monthly and discusses community tensions and trends. A review of all hate crime in the area from the previous month is analysed and an update is provided on all the hate crime action plans that are in place in the region.

Work has focused on raising awareness of hate crime through close partnership working and engaging with the most vulnerable members of the community. During

Hate Crime Awareness Week, numerous awareness activities were planned across the borough with partner agencies such as South Wales Police and Victim Support. Engagement stalls were displayed in the colleges, hospitals, libraries and major supermarkets. From engagement with the public, we were able to highlight to the community what a hate crime is, how to report it and highlight the support services that are available to victims.

Engagement activities have also focused on local businesses to encourage hate crime reporting and monitor tensions.

Meetings have been held with all the Housing Associations in Rhondda Cynon Taf to advise on their hate related policy and procedures and to support the organisations with their reporting of hate crimes and tensions.

Addressing Negative Attitudes and Behaviours

Challenging Attitudes
We offer a range of training courses including Dignity and Respect, Negative Attitudes and Equality Awareness all of which cover topics such as the Council's responsibilities under the Equality Act, challenging stereotypes, inappropriate language and behaviour, bullying and harassment. The majority of our training sessions are interactive providing many opportunities for participants to challenge their assumptions. Over 400 employees, elected members and pupils have attended training sessions in 2017/2018. Training feedback remains to be positive with most participants stating they will reflect on the session and alter their behaviour in the workplace. Participants are also encouraged to sign up to Stonewall's #Nobystanders Campaign which encourages colleagues to challenge inappropriate language and behaviour.

We have continued to hold number of coffee mornings in the Council's main sites which our Allies Network have supported to raise awareness about different groups of people.

We have established a Disability and Carer's employee network. We currently have a small membership which is looking at its terms of reference and areas of interest.

We have a regular presence on the Council's intranet site Inform to raise awareness of a range of world days such as:

- Armed Forces Day and Reservists Day
- Black History Month
- International Women's Day
- LGBT History Month
- International Day of Persons with Disabilities

- Transgender Day of Remembrance
- World Mental Health Day
- World Religion Day.

Commitment to Stonewall's Diversity Champions Programme
The Council's commitment to Stonewall's Diversity Programme continues with ongoing progress in this area. We support a number of initiatives which include the following:

- A sustained LGBT+ staff network 'Perthyn'.
- Ongoing growth of the staff Allies Network.
- A visible senior LGBT Champion.
- Improvement to monitoring forms to collect data around sexual orientation.
- Attendance and engagement with residents at Pride Cymru, in partnership with other Welsh Councils.
- Regular sexual orientation information on Inform and the Council Website which includes blogs from staff network members.
- Raising the Rainbow Flag for LGBT History Month, International Day Against Homophobia and Transphobia and Pride week.
- Supporting our theatres in LGBT History Month events.
- Rhondda Heritage Park and Pontypridd Library exhibited Pride Cymru's Icons and Allies exhibition.
- Promoting the Rainbow Laces campaign.
- Encouraging support of the #NoBystanders campaign.

The Council supported the establishment of the Rhondda LGBT+ community group 'Proud Valleys' and continues to support the group on a number of initiatives.

Commitment to the Time to Change Wales Organisational Pledge
In December 2014 the Council signed the Time to Change Wales Organisational Pledge. In signing the pledge we have committed to tackling stigma and discrimination around Mental Health in the workplace.

The Equality and Diversity Team hold regular 'Time to Talk' sessions at Council locations. Sessions have been held across a range of Council venues as well as at some secondary schools. These are drop in sessions to encourage staff to start a conversation about mental health. For 'Time to Talk' Day in February an internal and external media push was undertaken to raise awareness about the campaign and encourage conversations.

Developing More Robust Monitoring Arrangements

Working with the Council's Performance Management Team we were able to obtain relevant information from all service areas as part of the Council's Self Service Evaluation process to highlight in this report.

Discussions have taken place with some service areas about how they collect monitoring data and this will be further developed. Work will continue with Service Areas to review what service user information is collected and monitored.

Gender Pay

Gender Pay Gap

An organisation's gender pay gap is the difference between the average male and female pay rates. It is calculated by dividing the average female hourly pay rate by the average male hourly pay rate.

The Council is required to publish the gender pay gap between male and female employees. It is also required to publish this data separately on employees in Education (teaching employees).

The Equality and Human Rights Commission strongly advise publishing separate full time and part time gender pay gaps. It is considered that any pay gap of 5% or more is considered significant and in need of further analysis.

The 2018 Equal Pay Audit identified the following Equal Pay gaps:

2018	Combined Gap	Full Time Gap	Part Time Gap
All Employees	+ 13.17%	- 9.22%	+ 7.34%
Non-Teaching	+ 13.29%	- 7.32%	+ 6.82%
Teaching	+ 5.32%	+ 4.83%	- 1.95%

The mean gender pay gap is the difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees. A positive figure denotes a gap to the advantage of male employees. A negative figure denotes a gap to the advantage of female employees.

The overall gender pay gap has reduced to 13.17% from 14.06% in 2017. The Council has been proactive in its attempts to reduce the gender pay gap, but further analysis is needed to determine which initiatives have impacted on this reduction.

Commitment to the Women Adding Value to the Economy (WAVE) Project

To address the Gender Pay gap, the Council has been part of an innovative project - the WAVE project in partnership with Cardiff University. Workforce data has been robustly analysed and areas of gender pay disparity have been identified. An area of disparity is women employed on Grades 1 to 3.

The performance review process is being redesigned and rolled out to staff on all grades, recognising that particularly women employed on Grades 1 to 3 need to have opportunities to discuss their workplace development and progression opportunities.

Agile working continues to be rolled out across the Council following a successful pilot of the scheme. In the pilot areas there has been a noticeable improvement in productivity as employees have benefited from greater flexibility and an improved work-life balance. Hot desks have been located across Council buildings and these are being fully utilised.

We introduced the 'purchase of additional leave scheme', which again provides employees with greater flexibility.

A review of the Council's recruitment processes and practices has been included in the HR delivery plan, as it was recognised during unconscious bias training that job adverts and job descriptions could be improved to encourage more diversity of applicants, particularly to gender stereotypical roles.

Overall Progress

As can be seen from above, the actions are progressing well and are monitored by various methods and by the Council's Performance Management Team.

7. Equality Impact Assessments

The Council has had an Equality Impact Assessment (EIA) process in place for a number of years which is carried out under the following circumstances:

- Where new policies or practices are developed (including corporate plans, annual business plans and the annual budget)
- Where changes to existing policies or practices are proposed, and when conducting expenditure reviews and programme evaluations
- Where there are proposals to withdraw from or discontinue an existing policy or practice
- Where the Business Planning process has identified relevance to or implications for equality.

The process is regularly reviewed and takes into account the protected characteristics identified in the Equality Act 2010.

The Council introduced a screening process in January 2012 which is designed to make the process as effective as possible and to ensure that any information gathered at the screening stage can be used if a full EIA is required. However, the Council automatically carries out a full EIA on its Change proposals process.

The table below includes a snapshot of EIA's carried out in 2017/2018.

Equality Impact Assessments

Policy/Procedure	Date
Fields in Trust Centenary Fields – Ynysanghard War Memorial Park	August 2017
Review of Accommodation Provision for Children Looked After	September 2017
Active Travel Integrated Network Map	October 2017
21st Century Schools – Garth Olwg Campus	October 2017
Cwm Taf Regional Plan 2018-2023 – Social Services and Wellbeing Board	February 2018
Supplementary Planning Guidance on Houses of Multiple Occupation	March 2018
Housing Allocation Scheme	March 2018

Full details of decisions are included in Cabinet reports which are available on the following link:

http://www.rctcbc.gov.uk/EN/Council/CouncillorsCommitteesandMeetings/Committees/Committees.aspx

8. Employment Monitoring Data

The Council must collect and publish on an annual basis the number of:

- people employed by the authority on 31 March each year by protected characteristic
- men and women employed, broken down by:
  - job

- grade (where grading system in place)

- pay

- contract type (including permanent and fixed term contracts)

- working pattern (including full time, part time and other flexible working patterns)

- people who have applied for jobs with the authority over the last year

- employees who have applied to change position within the authority, identifying how many were successful in their application and how many were not

- employees who have applied for training and how many succeeded in their application

- employees who completed training

- employees involved in grievance procedures either as a complainant or as a person against whom a complaint was made

- employees subject to disciplinary procedures

- employees who have left an authority's employment.

All of the information above must be presented for each of the separate protected groups. The exception to this requirement is the data on job, grade, pay, contract type and working pattern, which must be broken down only in relation to women and men.

This information is attached at Appendix One - Employment Monitoring Data.

9. Procurement

The Council operates the SQuID which is part of the National Procurement Website, www.Sell2Wales.co.uk.

It contains a set of core questions commonly asked at the selection stage, and has a database of suppliers' answers stored for re-use, and a tool for buyers to generate a selection questionnaire using a risk-based wizard for each procurement project. The idea is that working together these three things deliver a number of benefits:

- Increased efficiency for both suppliers and buyers, by allowing standard questions and answers to be stored for future use, by keeping the number of questions to a minimum, and also by encouraging buyers to only seek information from suppliers if they can be clear about exactly how the information will be used.

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- Greater standardisation of the selection stage, whilst also allowing for tailoring of questions to meet the specific requirements of the procurement.
- Increased transparency of the selection process and how responses will be evaluated – so that suppliers are able to work out easily whether or not they wish to bid for a particular opportunity, how to optimise their proposal and how to present it in an effective way.
- Improved opportunities for small medium enterprises (SMEs) and local businesses to compete on a more equal footing as a result of a carefully considered question set that removes some of the barriers to entry for them.

It includes a section on equal opportunities and is in line with the guidance on procurement published by the Equality and Human Rights Commission at http:www.equalityhumanrights.com/wales/

10. Accessible Information

The Council produces information in a wide variety of formats according to need. Service areas record requests for alternative formats from service users to ensure that these are provided.

Accessibility Guidelines are available to employees on the Council's Intranet, these provide information on the types of accessible information available, what it is and does and includes a list of suppliers so that employees can source requested formats.

The Council has adopted the RNIB Clear Print Guidelines to increase readability of its documents.

11. Future Work

We will continue to work towards achieving the actions as outlined in the current Strategic Equality Plan Action Plan including:

- engaging and consulting with different sections of our community to ensure our services meet their specific needs
- meeting our responsibilities under the Disability Confident Scheme
- continue our commitment to the Time to Change Wales pledge, Stonewall Diversity Champions programme and Stonewall Equality Education Index
- continue to deliver Dignity and Respect training to colleagues across the Council and inform them of their responsibilities under the Equality Act 2010 and to encourage them to challenge negative attitudes
- expand our employee networks to ensure employees have a voice on issues that affect them

- continue to develop the WAVE project particularly looking at the number of females and their grades in senior management positions.

The Council will need to identify new equality objectives and develop a new Strategic Equality Plan for 2018. We will undertake public engagement on the proposed equality objectives. This will include meeting with community groups that represent the protected characteristics contained within the Equality Act 2010. The Equality and Diversity Team will work closely with individual service areas to develop equality objectives that reflect the needs of the community in Rhondda Cynon Taf.

12. Contact Details

Rhondda Cynon Taf welcomes comments on all aspects of this report, both in what it contains and what it may not make clear enough about the work and progress in delivering equality and removing discrimination.

If you have any comments or want to know more about the work the Council is doing please contact:

Melanie Warburton
Equality & Diversity Adviser
Rhondda Cynon Taf Council
Ty Elai
Dinas Isaf East Industrial Estate
Williamstown
Tonypandy
CF40 1NY

Telephone: 01443 444531

email: equality@rctcbc.gov.uk

Employment Monitoring Data

Equality monitoring information is stored against all employees' records in the Council's payroll and human resources information system (Vision). The information is requested at the recruitment stage and entered on to their record at that point.

The Council encourages all employees to provide this information and an equality monitoring survey is carried out on all employees every two years in an attempt to increase the information held.

In preparation for the extended employee monitoring requirements being introduced as part of the Equality Act 2010, the Council carried out an equality monitoring survey of all employees in 2011. This survey included questions that covered all protected characteristics except pregnancy. This question was not asked as it was felt that information on pregnancy and maternity would already be held on employee records and the time period allowed for return could mean that the information provided would be out of date.

The Equality & Diversity Team worked with other service areas to identify other useful information which resulted in the questionnaire including sections on the use of British Sign Language, Welsh Language ability and whether or not an employee had caring responsibilities. This information was provided statistically to the service areas to inform their work and strategies.

Statistical analysis of the information is contained in the following tables and covers all Council employees including teachers and school based employees.

People Employed by Protected Characteristic

The following information has been provided using employees' national insurance numbers; this ensures that where an employee may work in more than one job their details will be included only once to avoid duplication of information. It includes teachers and school based employees. Some comparisons will be made to the local demographic of the borough of Rhondda Cynon Taf as over 80% of employees live in the Council area.

Gender

The table below shows the gender breakdown of employees:

Gender	Total	% of Workforce
Male	2735	25.7%
Female	7906	74.3%
Total	**10641**	**100%**

This table clearly indicates that women make up the majority of the Council workforce, this has been consistent for a number of years.

Age

The table below shows the breakdown of employees by age group:

Age Group	Total	% of Workforce
16-24	746	7.0%
25-34	1986	18.7%
35-44	2557	24.0%
45-54	3213	30.2%
55-64	1894	17.8%
65+	245	2.3%
Total	**10641**	**100%**

This table indicates, as the figures did last year, that over half of Council employees are within the age range of 35-54. This is reflected by 40% of the population of Rhondda Cynon Taf being in the age range 30-59.

Disability

The table below shows the breakdown of employees by disabled and non-disabled:

Identification	Total	% of Workforce
Disabled	190	1.8%
Non-Disabled	8520	80.1%
Prefer not to say	25	0.2%
Information not held	1906	17.9%
Total	**10641**	**100%**

Information is held on 82% of employees. A small percentage of employees have indicated that they are disabled but this is unlikely to give the true picture of disability in the workplace. Although the staff equality profile questionnaire gives the definition of disability, some employees with a 'defined' disability may not identify as having a disability.

National Identify and Ethnicity

The table below shows the breakdown of employees by ethnicity:

Ethnicity	Number
Asian	11
Asian British	1
Asian Chinese	4
Asian Cornish	1
Asian Indian	2
Asian Other	1
Black	6
Black African	2
Black British	2
Black Other	1
Chinese	4
Mixed Other	13
Mixed White & Asian	3
Mixed White & Black African	2
Mixed White & Black Caribbean	3
Other	22
Prefer not to say	10
White	5566
White British	1443
White Cornish	2
White English	28
White Irish	8
White Other	12
White Scottish	7
White Welsh	1418
Not Known	2069
Total	**10641**

Staff identifying themselves as an ethnic minority is comparative with the demographic of Rhondda Cynon Taf where around 1% of people identify themselves with an ethnicity other that White British, Welsh, English or Scottish.

The table below shows the breakdown of employees by national identity:

National Identity	Number of Employees
African	5
Any Other Asian Background	3
Any Other Mixed Background	2
Any Other White Background	13
Bangladeshi	1
British	1575
Caribbean	1
Chinese	4
English	213
European	16

Indian	6
Irish	20
Other	9
Scottish	26
Welsh	4881
White and Asian	4
White and Black African	1
White and Black Caribbean	1
Not Known	3860
Total	**10641**

Information is held on 64% of employees with the majority of employees identifying themselves as Welsh followed by British.

Religion or Belief

The table below shows the breakdown of employees by religion or belief:

Religion	Total
Christian	2592
Muslim	5
Hindu	6
Buddhist	7
Sikh	1
Other	99
% of workforce identifying with a religion	**25.5%**
None	2440
Prefer not to say	289
Information not held	5202
Total	**10641**

Information is held on 51% of employees with the predominant faith being Christian. 50% of the local population identify themselves as Christian, with 40% regarding themselves as having no religion.

Sexual Orientation

The table below shows the breakdown of employees by sexual orientation:

Sexual Orientation	Total
Heterosexual	3677
Gay Man	31
Gay Woman/Lesbian	36
Bisexual	15
% of workforce identifying a sexual orientation	**35.3%**
Prefer not to say	204
Information not held	6678

Total	**10641**

Information is held on 37% of employees. This is an increase of 1% since reported last year. As part of the Stonewall Diversity Champion's Programme, work has and will continue to encourage more employees to complete this category on equality monitoring forms.

Pregnancy and Maternity
As at 31 March 2018 there were 152 employees on maternity leave. During the year 2017/18, 348 employees had been on maternity leave during this period of time.

Gender Reassignment
Specific information has not been published due to the possibility of identification. The Council has a Gender Reassignment Policy in place which was developed some years ago as a result of an employee asking for support. Since that time the policy has been accessed and support provided as and when required by employees.

Regulation Nine - Gender Specific Information
Regulation Nine of the Specific Equality Duties in Wales requires the following specific information to be provided in respect of gender breakdown.

The number of employees employed at 31 March 2018 broken down by:
- Job
- Grade
- Pay
- Contract type
- Working pattern.

This information has been provided on the basis of actual job numbers so that those employees who work in more than one job are included in all the jobs they are employed in so the numbers may be different to those in the previous section. Once again the information includes teachers and school based employees.

The following table/s provides the specific information required:

Breakdown of Employees by Gender and Job
There are over a thousand job titles within the Council so for ease of demonstration they have been broken down into job families within the competency framework.

Job Family	Female	Male	Grand Total
Administrator	937	265	1202
Ancillary	1019	501	1520
Assistant Headteacher	38	32	70
Community and Social Care	3249	334	3583

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Deputy Headteacher	83	38	121
Frontline and Customer Care	360	311	671
Headteacher	71	46	117
Middle Manager	166	86	252
Skilled Manual Worker	36	130	166
Strategic Manager	35	38	73
Supervisor	164	186	350
Teacher	1304	404	1708
Technical, Specialist & Professional	429	352	781
Unqualified Teacher	15	12	27
Total	**7906**	**2735**	**10641**

As last year, the data provides very little surprises with the majority of women working in 'traditional' female areas, particularly in the Community and Social Care setting; this will be more closely examined as part of the Gender Pay Objective within the Strategic Equality Plan.

Breakdown of Employees by Gender & Grade
The Council operated the following grading systems as at 31 March 2017:
- Chief Officers (Head of Service and above)
- National Joint Council
- Teachers/Education

The table below sets out the breakdown of employees by gender and grade:

Employees by Gender & Grade – Chief Officers

Grade	Female	Male	Total
Chief Executive	0	1	1
Group Director	0	2	2
Director Level 1	1	3	4
Director Level 2	1	3	4
Service Director Level 1	1	3	4
Service Director Level 2	0	3	3
Head of Service Level 1	16	11	27
Head of Service Level 2	2	7	9
Total	**21**	**33**	**54**

There has been no change since the previous year, whereby the majority of Chief Officer posts are held by males. Those held by females are largely on the lower Chief Officer grades**.**

Employees by Gender and Grade – National Joint Council

Grade	Female	Male	Total
GR1	264	81	345
GR2	906	48	954
GR3	551	146	697
GR4	916	290	1206
GR5	777	416	1193
GR6	1087	296	1383
GR7	523	148	671
GR8	256	138	394
GR9	191	99	290
GR10	192	151	343
GR11	290	117	407
GR12	138	69	207
GR13	99	52	151
GR14	14	7	21
GR15	40	29	69
Total	6244	2087	8331

This information indicates that while 75% of the total Council workforce is female, it is females that dominate the lower pay grades. This will be an area that will be looked at within the Gender Pay objective of the Strategic Equality Plan.

Employees by Gender and Grade – Teachers/Education

Grade	Female	Male	Total
Education Psychologists and Advisers	70	26	96
Leadership Group/Headteachers	73	48	121
Deputy & Assistant Headteachers	142	78	220
Teachers	1330	416	1746
Total	**1615**	**568**	**2183**

The figures above indicate that females make up 74% of the education profession.

Individual salary grades of Education is complex to summarise but on analysis there is a fairly even split of male/female across all salary points with no obvious discrepancies in respect of ability to move through the grades. The grades and salary points are based on nationally agreed pay scales and there are specific requirements for each grade and how employees move through them.

Employees by Contract Type / Working Pattern

Contract Type	Female	Male	Total
Permanent Full Time	2424	1881	4305
Permanent Part Time	1633	209	1842
Permanent Part Time Term Time	2004	77	2081
Permanent Term Time	129	24	153
Temporary Full Time	249	152	401
Temporary Part Time	120	42	162
Temporary Part Time Term Time	664	51	715
Temporary Term Time	24	2	26
Casuals	659	297	956
Total	**7906**	**2735**	**10641**

For permanent members of staff the breakdown of female/male is comparable to the overall workforce. Although 74% of the overall workforce is female, a much higher percentage of those females compared to males are working on part-time or term-time only basis.

Applicants for Employment and Promotion

There were a total of 371 vacancies advertised during the year 2017/2018. The following table indicates the results of the recruitment monitoring for the same period.

Applicants for Employment and Promotion by Protected Characteristic

	Applicants	Shortlisted	Appointed
Female	2899	1564	417
Male	1586	855	210
Minority Ethnic	145	72	23
Disabled	196	107	19
LGB	150	79	19

Training

Equality monitoring is carried out in respect of attendance at internal training courses only and has been undertaken by the use of equality monitoring forms that now monitor all protected characteristics. Sexual orientation and pregnancy and maternity were added during 2014/15.

Identification of the need for training, learning and development is carried out through the Council's workforce planning and performance review systems. Managers will discuss with employees during personal development interviews training, learning and development needs which are aligned to the performance

review and job competencies. The results of these feed in to a departmental or divisional training plan.

The Council does not currently monitor whether training requests are refused as the process used to identify training does not lend itself to this type of monitoring. This however will be considered.

There were a total of 211 equality monitoring forms returned in 2017/18.

Training by Gender

Group	Male	Female	Transgender	Prefer not to say	Not Known	Total
Chief Executives	3	2	0	0	0	5
Community & Children's Services	27	88	0	0	0	115
Corporate & Frontline Services	20	2	0	0	1	23
Education & Lifelong Learning	12	23	0	0	1	36
Not Specified	15	17	0	0	0	32
Total	**77**	**132**	**0**	**0**	**2**	**211**

Training by Age

Group	16-24	25-34	35-44	45-54	55-64	65+	Prefer not to say	Not Known	Total
Chief Executives	1	1	0	2	1	0	0	0	5
Community & Children's Services	2	24	32	34	22	1	0	0	115
Corporate & Frontline Services	1	10	2	8	2	0	0	0	23
Education & Lifelong Learning	0	2	11	20	3	0	0	0	36
Not specified	0	8	7	14	2	1	0	0	32
Total	**4**	**45**	**52**	**78**	**30**	**2**	**0**	**0**	**211**

Training by Ethnicity

Group	British	Chinese	Cornish	English	Irish	Scottish	Welsh	White and Black Caribbean	Other	Prefer not to say	Total
Chief Executives	2	0	0	0	0	0	3	0	0	0	5
Community & Children's Services	37	0	0	4	1	0	71	0	2	0	115
Corporate & Frontline Services	5	0	0	1	0	0	17	0	0	0	23

Education & Lifelong Learning	12	0	0	0	0	0	24	0	0	0	36
Not specified	11	0	0	2	0	0	19	0	0	0	32
Total	**67**	**0**	**0**	**7**	**1**	**0**	**134**	**0**	**2**	**0**	**211**

Training by Religion or Belief

Group	Christian	Buddhist	No religion	Other	Prefer not to say	Not Known	Total
Chief Executives	4	0	1	0	0	0	5
Community & Children's Services	38	0	55	8	6	8	115
Corporate & Frontline Services	5	0	15	0	2	1	23
Education & Lifelong Learning	21	0	5	1	3	6	36
Not specified	7	0	19	3	0	3	32
Total	**75**	**0**	**95**	**12**	**11**	**18**	**211**

Training by Pregnancy and Maternity

Group	Are currently pregnant or have been pregnant during last 12 months	Not currently pregnant, nor have been during last 12 months	Prefer not to say	Not known	Total
Chief Executives	0	4	0	1	5
Community & Children's Services	1	106	1	7	115
Corporate & Frontline Services	1	19	0	3	23
Education & Lifelong Learning	0	30	0	2	32
Not specified	0	30	0	2	32
Total	**3**	**191**	**1**	**16**	**211**

Training by Sexual Orientation

Group	Heterosexual	Gay/Lesbian	Bisexual	Prefer not to say	Not Known	Total
Chief Executives	3	0	0	1	1	5
Community & Children's Services	103	2	0	2	8	115

45

Corporate & Frontline Services	21	0	0	0	2	23
Education & Lifelong Learning	34	0	0	0	2	36
Not specified	27	1	0	0	4	32
Total	**188**	**3**	**0**	**3**	**17**	**211**

Disciplinary & Grievance

Disciplinary and Grievance cases are recorded and monitored through the Vision System. There were a total of 376 cases covering disciplinary, grievance and dignity at work and disciplinary action resulting from sickness absence in 2017/2018. The tables below provide equality monitoring information for these cases:

Gender

	Total	Discipline	Sickness Absence	Grievance	Dignity at Work
Male	**132**	61	62	3	6
Female	**244**	94	138	0	12
Total	**376**	**155**	**200**	**3**	**18**

There is a significant rise in the number of sickness absence cases that have progressed onto further action. This is consistent with the shift in priority being given to sickness absence reporting and monitoring.

Age

	Total	Discipline	Sickness Absence	Grievance	Dignity at Work
16 – 24	**12**	2	9	0	1
25 – 34	**56**	25	28	1	2
35 – 44	**80**	31	43	1	5
45 – 54	**127**	56	62	1	8
55 – 64	**96**	37	57	0	2
65+	**5**	4	1	0	0
Total	**376**	**155**	**200**	**3**	**18**

The table above identifies that in 2017/2018, more discipline and sickness absence cases occurred within the age ranges of 45-54.

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Disability

	Total	Discipline	Sickness Absence	Grievance	Dignity at Work
Disabled	32	8	23	0	1
Non Disabled	313	130	164	3	16
Information not held	31	17	13	0	1
Total	376	155	200	3	18

Ethnicity

	Total	Discipline	Sickness Absence	Grievance	Dignity at Work
Asian	0	0	0	0	0
Black	1	0	1	0	0
Chinese	0	0	0	0	0
Mixed	3	2	0	0	1
White	325	134	174	3	14
Other	5	2	3	0	0
Information not held	42	17	22	0	3
Total	376	155	200	3	18

Religion or Belief

	Total	Discipline	Sickness Absence	Grievance	Dignity at Work
No Religion	82	27	49	1	5
Christian	77	33	40	0	4
Other	13	2	11	0	0
Prefer not to say	10	6	4	0	0
Information not held	194	87	96	2	9
Total	376	155	200	3	18

Sexual Orientation

	Total	Discipline	Sickness Absence	Grievance	Dignity at Work
Heterosexual	134	46	79	0	9

47

Gay/Lesbian	**2**	1	1	0	0
Bisexual	**2**	0	2	0	0
Prefer not to say	**4**	2	2	0	0
Information not held	**234**	106	116	3	9
Total	**376**	**155**	**200**	**3**	**18**

Gender Reassignment & Pregnancy and Maternity
There were 2 employees in these categories involved in disciplinary, sickness absence or grievance cases.

Leaving Employment

Information gained from the Vision System shows that a total of 1121 employees left the employment of the Council in 2017/2018, which included 24 employees who were made redundant. It should be noted that these employees were school based, where the decision on redundancy rests with the relevant school in accordance with School Governance Regulations. The tables below indicate the number of leavers and reasons for leaving during 2017/18.

Reasons for Leaving by Gender

Reason for Leaving	**Female**	**Male**	**Total**
Age Retirement	38	15	53
Death in Service	2	2	4
Dismissed	13	6	19
Early Retirement (Teachers)	4	1	5
End of Contract	151	83	234
Failed Probationary Period	1	2	3
Ill Health	16	10	26
Inability to Attend Work	3	1	4
Mutual Agreement	83	30	113
Redundant	21	3	24
Transfer to another Council	35	43	78
TUPE Transfer	4	1	5
Voluntary	297	135	432
Voluntary early retirement and redundancy	45	18	63
Voluntary redundancy	50	8	58
Total	**763**	**358**	**1121**

The gender breakdown of those leaving reflects the gender breakdown of the Council as a whole.

Reason for Leaving by Age

Reason for leaving	18-24	25-34	35-44	45-54	55-64	65+	Total
Age Retirement	0	0	0	0	21	32	53
Death in Service	0	0	0	2	2	0	4
Dismissed	1	5	3	5	5	0	19
Early retirement (Teachers)	0	0	0	0	5	0	5
End of Contract	54	75	38	31	24	12	234
Failed probationary period	0	1	2	0	0	0	3
Ill health	0	1	1	4	17	3	26
Inability to Attend Work	0	0	0	2	2	0	4
Mutual agreement	0	4	17	29	47	16	113
Redundant	0	1	5	8	10	0	24
Transfer to another Council	1	19	26	18	13	1	78
TUPE Transfer		1	2	1	1	0	5
Voluntary	52	126	117	86	42	9	432
VER and redundancy	0	0	0	0	49	14	63
Voluntary redundancy	3	9	18	19	7	2	58
Total	111	242	229	205	245	89	1121

The majority of employees left due to the end of their contract or voluntarily, with the majority of employees over the age of 55 leaving due to opportunities to take Voluntary Early Retirement.

Reason for Leaving by Disability

Reason for Leaving	Total
Age Retirement	1
Dismissed	2
End of contract	8
Ill Health	7
Inability to Attend Work	1
Mutual agreement	8
Transfer to another Council	29
TUPE Transfer	1
Voluntary	4
VER with redundancy	5

Voluntary redundancy	3
Total	**69**

The table indicates that a number of disabled staff have transferred to another Council. This was due to the transfer of the Newport branch of Vision Products transferring to Denbighshire Council.

Reason for Leaving by Ethnicity

Reason	**White**	**Ethnic Minority**	**Not Known**	**Total**
Age retirement	48	1	4	53
Death in service	4	0	0	4
Dismissed	16	1	2	19
Early retirement (Teachers)	4	0	1	5
End of contract	143	2	89	234
Failed probationary period	2	0	1	3
Ill health	24	0	2	26
Inability to Attend Work	4	0	0	4
Mutual agreement	99	0	14	113
Redundant	24	0	0	24
Transfer to another Council	44	1	33	78
TUPE Transfer	4	0	1	5
Voluntary	312	1	119	432
VER with redundancy	60	1	2	63
Voluntary redundancy	48	0	10	58
Total	**836**	**7**	**278**	**1121**

Reason for Leaving by Religion or Belief

Reason	**Buddhist**	**Christian**	**Muslim**	**No Religion**	**Other**	**Prefer not to say**	**Not Known**	**Total**
Age Retirement	0	25	1	6	1	0	20	53
Death in Service	0	1	0	0	0	0	3	4
Dismissed	0	4	0	6	0	1	8	19
Early retirement (teachers)	0	1	0	1	0	0	3	5
End of contract	1	31	1	68	1	18	114	234

Failed probationary period	0	0	0	2	0	0	1	3
Ill health	0	6	0	3	0	0	17	26
Inability to Attend Work	0	0	0	2	0	0	2	4
Mutual agreement	0	25	0	14	4	1	69	113
Redundant	0	9	0	0	0	2	13	24
Transfer to another Council	0	15	0	11	0	5	47	78
TUPE Transfer	0	1	0	0	0	0	4	5
Voluntary	1	103	0	91	1	20	216	432
VER with redundancy	0	25	0	8	1	3	26	63
Voluntary redundancy	0	17	0	11	3	0	27	58
Total	**2**	**263**	**2**	**223**	**11**	**50**	**570**	**1121**

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Reason for Leaving by Sexual Orientation

Reason	Hetero-sexual	Gay/ Lesbian	Bi-sexual	Prefer not to say	Not Known	Total
Age retirement	22	0	0	0	31	**53**
Death in service	1	0	0	0	3	**4**
Dismissed	8	0	0	0	11	**19**
Early retirement (Teachers)	2	0	0	0	3	**5**
End of contract	56	1	1	9	167	**234**
Failed probationary period	2	0	0	0	1	**3**
Ill health	7	0	0	0	19	**26**
Inability to Attend Work	2	0	0	0	2	**4**
Mutual agreement	36	1	0	2	74	**113**
Redundant	8	0	0	1	15	**24**
Transfer to another Council	23	0	0	3	52	**78**
TUPE Transfer	1	0	0	0	4	**5**
Voluntary	126	3	1	16	286	**432**
VER with redundancy	26	0	0	1	36	**63**

| Voluntary redundancy | 21 | 0 | 1 | 0 | 36 | **58** |
| **Total** | **341** | **5** | **3** | **32** | **740** | **1121** |

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

CABINET

19th MARCH 2019

REVIEW OF THE ENTERPRISE SUPPORT PROGRAMME

REPORT OF THE DIRECTOR OF REGENERATION, PLANNING AND HOUSING IN DISCUSSIONS WITH THE CABINET MEMBER FOR ENTERPRISE, DEVELOPMENT AND HOUSING, COUNCILLOR BEVAN

Author(s): Derek James, Head of Regeneration and Prosperity

1. PURPOSE OF THE REPORT

1.1 The report provides a summary of the current Enterprise Support Programme which offers financial assistance to small and medium sized enterprises with development ambitions and a commitment to creating jobs.

1.2 It outlines proposed changes to the current criteria to ensure that the Programme can be more flexible and responsive to business needs whilst supporting sustainable economic growth. A wider range of performance indicators will be included which can be used as a more effective measurement of growth and the contribution that the investment makes to the local economy

2. RECOMMENDATIONS

It is recommended that:

2.1 The revised criteria set out in paragraphs 6.1-6.5 are approved.

3. REASONS FOR RECOMMENDATION

3.1 To ensure that the Enterprise Support Programme can provide assistance for local enterprises in a more responsive way, which will support the trend for an increase in business birth rates and a decrease in death rates.

3.2 To continue to deliver on the Council's priority commitment to building a strong economy.

4. BACKGROUND

4.1 The figures for business birth and death rates in Rhondda Cynon Taf are very positive compared with the current rates for the UK, Wales and the other areas in South East Wales. (Source: Stats Wales November 2018)

	UK	Wales	SE Wales	RCT
Birth Rate	13.1%	13.7%	17.8%	34.2%
Death Rate	12.3%	10.4%	11.1%	8.9%

4.2 The aim of the Enterprise Support Programme is to support sustainable economic growth across Rhondda Cynon Taf. The grant programme provides financial assistance for Small and Medium Sized Enterprises (SMEs), including start-ups as well as existing businesses, and for both private and social enterprises.

4.3 Currently the **£250,000 annual budget** is available for capital investment in projects which must create additional permanent jobs.

4.4 Although the Programme has continued to deliver good outcomes for businesses, the criteria was set back in 2015. A changing economic landscape means that the Programme needs to be reconfigured to ensure it remains relevant and able to respond effectively to the requirements of local businesses. The proposed improvements to its operation and delivery will now make the Programme fit for purpose for business growth in the current economic environment.

5. REVIEW OF CURRENT ENTERPRISE SUPPORT PROGRAMME

5.1 To date, during 2018/19, the Programme has;

- Supported 50 enterprises with assistance totalling £267,000
- Supported 14 enterprises to start up in business
- Generated significant private sector investment of £515,000 from the enterprises which will lead to the creation of 62 permanent full time jobs.

5.2 The grant contribution is currently a maximum of 40% towards the eligible cost of the works, capped at a maximum threshold of £10,000. For grants of up to £5,000, it is essential that applicants **create one permanent full time equivalent (FTE) job,** and this **increases to two for grants of up to £10,000**. Permanent means the job is expected to

last for more than 12 months, and a full time equivalent is based on 30 hours.

5.3 The requirement for job creation has proven to be very restrictive to potential applicants, and there are examples where it has not been possible to support a deserving proposal as the enterprise will not be employing additional staff. It is important to be able to provide support to enterprises to ensure they can remain competitive, continue trading and grow. There are also many other indicators of positive business growth that an applicant could demonstrate, which would contribute to a sustainable economy.

5.4 To ensure that the assistance available is responsive to business needs and complements local and regional economic growth priorities, it is proposed to revise the focus and criteria of the Enterprise Support Programme.

6. PROPOSED REVISIONS

6.1 The table below sets out the proposed activity that would be eligible under the revised Enterprise Support Programme.

	Activity	Maximum Grant
Start Up RCT	Encouraging enterprise start-ups. *e.g. equipment, ICT, website development.*	£5,000
Smart RCT	Optimising the use of technology. *e.g. cloud based technology, e-commerce, enabling improved broadband.*	£5,000
Specialise RCT	Building confidence and capacity to identify new routes to sustainability. *e.g. research and development, consultancy costs.*	£5,000
Scale Up RCT	Supporting enterprises to expand and grow. *e.g. building works, fixtures and fittings and capital equipment.*	£10,000
Sustainable RCT	Reducing resource use and waste, encouraging energy efficiency. *e.g. heating / lighting improvements, insulation, energy efficient equipment.*	£10,000
Serving RCT	Recognising the importance of commercial centres as a driver for the local economy and places for employment, retail, leisure and tourism. *e.g. physical enhancements and building works*	£10,000

6.2 In terms of grant intervention rate and minimum and maximum thresholds, it is proposed;

- The maximum grant for a home based business remains capped at £1,500, to encourage the take up of commercial premises.
- The minimum grant remains at £500 for start-ups and £1,000 for existing businesses.
- The grant intervention rate will be increased to a maximum of **50%** of eligible project costs [excluding VAT] up to the maximum grant levels identified.

6.3 It is proposed to remove the essential requirement of job creation and introduce a variety of indicators which can be used as a more effective measurement of business growth and the contribution that the grant makes to the local economy. These will include;

- Sustain/Increase in turnover
- The number of business start ups
- Introduction of new products or new services to the market.
- Increased digital capability
- Reduction in energy costs
- Vacant property / floorspace back into commercial use.
- Job creation / jobs safeguarded

6.4 As part of digitalising our business-to-business functions within the Council, it is intended to make the application process available online.

7. BENEFITS

7.1 The proposed revisions to the Programme will reaffirm the Council's commitment to supporting the growth of enterprises in Rhondda Cynon Taf and its ability to be responsive to their needs.

7.2 It will enable enterprises to access support by demonstrating measures of growth that are more applicable for their particular type of activity, rather than the single crude measure of job creation. This will also provide the Council with a more effective understanding of wider business performance within Rhondda Cynon Taf.

7.3 The Programme will be available to businesses across Rhondda Cynon Taf but the revised arrangements will be particularly effective to support the development and delivery of focussed town centre regeneration and our approach to town centre strategies. The revised Programme will complement a range of financial support available for businesses including the Town Centre Maintenance Grant and the Urban Centre Property Enhancement Fund (the latter available in Pontypridd).

8. EQUALITY AND DIVERSITY IMPLICATIONS

8.1 An Equality Impact Assessment (EqIA) screening form has been prepared for the purpose of this report. It has been found that a full report is not required at this time. The screening form can be accessed by contacting the author of the report or the Cabinet Business Officer.

9. CONSULTATION

9.1 There are no formal consultation requirements arising from these proposals.

10. FINANCIAL IMPLICATION(S)

10.1 There are no financial implications as a result of the recommendations. The programme is funded from existing resources within the three-year capital programme.

11. LEGAL IMPLICATIONS *OR* LEGISLATION CONSIDERED

11.1 There are no legal implications or legislation to be considered.

12. LINKS TO THE CORPORATE AND NATIONAL PRIORITIES AND THE WELL-BEING OF FUTURE GENERATIONS ACT

12.1 The Enterprise Support Programme contributes to the Building a Strong Economy priority within the Council's Corporate Plan 2016-2020 "The Way Ahead". It is line with one of the key principles of 'Building a Sustainable County Borough' by supporting an initiative that stimulate economic growth.

12.2 It will also complement the Council's Digital Strategy 'Digital RCT – Our 2020 Digital Vision' by supporting the growth of the digital economy as vehicle for regeneration as well as contributing to the digitising of business to business services.

12.3 The scheme will contribute to improving the social, economic, environmental and cultural well-being of Wales and support the delivery of a prosperous Wales, a more resilient Wales and a Wales of cohesive communities.

13. CONCLUSION

13.1 The review of the Enterprise Support Programme and the proposals set out in this report will provide the opportunity to ensure that the support can be more flexible and responsive to business needs across Rhondda Cynon Taf and support focussed town centre regeneration. A wider range of performance indicators will be used as a more effective measurement of business sustainability and growth and will more clearly identify the contribution that investment from the Programme makes to the local economy.

Other Information:-

Relevant Scrutiny Committee
Finance and Performance Scrutiny Committee
Public Service Delivery, Communities and Prosperity Scrutiny Committee

Contact Officer
Derek James, Head of Regeneration and Prosperity

REPORT OF THE DIRECTOR OF REGENERATION, PLANNING AND HOUSING IN DISCUSSIONS WITH THE CABINET MEMBER FOR ENTERPRISE, DEVELOPMENT AND HOUSING, COUNCILLOR BEVAN

Background Papers: None

Officer to contact: Debbie Pike, Regeneration Team Leader Tel: 01443 281122

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RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

CABINET

19TH MARCH 2019

ADULT COMMUNITY LEARNING

REPORT OF THE DIRECTOR OF PUBLIC HEALTH, PROTECTION & COMMUNITY SERVICES IN DISCUSSIONS WITH THE RELEVANT PORTFOLIO HOLDER, COUNCILLOR J. ROSSER

AUTHOR: WENDY EDWARDS, HEAD OF COMMUNITY SERVICES
TEL. NO: 01443 425512

1. **PURPOSE OF THE REPORT**

1.1   The purpose of the report is to provide Cabinet Members with information about adult community learning in Rhondda Cynon Taf; the range of provision offered, the contribution it makes to the wider Council agenda, the impact it has on learners and the changes that are proposed by Welsh Government for the future.

2. **RECOMMENDATIONS**

It is recommended that the Cabinet:

2.1   Consider the contents of the report; and

2.2   Provide comment as appropriate on the current provision of adult community learning in Rhondda Cynon Taf and the potential changes to future funding arrangements.

3. **REASONS FOR RECOMMENDATIONS**

3.1   Adult community learning is defined by Welsh Government as '*flexible learning opportunities for adults, delivered in community venues to meet local needs.*' It has a particular focus on improving essential skills and employability and improving well-being. Accordingly it plays a significant role in supporting other Council services and programmes to meet their targets and makes a contribution to the achievement of Council priorities that is far higher than the financial resources invested in it. This report provides an opportunity for Cabinet Members to consider the work undertaken, potential changes to funding arrangements and to request further details on current provision and the future opportunities for adult community learning if required.

3.2 Adult community learning programmes are subject to inspections by Estyn and it is anticipated that there will be an inspection in 2019/20.

3.3 There are major changes to be introduced to the grant funding provided by Welsh Government from September 2020 onwards that will have an impact on the provision offered and it is important that the Cabinet is aware of this as approval may be required at a later date for any proposed changes to future governance and delivery of adult community learning in the County.

4. BACKGROUND – CURRENT PERFORMANCE AND FUNDING

4.1 The Council's Adult Education Service delivers adult community learning programmes in Rhondda Cynon Taf and is the Lead Body for the Adult Community Learning Partnership in the County. The service provides support, in the main to people over the age of 25. However the Inspire 2 Work programme is specifically for people aged 16-24 years old. The service currently has 35 staff and tutors, the majority of whom work on a part-time basis. The service has one lifelong learning centre at Garth Olwg that facilitates a wide range of provision delivered by Council services and other partners including courses, workshops, events and theatre performances. The majority of courses and programmes are delivered at libraries, community centres and other venues across the county. In 2017/18 learning was delivered at 96 venues.

4.2 Provision is targeted at those who are most disadvantaged and would benefit from gaining skills and qualifications although there is also a programme of activities designed to enhance the well-being of participants and to support the social integration and independence of older residents or those who have a life-limiting health condition.

4.3 The majority of **funding** for adult community learning is external:

- Welsh Government Community Learning Grant - £200,846;
- Franchise funding from Coleg y Cymoedd for delivery of essential skills and independent living skills - £142,050;
- Communities for Work + funding - £183,000;
- ESF funding for Inspire 2 Work - £2,113,970 (of which £549,632 is match-funding). This funding is for 3 years and includes staffing related to HR's Education, Employment and Training team;
- Grant funding for specific projects e.g. funding from the Health Board for delivery of social prescribing provision. (This varies depending on which project applications are successful).

Council core funding of £223,927 is provided towards management costs, and the running costs of Garth Olwg Lifelong Learning Centre.

Commercial income is generated through room hire and course fees are charged for courses that cannot be funded under the funding agreements indicated above. The target for commercial income generation for Garth Olwg Lifelong Learning Centre is £72,861 while course fee income for the wider service is around £20,000 annually. The course fees are amongst the lowest in Wales – currently £2.50 per hour where charged.

4.4 In 2017/18, the number of learners enrolled on courses that were accredited and captured on the service's EBS data system came to 2,860. Enrolments from EBS are uploaded to Welsh Government's LLWR system and reflect the learners whose courses are funded through Welsh Government's Community Learning Grant. Learners whose learning is funded by other sources are recorded on differently. Data submitted to LLWR is verified by Welsh Government and a Learner Outcome report on the performance of the Adult Community Learning Partnership in Rhondda Cynon Taf is produced annually. The most recent verified data available relates to the 2017/18 academic year and this indicates that 96% of learners completed their courses while 93% attained a qualification. These both exceed the national comparators. These results are especially notable when it is realised that 41.7% of these learners come from the most deprived areas of the county while only 7.6% come from the least deprived areas.

In addition to the learners enrolled on accredited courses directly delivered by the Adult Education Service, 2,197 learners accessed their learning at Garth Olwg Lifelong Learning Centre – learning that was delivered by partner organisations and through self-directed learning groups supported by the centre, which is the only learning centre that is directly run by the Adult Education Service.

Furthermore, 4,476 people participated in events during the same 2017/18 period at Garth Olwg Lifelong Learning Centre.

4.5 The service is required by Welsh Government to produce an **Annual Service Delivery Plan** for adult community learning for the County indicating what provision is planned for the year ahead, how this is delivered, how this links with partner provision and especially how we ensure that there is progression for learners to continue with their studies or to gain employment. Each plan is assessed by Welsh Government Officers. The plan for the 2018/19 can be seen at **Appendix 1.** It was assessed by Welsh Government as follows:

'*The funding in RCT that is provided through the CLG, CfW+ and franchise is used holistically to deliver a wide range of courses that are specifically designed to target the local needs of the population...It is clear from the plan that a great deal of provision is taking place in RCT…*'

The Service Delivery Plan for 2019/20 academic year will be submitted to Welsh Government in May 2019.

4.6   The service also leads on the development of a **Self-Assessment Report** that is required annually by Estyn on the performance of the Adult Community Learning Partnership in the County.

4.7   A key aim of the service is to provide equitable access to learning opportunities and employability support that aligns to local labour market needs. This has resulted in the development of the Rhondda Cynon Taf **Employment Pathway model** - a strategic approach that ensures that services and organisations work together to ensure that people have the opportunity to access the learning and skills required to improve their employability, alongside the mentoring and employment support to gain and sustain paid employment. An outline of the Employment Pathway can be seen at **Appendix 2**. In practice, this has meant that Adult Education funding and funding for employment programmes (such as Communities for Work+ and ESF-funded programmes) have been allocated in such a way that the offer to residents across all parts of the County has been improved and resources maximised. In addition, there is no post code lottery and where there is a need and lack of other suitable provision younger people can access all of the provision.

5.   CURRENT PROVISION

5.1   The service's **pre- employment programme** is funded by Communities for Work+ and runs as either a 2 or 4 week programme delivering a number of accredited courses through either Agored Cymru or Qualsafe. The programme is built around the specific needs of the learners on each course and individuals can choose from a suite of qualifications including resilience skills, creating the right image, telephone skills, job interview skills, team working to name a few. If successful, learners can then progress onto the more sector specific Employment Routes provision or may decide to focus on developing a particular skill further. Employability courses have also been delivered for Adult Services' Platform 1 and Ignite ESF projects.

5.2   The service provides a range of **digital skills** courses, from basic Introduction to Computing to ECDL courses. A 4 week programme delivered for Communities for Work+ to further develop the skills of people who have engaged with Digital Fridays provision has been particularly successful and a clear progression pathway has been developed in partnership with Communities for Work+ and Adult Learning Wales for learners who wish to enhance their digital skills further.

5.3   The focus on ensuring that learning meets local needs has also ensured that services work closely with local employers. The **Employment Routes** programme developed by the service has been successful in developing

training programmes with employers who have vacancies and ensuring that learners who successfully complete the training and gain the relevant qualifications are assured of an interview. Over the past 2 years this has resulted in:

Financial year	Participants engaged on programme	Gained employment over 16 hours	Participants who gained sector specific qualifications	Total of qualifications gained
2016/17	510	149	381	991
2017 /18	474	238	391	693
2018/19 to date	350	160	208	416

46 businesses have engaged with the service and contributed to the development of the programme. These include both local and national companies.

5.4 **Essential skills** courses are set up for the year but learners can join at any time. They are open to anyone over the age of 16 who has a literacy and/or numeracy skills need. Learners are able to attend more than one class a week. All learners are assessed using the Welsh Government's Essential Skills Toolkit (WEST) or a paper-based assessment. Their needs are identified from the assessment and a relevant Agored Cymru qualification is selected for them to work towards. Individual support is provided by the tutor. Classes have learners of varying levels of need and, consequently a maximum of 10 learners are enrolled on each course. The majority of classes are held at libraries, job centres and community venues. Specific provision is provided for:

- Carers;
- People who need to achieve a Level 2 qualification so that they can enrol on Employment Routes provision (some employers, for example the NHS require employees to have this as a minimum qualification);
- People who work in Vision Products;
- People with mental health conditions.

5.5 The I**ndependent Learning Skills** programme provides opportunities for people with moderate or severe learning disabilities to achieve a 3 - credit qualification. The courses are held at a variety of venues over two terms and 122 learners are currently engaged on a varied curriculum. The majority of learners arrive at the centres by buses provided by the Adult Services team and carers attend with them. This provision is valued highly by the learners themselves, their families and the Day Centre staff who support the provision. It provides an opportunity for learners to gain confidence, raise their self-esteem and meet new people as well as learn new skills.

At the end of each academic year these learners are presented with certificates by the Mayor in a special awards ceremony.

One of the tutors who delivers this provision has recently (January 2019) received a special recognition award for her inspiring work with these learners, at a ceremony sponsored by the Learning and Work Institute and Welsh Government.

5.6   **Inspire 2 Work** is an ESF Priority 3 programme that offers a supported Employment Pathway to young people living in Rhondda Cynon Taf, providing guidance and training to strengthen the position of young people seeking employment in line with Welsh Government's Youth Engagement and Progression Framework guidelines, and Supporting Engagement in Education, Employment and Training Strategy. The project is focussed on young people with low aspirations, no or low qualifications, those who have difficulty in engaging or participating and who lack awareness of the services that are available to meet their support needs.

To date the project has engaged with 413 young people, 71 of whom have entered employment, 202 have gained qualifications (with some currently going through the accreditation process) and 28 have gone on to further training and education. The funding for this project ends in December 2020.

5.7   The service works closely with a wide range of organisations to develop provision that supports the Council's **well-being** agenda. Examples of this work include:

- Provision of workshops for the Carer's project such as social media, sugar-craft and sign language;
- Collaboration with the Hapi project on 'All about me' – provision for people diagnosed with the early stages of dementia and their family members;
- Provision of courses prescribed by Cwm Taf Health Board and the Parc Canol surgery for patients with low level depression and anxiety;
- Leisure/hobby-based courses designed to enable people to pursue their interests – of particular relevance to people who are no longer working whether that is due to retirement, ill-health or other reasons;
- Chatty café, Knit and Knatter and Age-friendly dancing cater for people of all ages who have common interests

5.8   **Welsh-medium provision** is facilitated and contributes to the achievement of the Council's Strategy and Action Plan for the Promotion and Facilitation of the Welsh Language including a weekly Ti a Fi provision for parents and carers of babies and toddlers and Cymraeg i Blant at Garth Olwg Lifelong Learning Centre. Welsh-medium courses and pathways for learners from Welsh language classes on to other courses delivered in the medium of Welsh are facilitated and jointly planned with key partners.

Garth Olwg Lifelong Learning Centre has a theatre that facilitates Welsh-medium theatre productions provided by the Arts Service as well as productions by Welsh-medium national theatre companies. It is notable that since September 2018, over 1,000 people have attended 11 theatre performances in the medium of Welsh at the small (130-seater) theatre at Garth Olwg Lifelong Learning Centre.

Collaboration with organisations including the Urdd, Menter Iaith, the University of South Wales's Welsh for Adults team and a wide range of schools is evident in the events programme.

5.9 Of particular note in respect of **Garth Olwg Lifelong Learning Centre** is that it hosts the activities of 63 community groups and organisations and provides access to a wide range of advice, information and guidance not just learning opportunities to residents.

5.10 All learners who engage with the service are provided with an opportunity to feed back their views on the quality of the provision and encouraged to make suggestions for any improvements as well as being offered an opportunity to identify other provision they would like to access and where they would like the provision to be located. This ensures that, to a large extent, the curriculum is co-produced with the community. It is expected that this co-production will be further enhanced as the Council's community hubs strategy is implemented across the county.

5.11 The service is a registered centre for accrediting the courses of Agored Cymru and Qualsafe Awarding Bodies.

6. THE IMPACT OF PROVISION ON INDIVIDUALS AND COMMUNITIES

6.1 At 4.4 above reference is made to the data relating to enrolments and attainments of learners. However, the data does not tell the whole story and the impact of provision is of vital importance in assessing its value for money. Accordingly, **Appendix 3** includes a series of case studies that highlight the impact of adult community learning on individuals and their families. They are drawn from a number of different programmes and are just a small selection of the feedback received from learners.

These case studies highlight the importance of ensuring that individuals have easy access to learning opportunities and illustrate the crucial role played both by tutors and also other staff who work across a range of services and organisations that support them on their learning journey.

7. THE ADULT COMMUNITY LEARNING PARTNERSHIP

7.1 The Welsh Government required each Local Authority area in Wales to have an Adult Community Learning Partnership. The purpose of these partnerships is to ensure that training provider partners work

collaboratively with other organisations to agree an adult community learning curriculum that will meet the needs of communities across their partnership area and exclude any duplication of provision, thereby maximising the use of scarce resources. In some areas partnerships have been combined over several local authority areas.

7.2 Significant funding reductions in recent years have resulted in partnerships being weakened in some parts of Wales. Despite the challenges, the Adult Community Learning Partnership in Rhondda Cynon Taf remains active and includes the following partners on its Steering Group:

- Rhondda Cynon Taf Adult Education Service;
- Communities for Work+;
- Coleg y Cymoedd;
- Adult Learning Wales;
- University of South Wales/Welsh for Adults Centre.

In addition, a wide variety of additional organisations are represented on its operational group including the Department of Work and Pensions and Dare Valley training.

7.3 Partners jointly plan projects and initiatives and contribute to the delivery of Rhondda Cynon Taf's Employment Pathway. The sharing of resources and joint-funding of provision has ensured that residents in Rhondda Cynon Taf have good access to learning opportunities and clear pathways for progression. Peer monitoring of provision as well as the lesson observations undertaken by each organisation internally ensures that standards are maintained while inspections of quality and accreditation processes and the range and quality of provision are undertaken by the relevant Awarding Bodies and periodically by Estyn, as appropriate.

Despite maintaining a varied curriculum and achieving good standards, reductions in external funding since 2014 means that there are gaps in provision that need some consideration:

- Provision of in-work support for people who have newly entered the workplace and who might need some on-going support after a long period of unemployment or economic inactivity;

- Access to Level 3 and above courses on a part-time basis for people in work who want to further develop their skills so that they can move out of in-work poverty through promotion to higher level jobs.

7.4 In addition, the many changes introduced across the partnership in recent years means that a review of its structure, its relationship to other partnerships and its reporting procedures is now required. However, it is not intended to make any significant changes in the short term as the sector is currently awaiting confirmation from Welsh Government

regarding the outcome of their recent review of the structure of adult community learning in Wales and the funding model to be applied from September 2020.

7.5   From a Council perspective it is intended to ensure accountability of all Employment and Skills programmes by ensuring that they will report to a Council Scrutiny Committee from June 2019. This level of scrutiny is important especially in view of a potential Estyn inspection of adult community learning some time during the coming financial year.

8.   **THE FUTURE OF ADULT COMMUNITY LEARNING**

8.1   In June 2018 the Welsh Government initiated a consultation on the delivery of adult community learning in Wales. With a view to ensuring that:

- Provision is consistent across Wales in terms of offer and quality for learners;
- Provision that delivers the Welsh Government's priorities must be available to all learners in Wales regardless of location or circumstance;
- The funding methodology must enable funding to be focussed on those in greatest need of our help and support providers to deliver a curriculum that helps people back into learning and targets the eradication of poverty;
- The system must facilitate more strategic and sustainable planning of provision to ensure that long-term positive impacts can be achieved from Welsh Government investment.

8.2   The consultation was completed by September 2019 and responses have been analysed with the final decision currently awaiting sign-off by the new Minister responsible for adult education.

8.3   The options under consideration in respect of delivery models are:

- Model 1 – Local Authorities and/or Further Education colleges to deliver adult learning (effectively what is currently in place in Rhondda Cynon Taf);
- Model 2 – Adult Learning Partnerships to lead on the delivery of adult learning;
- Model 3 – a National Community College to coordinate and plan adult learning across Wales.

8.4   The funding options under consideration are:

- Option 1 - Allocate the grant according to population (19+);
- Option 2 - Allocate the grant to include funding to reflect income deprivation;

- Option 3 - Allocate the grant to include funding to reflect educational deprivation (Adults 25+ with no qualifications);
- Option 4 -Transfer the funding for community learning to the Revenue Support Grant.

8.5 Under funding option 1 the grant allocated to Rhondda Cynon Taf would increase from £200,846 to £326,504. Funding option 2 would see the grant increase to £356,600, while funding option 3 would see an increase to £379,806. Funding option 4 relates to how the grant would be paid as opposed to how the level of funding would be assessed.

8.6 As can be seen from the above, Rhondda Cynon Taf will benefit by an increase in the community learning grant under each of the funding options that are being proposed.

8.7 The risk to Rhondda Cynon Taf lies in the decision regarding model of delivery. Delivery option 3 could undermine current arrangements which are working well to support learners into work and onto further learning in the county. Consequently, the Welsh Government's decision on the preferred model will be crucial for the Council and the Adult Community Learning Partnership in the County and is expected imminently.

8.8 The current funding arrangements will be maintained up to September 2020 with no changes expected to reporting arrangements to Welsh Government. In September 2020 the new model of delivery and new funding option will be introduced.

9. **EQUALITY AND DIVERSITY IMPLICATIONS**

9.1 There are no equality and diversity implications to this report. The provision delivered by the service is accessible to all, delivered at venues that have been checked for adherence to required disability standards, and provision is assessed to ensure that it meets the needs of local communities. Courses and programmes developed are designed for the benefit of people with a range of protected characteristics.

10. **CONSULTATION**

10.1 Consultation is an on-going process within adult community learning as every learner is provided with an evaluation form after the completion of each course and the completed forms are used to identify any changes that are required to the provision and/or to develop new programmes. Learners are also able to contribute to classroom discussions that take place during the internal inspections/observations of the learning environment.

10.2 In addition, feedback is provided by partner organisations and internal Council services on the needs of local areas.

11.   FINANCIAL IMPLICATIONS

11.1   There is no funding implication to this report – it is for information purposes only.

12.   LEGISLATION CONSIDERED

12.1   There is no statutory requirement as such for Local Authorities to deliver adult community learning. However, section 22 of the Learning and Skills Act 2000 requires Local Authorities to ensure that there are sufficient facilities within their area for part-time adult learning provision.

13.   LINKS TO THE CORPORATE AND NATIONAL PRIORITIES AND THE WELL-BEING OF FUTURE GENERATIONS ACT

13.1   This report is for information purposes only, so that Cabinet Members are aware of the range of provision offered to local residents and have an understanding of the funding sources and partnerships that support delivery.

13.2   Adult community learning supports the Council's corporate priorities – helping to make individuals more independent and supporting the local economy through up-skilling individuals and supporting them into work while working with local employers to tailor the training to business needs.

13.3   Adult community learning's Service Delivery Plan is planned annually but with an eye on the **longer-term** achievement of goals. It has had to change and adapt to meet different funding criteria and reduced resources but has succeeded in developing clear pathways for progression of learners through developing **integrated** programmes with other partners and Council services, in particular Communities for Work+ and the ESF projects. The **collaborative** approach adopted by the Adult Community Learning Partnership, led by the Council, to curriculum planning and sharing of resources has succeeded in maintaining an extensive programme of courses and support for residents in Rhondda Cynon Taf. The **involvement** of learners in providing feedback on course quality and their contribution to identifying new areas of interest is an important element in the success of the service. A key feature of the service and its partnerships has been the ability to address barriers to learning and thereby **prevent** socially isolation and loss of self-esteem.

13.4   This service contributes to the following well-being goals:

- **A prosperous Wales** – learners are supported to develop their skills and gain qualifications so that they can gain employment or make other contributions to their community;

- **A resilient Wales** – adult community learning provides programmes that supports people to develop their resilience so that they are better able to adapt to change and to flourish in a changing environment;.

- **A healthier Wales** – there is extensive research to support the fact that engagement with learning supports health and well-being and there are ample case studies collected by the service to support this view. Courses and taster sessions that provide information that supports people to look after their health and well-being are included in the delivery plan;

- **A more equal Wales** – the service provides provision for people from the age of 16 + of all levels of ability. Courses are provided to people of all educational backgrounds and access is available to all. The development of collaborative funding has ensured that people can access provision regardless of where they live in the county or their level of disability;

- **A Wales of cohesive communities** – delivery at community venues (96 in 2017/18) ensures that the service makes a contribution to community cohesion by paying for the use of some community centres for delivery of programmes, while emphasis on tolerance and understanding is a core aspect of the tutorial process.

- **A Wales of vibrant culture and thriving Welsh language** – provision is available through the medium of Welsh as well as English in respect of courses, activities and performances. There is also an emphasis on Welsh culture as well as the arts and heritage in programmes;

- **A globally responsible Wales** – the service works with other partners to ensure that resources are used efficiently with respect to the environment. The delivery of digital skills provision ensures that learners are able to use digital platforms for a range of activities, thereby reducing the impact on the global environment.

14.   CONCLUSION

14.1   The Adult Education Service believes that high-quality learning, in whatever form it takes, makes a difference to the individual who participates in it, the community that supports it and the country that funds it.

14.2   This report has provided Cabinet Members with information about the Council's Adult Education Service and the work it undertakes with partners for the benefit of residents. It has outlined the current funding and organisational arrangements, and illustrated the impact of the learning through case studies of individuals who have engaged with the service.

14.3 There will be changes from September 2020 to the model of delivery of adult community learning and to the funding package for the county. It is anticipated that there will be an increase in the Community Learning Grant for Rhondda Cynon Taf whatever option is approved by the Minister for Education. However, whether this funding will come directly to the Council's Adult Education Service as is currently the case is, as yet unclear.

14.4 There is a risk to overall funding levels as a result of the United Kingdom leaving the European Union due to the withdrawal of ESF funding for employment programmes that are currently delivered.

14.5 Cabinet will be provided with an update on the future delivery and funding model of the service when the information becomes available.

Other Information:-

Relevant Scrutiny Committee – to be confirmed

<u>LOCAL GOVERNMENT ACT 1972</u>

<u>AS AMENDED BY</u>

<u>THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985</u>

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

CABINET

19TH MARCH 2019

ADULT COMMUNITY LEARNING

REPORT OF THE DIRECTOR OF PUBLIC HEALTH, PROTECTION & COMMUNITY SERVICES IN DISCUSSIONS WITH THE RELEVANT PORTFOLIO HOLDER, COUNCILLOR J. ROSSER

Background papers:

None.

Officer to contact: Wendy Edwards. Tel. No. 01443 425512

RHONDDA CYNON TAF

Adult Learning
Service Delivery Plan
2018/2019

Name of Adult Learning Partnership this plan supports	RCT Adult Learning Partnership
Contact Name within Local Authority	Wendy Edwards
Telephone	01443 425512
Email	Wendy.Edwards@rctcbc.gov.uk
Plan Approved By*	Paul Mee
Position with the Local Authority	Director of Public Health, Protection and Community Services
Date	25/7/18

* To be approved by the Director of Education or Local Authority Director with the responsibility for Community Learning activity.

The *Adult Learning in Wales* policy statement (2017) asks that you focus primarily on the provision of:
- Essential Communication skills (including ESOL)
- Essential Application of Number Skills,
- Digital Literacy;
- Essential Employability Skills

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Priority Area	What the Policy stated that WG CLG will fund	Provision delivered (course titles and levels)	Delivery lead	Expected learner numbers	Amount of CLG allocated for this provision	Outcomes and progression	Monitoring
Essential skills	Essential Communication skills (including ESOL) up to Level 2	Communication Skills Communication skills (not including ESOL) will be offered to all participants on essential skills roll on / roll off courses which are delivered throughout RCT. The majority of these courses will be delivered in conjunction with Communities for Work Plus (CfW+) who will provide the venue and recruit learners. Learners will be assessed and given contextualised work at an appropriate level to improve confidence and aid progression. Qualifications: **A full list of qualifications is attached.**	RCT Adult Education Service	**150** for literacy/numeracy programmes (difficult at this stage to identify whether the referrals would be for literacy or numeracy or both). Also **121** enrolled with additional learning needs **Total: 271 learners**	**CLG funding £7,000** Franchise funding; CfW+ funding towards the cost of 1 tutor	Literacy/numeracy **Achievement** of: - a minimum of one Agored Cymru unit. **Progression** on to: - Higher level essential skills qualifications - Further learning - Employment	- Individual Learning Plans; - Feedback on evaluation from learners - Feedback from CfW+ Work Club Coordinators and Senior Mentors on post course progression; - Focus groups with Learners; - Quality meetings and standardisation meetings with Merthyr CBC who accredit the provision; - EBS will be updated to monitor

Priority Area	What the Policy stated that WG CLG will fund	Provision delivered (course titles and levels)	Delivery lead	Expected learner numbers	Amount of CLG allocated for this provision	Outcomes and progression	Monitoring
		<u>Communication skills for learners with moderate or severe learning difficulties</u> Independent living skills will be delivered to learners with moderate to severe learning difficulties in community venues (mainly day centres) in RCT. Courses will be contextualised to meet the learners' needs and will concentrate on their speaking, listening and writing skills. <u>Qualifications:</u> The following are all pre-entry level: **HD2PECY001 - Choosing to communicate** **HD2PECY014 - Reading and Writing Words, Signs and Symbols** **HD2PECY019 - Reading and writing sentences and words - M7**					completion and achievement.

Priority Area	What the Policy stated that WG CLG will fund	Provision delivered (course titles and levels)	Delivery lead	Expected learner numbers	Amount of CLG allocated for this provision	Outcomes and progression	Monitoring
		HD2PECY020 - Reading and Writing Text Focus - Milestone 4 **HD3PECY002 - Preparation for writing** ESOL provision The college is currently reviewing the whole of its direct delivery of community learning so that definitive information is not currently available. The college will continue to lead on ESOL but other arrangements are currently being reviewed.	Coleg y Cymoedd with some provision from Adult Learning Wales	Potential numbers yet to be confirmed	**No CLG funding allocated to ESOL.**		
	Essential Application of Number Skills – up to Level 2	Application of number will be offered to all participants on essential skills roll on / roll off courses which are delivered throughout RCT. The take-up of numeracy courses is much less than on literacy courses.	RCT Adult Education Service	Please see note relating to literacy/nume racy above.		As above.	As above.

Priority Area	What the Policy stated that WG CLG will fund	Provision delivered (course titles and levels)	Delivery lead	Expected learner numbers	Amount of CLG allocated for this provision	Outcomes and progression	Monitoring
		<u>Numeracy skills for learners with moderate or severe learning difficulties</u> Independent living skills will be delivered to learners with moderate to severe learning difficulties in community venues (mainly day centres) in RCT. Courses will be contextualised to meet the learners' needs and will concentrate on basic money management. <u>Qualifications:</u> The following are all pre-entry level courses: **HD4PECY037 - Handling Data** **HD4PECY040 - Measure, Shape and Space (M5)** **HD4PECY042 - Number (milestone 5)**					

Priority Area	What the Policy stated that WG CLG will fund	Provision delivered (course titles and levels)	Delivery lead	Expected learner numbers	Amount of CLG allocated for this provision	Outcomes and progression	Monitoring
Digital Literacy	Digital Literacy up to Level 2	The Partnership addresses digital literacy in a variety of ways. • **Basic support** through libraries and work clubs • **Digital Fridays** provision in partnership with CfW+, Housing Associations and a range of volunteers. These now operate at all 13 libraries and 1 additional community venues • **Non-accredited** courses • Specialist **workshops** • **Embedding digital skills** in a wide range of courses e.g. family and local history, photography. Languages etc • **Accredited IT/Digital technology** courses up to level 2	RCT Adult Education leads on all courses. CfW+ and Housing Associations lead on Digital Fridays and Work Club provision.	Anticipated numbers on **formal IT courses**: **80** (on 8 x 4 week programme with 64 (80%) showing improvement in their skills. Anticipated numbers **ECDL: 20** Anticipated numbers for **Digital Fridays: 340** people attending, 170 (50%) achieving improved Digital Skills. Anticipated numbers for **Work Clubs: 800** people	**CLG funding of £3,200** This provision is delivered through several funding streams including CfW+, Housing Associations, private tutors/self—directed groups.	**Outcomes** expected are: • More people who are able to get online in RCT • More people being able to use digital media confidently • Enrolments on IT courses to be maintained at current levels • Gain basic IT skills and • Gain qualifications if appropriate **Progression routes** will depend on the level of skills at entry as there is a continuum of provision:	• Monitored as indicated above with elements monitored in accordance with the requirements of Welsh Government's Communities for Work Plus programme. • Reports on outcomes are also provided to the Council's Digital Leadership Group in accordance with the Council's Digital Inclusion Strategy and the targets included in the associated Action Plan,. • Employment outcomes are monitored monthly and form a key part

Priority Area	What the Policy stated that WG CLG will fund	Provision delivered (course titles and levels)	Delivery lead	Expected learner numbers	Amount of CLG allocated for this provision	Outcomes and progression	Monitoring
		• **ECDL** provision Non-accredited courses Computers for Beginners Entry level and Level 1 Internet and Email Entry level and Level 1 iPads for Beginners Qualifications: **Agored Cymru courses** **CN1E3CY004 Controlling a Pointing Device** **AZ5E3CY011 Keyboard Skills** **CQ1E3CY014 Introduction to Basic Word Processing** **AZ5E3CY008 Intro to Keyboard skills - use of the keyboard** **BCS Level 3 Certificate (ECDL Advanced)**		attending and getting support to job search on line.		• Continuation onto higher levels of accredited courses within the community or at the college • Enrolment onto online courses for learners for those who are able to engage in self-directed learning • Self-supporting groups or clubs • Volunteering opportunities to use their new-found skills e.g. digitising historical resources at local libraries	of the Council's Performance indicators in the wider Council Corporate Plan.

Priority Area	What the Policy stated that WG CLG will fund	Provision delivered (course titles and levels)	Delivery lead	Expected learner numbers	Amount of CLG allocated for this provision	Outcomes and progression	Monitoring
		BCS Level 2 ECDL Certificate in IT User Skills (QCF)				and museums. • Employment	
Employability skills	Essential Employability Skills up to Level 2	An employability pathway has been developed and the delivery of employability skills is focused on the following: • **Pre-employability** courses; • **Employment Routes** provision delivered in partnership with local employers who have vacancies; • **Employability programme** for people with **additional learning needs/disabilities** Pre-employability Qualifications:		**Pre-employability** 25+: **160** **Employment Routes**: **25+ : 244** **18-24: 49**	**CLG Funding for** **Pre-employability** **£66,468** **Employment Routes** **£61,156** Funding also provided through CfW+ to these programmes Active Inclusion No CLG contribution	**Outcomes** for this provision includes: • Improvement in general employability skills • Improvement in sector – specific skills • Better understand-ing of the sector they are interested in working in • Improved qualification levels • Work experience • Employment (**266**	The accredited courses offered under the programme are monitored in line with the other accredited courses (as outlined above). These courses are also monitored through: • Feedback from employers • Feedback from mentors on the CfW+ programme who support learners • DWP monitors outcomes and progress through their own systems for people they have referred

Priority Area	What the Policy stated that WG CLG will fund	Provision delivered (course titles and levels)	Delivery lead	Expected learner numbers	Amount of CLG allocated for this provision	Outcomes and progression	Monitoring
		Agored Cymru Entry 2 **Looking for Work** **HC6E2CY002** **Agored Cymru Entry 3** **Understanding and Managing the Interview Process HC6E3CY006** **Creating the Right Image for a job Interview HC6E3CY003** **Resilience Skills HB1E3CY031** **Completing and using a CV HC6E3CY002** **Controlling a Pointing Device CN1E3CY004** **Handling Telephone Calls from Customers AF3E3CY002** **Overcoming Barriers to Work HC4E3CY021** **Working in Business Administration AY8E3CY003** **Agored Cymru Level 1** **Team Working AF41CY002** **Customer Service Skills BA31CY005** **Confidence Building HB61CY009**			to this ESF programme.	learners from Employment Routes gained employment last year) **Progression:** - Work experience - Employment - Further learning - Volunteering - Mentoring support	onto the programme

Priority Area	What the Policy stated that WG CLG will fund	Provision delivered (course titles and levels)	Delivery lead	Expected learner numbers	Amount of CLG allocated for this provision	Outcomes and progression	Monitoring
		Assertiveness Skills HB61CY011 Exploring Job Opportunities HC61CY014 **Qualsafe Qualifications Level 3 Emergency First Aid at Work Level 2 Award in Food Safety in Catering Level 2 Award in Health and Safety in the Workplace Level 2 Award in Principles of Manual Handling Level 2 Award in Paediatric First Aid** Employment Routes Qualifications: The range of qualifications will differ in level and content depending on the sector-specific vocational training required by the employer. It is anticipated that the following will be delivered in the coming year:					

Priority Area	What the Policy stated that WG CLG will fund	Provision delivered (course titles and levels)	Delivery lead	Expected learner numbers	Amount of CLG allocated for this provision	Outcomes and progression	Monitoring
		Railways - PTS sentinel Card, Small tools CIVILS - NPORS Level 4 Forward Tipping Dumper, Ride On Roller Street Works Ride On Roller SECURITY - Level 3 Certificate for Working as a Close Protection Operative within the Private Security Industry Level 3 Emergency First Aid at Work Level 2 Award for Working as a Door Supervisor within the Private Security Industry Level 2 Award in Understanding Stewarding at Spectator Events Level 2 Award for Working as a Security Officer within the Private Security Industry Level 2 Award in Conflict Management and Personal Safety Level 2 Award for Working as a CCTV Operator (Public Space					

Priority Area	What the Policy stated that WG CLG will fund	Provision delivered (course titles and levels)	Delivery lead	Expected learner numbers	Amount of CLG allocated for this provision	Outcomes and progression	Monitoring
		Surveillance) within the Private Security Industry NHS/Dom Care - RARPA SOVA, Dementia Awareness, Consent, Level 1Role of a HCA, Confidentiality, Level 1 Creating the right image, Level 2 Al Wales Manual Handling Construction BSC Level 1 Award in Health & Safety in a Construction Environment, CSCS Training & Card to be included, BSC Level 2 Awareness in Principles of COSHH, BSC Level 2 in Principles of Fire Safety BSC Level 3 in Risk Assessing In House Asbestos Awareness In House Working at Height Hospitality & Catering Level 2 Award for Personal Licence Holders, Level 2 Food Safety, Level 2 Manual Handling, Level 1 Customer Service skills.					

Priority Area	What the Policy stated that WG CLG will fund	Provision delivered (course titles and levels)	Delivery lead	Expected learner numbers	Amount of CLG allocated for this provision	Outcomes and progression	Monitoring
		Warehouse/Retail Forklift Counterbalance and Reach, Clerical/Admin RARPA Data Protection, Level 1 Interview techniques, Level 1 Confidence Building.					
Older learners and Social engagement	Informal learning which has health and wellbeing benefits	This can be three-fold: • Direct delivery of informal courses • Delivery of courses as part of a social prescribing model • facilitation of self-directed learning and leisure activities at our venues	RCT Adult Education Service	**100 learners** social prescribing provision. **210 learners** on health and well-being cost recovery courses. Anticipated that **63 groups** will continue to meet at our learning centre.	**CLG funding: £10,000** The CLG is matched to learner fees in relation to directly delivered cost recovery courses so that the fee for learners is kept to a minimum (£2.50 per hour). Some CLG funding is allocated to enable informal	**Outcomes** include: • reduction in social isolation • improvement in health and well-being • reduction in need for GP appointment unrelated to medical conditions **Progression** onto: • other informal courses • formal courses	RARPA for informal courses and as above for accredited learning. .

Priority Area	What the Policy stated that WG CLG will fund	Provision delivered (course titles and levels)	Delivery lead	Expected learner numbers	Amount of CLG allocated for this provision	Outcomes and progression	Monitoring
					groups to be facilitated at Garth Olwg Lifelong Learning Centre.	- self-directed learning groups - engagement with specific community interest groups - specialist health and well-being programmes supported by CfW+ and facilitated through leisure centres - volunteering Older learners who, once engaged, indicate a desire to get paid employment can progress onto the employability courses in the same way as other learners.	

Priority Area	What the Policy stated that WG CLG will fund	Provision delivered (course titles and levels)	Delivery lead	Expected learner numbers	Amount of CLG allocated for this provision	Outcomes and progression	Monitoring
Engagement Activity and 'hook' courses	Softer engagement type provision	A number of partners provide engagement activities and 'hook' courses to broaden the horizons of participants and to engage them in learning. Examples of activities include: • craft workshops • music workshops (ukulele etc) • Work with residents to produce an anthology of poems and prose • classes aimed at developing the bank of Welsh language articles on Wikipedia. • Staffing of festivals to promote learning e.g. Parti Ponty, Armed Forces Day etc • Work with groups to develop exhibitions linked to national events e.g. First World War	Dependent on activity.	**250 learners enrolled.** Numbers engaged with will run into thousands as part of the promotion and marketing campaign and awareness raising at events.	**CLG funding £40,000** here would be as a contribution to staff costs room hire costs if required, teaching resources, marketing of courses, brochures etc**). (The marketing costs includes those for other provision delivered by RCT Adult education,** including updating website and managing the social media**).**	**Outcomes** from this type of provision includes: • improved confidence to engage with other activities or provision • reduction in social isolation • increased awareness of the opportunities available **Progression** can be in several ways including: • engagement onto other learning programmes • access to mentoring and life coaching as appropriate	Monitoring of these activities differ from the monitoring of informal and formal courses with numbers of people engaged being monitored and feedback on each event gathered. Wherever possible progression onto other activity is tracked but this is not always possible across the partnership due to limited resources. However the ACL Operational Group works well together to ensure no duplication of provision in this area as in others.

Priority Area	What the Policy stated that WG CLG will fund	Provision delivered (course titles and levels)	Delivery lead	Expected learner numbers	Amount of CLG allocated for this provision	Outcomes and progression	Monitoring
		• taster days e.g. during Adult Learning Week • local history • family history • Aromatherapy • Indian Head Massage • Sugarcraft • Mindfulness				• referral to specialist organisations for support • volunteering opportunities	
Welsh Medium Provision		The delivery of non-accredited full-cost recovery courses will be continued in the following subject sectors: • IT • Humanities • Arts and crafts However, a focus will be made on meeting the need for skills-based qualifications in a range of areas that are commonly available in the medium of English including: Safeguarding Food safety Fist Aid	RCT Adult Education	176 approx	**CLG contribution to subsidise the costs of courses and develop new pathways** **£13,000 approx**	**Outcomes** for the cost recovery courses are anticipated to be in line with the outcomes identified for engagement on other informal learning provision as identified above. The outcomes for the Employability Skills courses are anticipated to be in line with those highlighted above under Employability Skills provision.	These are monitored in a number of ways. • Welsh-medium courses follow the same system as other courses in respect of ILPs and feedback from learners, monitoring of attainment etc. • Targets for community learning are included in the Council's Strategy for the Promotion and Facilitation of

Priority Area	What the Policy stated that WG CLG will fund	Provision delivered (course titles and levels)	Delivery lead	Expected learner numbers	Amount of CLG allocated for this provision	Outcomes and progression	Monitoring
						Progression is also anticipated to be similar. However, it should be noted that progression onto higher level courses is more challenging in the medium of Welsh as there are so few providers in the area that can deliver in the Welsh language.	the Welsh Language. This strategy is monitored by the Council's Cabinet Steering Committee on the Welsh Language and also by the county's Fforwm Iaith, facilitated by Menter Iaith.

Funding Information

	Amount	Comments
Funding provided by the Welsh Government through the Community Learning Grant	£200,846	RCT has implemented over the last two years a learning pathway which has integrated learning provision across a number of programmes including presently Communities for Work Plus, ESF programmes as well as adult community learning provision. The ACL Partnership has also developed to include Housing Associations and the wider third sector and providers have worked together to develop a joint curriculum with several partners contributing to the delivery of programmes for learners. Therefore it can be difficult to identify how much funding is contributed either directly or through in-kind staff contributions to specific provision. The advantage of this approach is that, the partnership has been able to target learning more effectively on those who are furthest from learning, and can provide mentoring support to ensure that learners are more likely to complete their learning. Working so closely with others, including employers, has enabled us to develop programmes that result in significant job outcomes as well as allowing

| | | learners to gain qualifications and progress in their learning.

The challenge is in evidencing how much the CLG contributes to each element of the learning pathway. What can be said with certainty for RCT is that if the CLG was removed or reduced then it would have a direct negative impact on job outcomes for the wider employability programme under CfW+ and a huge negative impact on engagement with learning and maintenance of learning options through facilitation of self-directed groups and the support provided to them by CLG funded staff. Funding from the CLG for marketing supports the marketing of courses for a range of providers including self-help groups. It would also have a detrimental impact on the ability of the Council's Adult Education Service to lead on provision and provide the relevant reports required for Estyn and Welsh Government.

The numbers included in the plan are estimates based on previous delivery so may change as the year progresses. Similarly the courses identified are liable to change as courses are chosen to reflect the needs of the specific learners on groups once their needs are identified on enrolment, or the needs of employers who engage with the Employment Routes provision.. |
| --- | --- | --- |

Other funding provided by the Welsh Government that supports the delivery of Adult learning	£180,000	Provided from the CfW+ Single Employment Pathway for adults
Funding provided by the Welsh Government through a Franchise Agreement (if applicable)	£97,500 sub-contracted to RCT Adult Education for the past 2 years	Currently Coleg y Cymoedd is reviewing its commitment to the direct delivery of adult community learning and has indicated it is considering sub-contracting the majority of its funding only retaining its responsibility for delivery of ESOL courses in the community.
Funding provided by the Welsh Government through FEI direct delivery as part of the adult learning partnership	Tbc	
Additional direct funding invested by the Local Authority		Funding for some of the management costs of adult community learning and a contribution to the running costs of Garth Olwg Lifelong Learning Centre. Funding for library provision which is essential to the facilitation of the ACL programme in the county.
Existing and/or planned European Funded activity which funds ACL Provision.	It is not possible to identify the actual amount spent supporting individuals/learners through mentoring to access or stay in community learning. However the support provided can be crucial for continued engagement with community learning.	We have a number of ESF programmes which deliver some employability support including Inspire to Work (I2W) for 16-24 years old learners; Ignite which supports people with additional learning needs; Communities for Work for youth and adults, the latter of which access the majority of training through ACT.

Other funding which contributes to the delivery of adult learning in the area e.g. (lottery funding)	N/A	
Any non financial contributions made by the LA e.g. staffing, venues etc.? If it is possible to determine a numerical value for this please do so.	Not possible to provide a numerical value for this.	Free use of 13 RCT Libraries for the delivery of ACL provision by all training providers and partners. Free use of CfW+ venues for delivery of learning programmes across the county.
Total		

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Rhondda Cynon Taf's Employment Pathway

Rhondda, Cynon Taf Council's Employment Pathway seeks to provide equitable access to employment support and opportunities that align to emerging local labour market needs and employers.

We facilitate wide-ranging and well established partnerships that have worked together to develop a streamlined, strategic approach that ensures services and organisations work with understanding to provide sufficient and appropriate support, training and guidance, to enable people to gain and sustain paid employment of their choosing.

The Employment Pathway has recently been updated to reflect Welsh Government's modelling.

There are five phases to the WG and RCT Employment Pathway for adults and young people.

Entry can be at any Stage/Tier determined by the needs of the person.

Stage/Tier One – Getting Involved

Those who are furthest from the labour market e.g.

- Not yet ready to work
- Not interested in working
- Need support to engage with employability and skills provision.

Stage/Tier Two – Becoming More Employable

Those who need support to increase personal, technical and transferable skills and experience relevant to work e.g.

- Those with no or low skills
- Those with little relevant and/or current quotable experience

Stage/Tier Three – Getting a Job

Those who need limited support to take the final steps to secure fair work e.g.

- People who have only recently become workless
- Those with single or simple barriers

Stage/Tier Four – Staying in the Job

Rhondda Cynon Taf's Employment Pathway

Those who are at risk of disengaging from work and those more sensitive to labour force changes; those more likely to be in or at risk of in-work poverty e.g:

- those recently employed following support.
- low or unskilled and low paid
- underemployed, zero hour contracts holders, those working in the gig economy and those affected by welfare reform e.g. UC
- employed people with significant dependent care needs or work limiting health conditions etc

Stage/Tier Five – Progressing in Employment

Those who are relatively secure in work but who are unlikely to progress e.g.

- low skilled workers unable to access training opportunities without additional support
- workers, however highly skilled, whose skills do not match with their current job or industry
- those working in a declining industry or occupational sector.

APPENDIX 3 – CASE STUDIES

Case study 1

Name of the project: Independent Learning Skills (Learning Steps)

Aim of the project: To give learners with Learning Disabilities the opportunity to enhance their skills and to improve their quality of life.

Background information:

D is 40 year old gentleman who has mild learning disabilities. D lives alone and is supported by social services. His previous Social Worker contacted RCT council to see what support there was for D and was directed to Adult Education services. D enjoys coming to a Learning Steps class where he has made many friends, this has been a positive experience for D as he does not have a wide social network. D is really passionate about learning and our intention is to encourage him to attend some literacy mainstream classes which will hopefully build his self-esteem up even more.

Participation (*what they did on the project*)

With a mild learning disability D has struggled with reading and writing throughout his life. D lived with his mother until 2010 when she unfortunately died. D now has to live alone and has had to very quickly acquire new life skills. Volunteering three days a week for a local charitable organisation has helped him develop his confidence and social skills.

As a naturally shy person D still struggles with new situations such as meeting new people, despite this shyness his desire to improve his reading and writing encouraged him to enrol on to a class last September.

The course that D attends is part of a busy day centre. On his first day attending the group, he had to come into the class alone and introduce himself to staff and fellow students that he had not met before. He was extremely nervous and scared but his determination to progress helped him overcome his fears. He has stayed motivated and committed to meeting with the group each week and his reading, writing, confidence and social skills have improved immensely.

D's joy of learning has been inspirational and now he regularly contributes to discussions and shares his opinions. D continues to face his barriers with support from his social worker and tutor and has become a very popular member of the group. D does not allow his learning disability to limit his progression or passion for learning.

Outcome and impact:

D has recently gained a qualification with Agored Cymru – Know your Colours and Shapes, Using Written Communication and Handling Data. This term D is working towards and Agored Qualification "Working with Letters of the Alphabet "

As a tutor it is a joy to watch him on his journey continuing to advance and gain valuable skills that enhance his life skills.

Case study 2

Name of the project: Pre-employment

Aim of the project: To increase improve confidence and skills to become more employable.

Background information:

This young lady moved to Wales in 2016 after divorcing her partner. Her background was in the beauty industry where she had previously owned her own beauty parlour.

Since the divorce she had become socially isolated, withdrawn and very felt very insecure.

Participation (*what they did on the project*)

In September 2018 she attended a four week Employability course accredited by Agored Cymru and successfully completed a range of level one/two qualifications at the highest of standards.

Outcome and impact:

After carrying out regular progression reviews it become apparent that she was becoming far more confident and assertive. She seemed far happier in herself and had become very passionate and enthusiastic about life and learning in general.

After the successful completion of the course she expressed that the employability programme had provided her with the opportunities to develop her knowledge, skills, experiences and new achievements in order for her to make a successful transition into Higher Education.

Her future aim is to become a successful solicitor in order to benefit herself, the economy and her community where she wishes to practise. She is very grateful to the Employability Programme for helping her to regain her confidence and enabling her future social and working mobility.

Case study 3

Name of the project: Essential Skills in the Community

Aim of the project: To support adults to improve their literacy and/or numeracy skills

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Background information:

C has attended Essential Skills classes for two years. He was referred by his job centre coach after disclosing that he struggled with mathematics.

From the outset, C attended classes regularly but despite appearing committed, was easily distracted in sessions, lacked vision in terms of his career or employment prospects and seemed to find learning a challenge even though he had successfully completed college courses. At this time C did not look as healthy, would often state he was tired and sometimes was shaking.

Participation (*what they did on the project*)

Initially C was assessed to see what his numerical weaknesses were. He was then supported, by a tutor in a small group, to complete work that was tailored to address his needs.

Although he attended class regularly, initially C left early on many occasions either blaming a pain from an arm injury or saying he couldn't concentrate any longer. However, as time passed, C began to gain more confidence in class and also in his peers and disclosed how much he had been drinking on the evenings prior to class. C was referred to different support agencies who were better placed to help him.

This was a period of huge transition for C, including quite intensive counselling by professionals, life coaching by Communities for Work Plus and also being told that if he didn't stop drinking he was unlikely to reach thirty. However, C continued to attend Essential Skills class each week and completed work towards his Agored Cymru qualifications. The work he completed was individually tailored to his needs. Additionally, he observed others completing literacy work which gave him the confidence to complete a literacy assessment and he began working on improving those skills too.

Outcome and impact:

The class was small, held in C's local job centre and the work was relevant to him which meant it was convenient and less intimidating; making him feel supported, included and secure. This has enabled him to achieve several Agored Cymru qualifications in both literacy and numeracy. His engagement in learning helped transform many aspects of his health and lifestyle. C looks healthier; no longer shakes in class; has grown in confidence considerably and is a bright and integral member of class who is often last to leave.

C's confidence improved so much that he attended other courses where he passed a health and safety in the workplace qualification and gained his Construction Skills Certification Scheme card for working on a building site. While he has not gained employment, yet, he is still attending essential skills classes each week and remains sober.

Name of the project: Still Me Dementia Support

Aim of the project: To provide weekly activities for individuals with dementia and their carers.

Funding organisation: This group has been supported by Garth Olwg Lifelong Learning Centre and gained grants from DEEP (Dementia engagement and empowerment project).

Background information:
The Still Me dementia support group have been meeting at Garth Olwg for a number of years. Originally funded by Alzheimer's UK, the group take part in different arts and crafts sessions on a weekly basis. When funding for this group came to an end, Adult Education agreed to fund a tutor for the group and Garth Olwg provided the room free of charge.

Over the past year Garth Olwg have supported the group by advertising and marketing their group within the local community. They have also helped the group apply for grant from DEEP (dementia engagement and empowerment project), WRVS and Interlink, all of which were successful, securing £7,250 in order for the group to move forward. They are now part of the DEEP network and a member of the group attends regular meetings with a member of staff from Garth Olwg to report back about the network and share good practice across the Wales.

They are in the process of setting up a South East Wales DEEP hub with other organisations (University of South Wales, Memoria, Cardiff and Vale UHB, Me Myself and I, Kymin, Research Occupational Therapist, Cwm Taf UHB are some of the partners involved). By being part of this hub it will enable them to grow the group at Garth Olwg and ensure that those diagnosed with dementia in their local area can continue living a positive, fulfilling life and continue enjoying activities they used to love before their diagnosis.

Garth Olwg also contribute to the dementia steering committee in Pontypridd, where they share good practice and stay up to date about what is going on in the local area.

Participation (*what they did on the project*)

The group have been involved in planning the programme of activities this year and they have taken part in a number of different workshops and also led some of them, teaching their skills to others. Some of these sessions have included, acrylic painting, crochet, knitting, pottery, sewing, jewellery craft and more. The group is an opportunity for members who have dementia and their carers to come together for respite and to spend an afternoon making, doing and enjoying. They have made various crafts and sold them at the Spring/Christmas Fayres at the centre in order to raise funds for the group. They also helped to organise activities for the Well-being week at the centre.

With Garth Olwg's help they have drawn up a plan to run a multigenerational arts project and involve children form the primary and secondary school. This will be funded by the grant money secured recently. Along with the help of Garth Olwg they are looking to set up a community choir during the day. Some of the members in the group have expressed an interest in being part of a singing group.

Garth Olwg will be offering support and providing advertising and marketing opportunities in order to spread the word about this exciting new opportunity. It will be open to all and will hopefully be an activity that we can encourage those who are socially isolated to attend and be part of. At the end of March the centre have organised a fundraising concert with local performers too. Money raised will go towards buying materials and providing workshops for the members in the group.

Outcome and impact:

The creation of this group has led to many new developments:

- All staff at Garth Olwg attended a dementia friend's session in order to gain more understanding about how best to support those living with dementia;
- The group has been added to the offer made to our local GP practice regarding local provision for individuals with dementia;
- It has enhanced the provision to tackle social isolation;
- The Still Me group gives people living with dementia a voice and an opportunity to build on past skills and develop new ones. It also gives members a purpose and a place to come to have fun, laugh and make new friends who can offer help and support;
- It empowers members to continue to strive to make an impact in their community and develop a real sense of ownership too.

Below is a quote from Jennifer* who has been a member of the Still Me group for 3 years. Jennifer was diagnosed at the age of 37.

"The group are really welcoming and I find myself going into a world of my own when I'm here. I love the sessions and feel I can rest my brain and it's a really calm environment. It's therapeutic and stimulating. Weather you have had a good or bad day you can come along for a chat and we all support each other. Not matter what emotions members are going through we are there to listen to each other and the sessions help take my mind off day to day stresses. It's a support network and it's an opportunity to socialize, chat and feel reassured too."

* pseudonym

Inspire2Work

Case Study 5

Name of Operation

Priority 3:   West Wales and Valleys   c80830

Summary: The participant is 23 years old female living in the Llantrisant area of RCT, upon enrolment she declared that her main barrier to employment was her mental health problems.

Background / what is …?

The Participant first started suffering from anxiety and depression during her adolescence, she has received support from her GP in the way of counselling and medication, but unfortunately these have not helped and as she has entered adulthood, she is still suffering and felt, if anything that she had become worse. There was no apparent reason for the onset of these issues, nothing tragic had happened in her life, she described herself as *"a normal girl who woke up one day feeling differently about herself and the world".*

The participant has a supportive family, including two siblings; they all live together on a non-working farm and have a variety of pets including cats, dogs and chickens.

The participant did not enjoy school as she felt her mental health issues were not addressed and were swept under the carpet, she was constantly told what she was experiencing was all part of growing up and she would grow out of it.   Despite producing medical notes and medication from her GP, the school still did not put in place any support for her needs, her time in school was subsequently filled with bad experiences.

The participant enrolled onto the I2W programme in September 2018, after being referred by The Prince's Trust, who after her engagement with them considered that further training would be beneficial. She had previous work history but only on a casual basis, due to her complex mental health issues, she felt gaining employment was not an issue, it was keeping the role, as her high anxiety levels and depression made her unable to maintain good attendance.   She welcomed the opportunity to gain further skills to support her to progress into permanent employment and hoped the varied activities available would assist her to discover techniques that would help her to deal with her anxiety and depression.

The engagement.

The particpants attendance was good, however she frequently came in late as she found it hard to get up. However when there, she was excellent at participating in all tasks and activities, showing enthusiasm throughout and showing confidence on the outside but admitted she did not feel confident on the inside.

She was encouraged to use techniques to help with her anxiety and she found the Mindfullness and Steps to Excellence sessions valuable in that she was able to discuss and write about the issues she had experienced and then in her words *"lay them to rest"* and move on to being in the present. As the programme progressed a difference could be seen in her, she was much more relaxed, comfortable in her surroundings and attended regularly, she felt able to get out of bed, she had motivation and felt inspired to gain employment.

Whilst on the Pre-employment programme, the Particpant attended one of our Contact Centre courses which was a massive step for her as it involved using appropriate communication skills with a variety of service users, which caused her anxiety, but she worked her way through this by using the recently acquired techniques. She had a telephone interview and did very well, she progressed on to the next stage and is currently awaiting an invitation to attend a formal interview.

Towards the end of the programme the Participant secured an interview with Royal Mail as a Sorting Office Assistant, she was successful and left the programme to commence this employment. However, before she left she had another interview arranged with HMRC as an adviser in their contact centre, this was a competency based interview which she had little knowledge or experience of, she stayed longer at the end of one day so the tutor could explain the process and help her to think through examples she could use during the interview process.

The participant has said the interview went really well, she is still waiting to hear the outcome but in the meantime has started her job with The Royal Mail.

Good Practice Shared / Lessons Learned / Outcomes

As part of the 13 week employability programme, sessions are timetabled so that participants dealing with stress, anxiety and depression have the opportunity to engage in "All about Me" this includes Mindfulness, Art and craft sessions which support and guide individuals to develop techniques to help them deal with the variety of issues. These sessions were a big help to this participant, she found them very beneficial and used the techniques she had developed to aid her attendance at the programme and also to support her whilst attending interviews. The participant has attended a range of courses, but found the I2W programmes the most beneficial as this is where Mental Health issues were tackled, discussed and supported instead of it being a taboo subject.

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RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

CABINET

19TH MARCH 2019

LIBRARY SERVICE STRATEGY 2019-21

REPORT OF THE DIRECTOR OF PUBLIC HEALTH, PROTECTION & COMMUNITY SERVICES IN DISCUSSIONS WITH THE RELEVANT PORTFOLIO HOLDER, COUNCILLOR RHYS LEWIS

AUTHOR: WENDY EDWARDS, HEAD OF COMMUNITY SERVICES
TEL. NO. 01443 425512

1. **PURPOSE OF THE REPORT**

1.1 The purpose of the report is to provide Cabinet Members with an opportunity to review the Strategy for Rhondda Cynon Taf's Library Service and its associated Action Plan.

2. **RECOMMENDATIONS**

It is recommended that the Cabinet:

2.1 Consider the content of the report;

2.2 Approve the library services strategy action plan.

3. **REASONS FOR RECOMMENDATIONS**

3.1 Core entitlement 12 of the Welsh Public Library Standards requires every Local Authority in Wales to produce a strategy and action plan that outlines the future development of its public library service. Once approved these documents must be placed on the Council's website so that they can be easily accessible to the public.

3.2 Developing a Strategy and Action Plan is also important as it ensures that the library service is aligned to the Council's Corporate Plan and to other local and national strategies so that it supports the wider Council and Welsh Government agenda.

4. **BACKGROUND**

4.1 The first published Library Service Strategy and Action Plan for Rhondda Cynon Taf covered the period 2015 – 18 and indicated the direction of

travel and priorities at a challenging time for Local Authorities and their library services. This strategy identified the following as key priorities:

- Embedding libraries at the heart of communities;
- Enabling residents to maximise their potential by ensuring they have access to a broad range of opportunities;
- Managing the service through a period of change and renewal and continuing to investigate innovative models of delivery;
- Working more effectively with reduced resources.

4.2   The Action Plan indicated how the service would address each of these priorities and included a range of performance indicators for measuring success. **Appendix 1** includes the Library Service Action Plan 2015-18 and indicates the progress made against each priority.

4.3   When the 2015-18 strategy was being written, it was impossible to foresee the significant on-going changes that would affect the service and the opportunities, as well as challenges that these would present the service, the staff and our customers.

4.4   The library landscape in 2019 looks far more favourable than it did in 2015 and although some changes to the service have not been universally welcomed, progress has been made in many aspects of the service and significant capital investment has been made into library buildings while co-location with other services has benefitted customers as well as the staff.

Of particular note are:

- The opening of a new library at Rhydyfelin;
- The transfer of Porth library to Porth Plaza providing customers with access to additional and improved facilities and services;
- The co-location of One4All at Aberdare library to ensure customers have access to a wider range of information and advice;
- The complete internal and external refurbishment of Tonypandy library with the creation of an IT/Education room, community room and makerspace;
- The purchase of 2 new mobile library vehicles with Wi-Fi and tablets.

In late spring 2019 work will be completed on Ferndale and Mountain Ash community hubs and the libraries in those towns will transfer to these new premises which will include enhanced facilities and services.

The development of the Council's flagship library at the Taff Vale hub has attracted investment of over £6 million, including a grant of £300,000 from Museums, Archives and Libraries Division of the Welsh

Government, and is due to be completed during the 2019/20 financial year.

Therefore the library service looks ahead to the next two years with optimism.

4.5　Overall, the key priorities identified in the 2015-18 strategy have been met while Customer Satisfaction Surveys indicate a very high level of satisfaction with customer care across all aspects of the service (with between 96% and 99% of respondents indicating that they felt the service they received was 'good' or 'very good'). Most importantly the impact of the service on individuals and groups in their communities indicate the importance libraries continue to play in people's lives – these are evidenced through case studies.

5.　THE LIBRARY SERVICE STRATEGY 2019/21 – SUPPORTING PEOPLE AND COMMUNITIES TO ACHIEVE THEIR FULL POTENTIAL

5.1　The Draft Strategy and Action Plan 2019/22 can be seen at **Appendix 2 and 3**. The Draft Strategy includes information on current levels of usage, an outline of the provision that is currently available and key priorities for the future. The Action Plan identifies how the priorities will be met in order to achieve the outcomes and impacts desired.

5.2　The key priorities for the next three years are proposed as:

- Keeping the service relevant in a rapidly changing environment;
- Embedding new models of service delivery;
- Improving the library experience for customers.

5.3　In order to achieve these priorities the service will:

- Enhance the programme of digitisation of resources and make these available online so that customers can access collections at any time;
- Harness new IT developments to improve the customer experience at static, mobile and through the @homelibraryservice;
- Ensure that all staff have the skills required to provide a service that remains relevant at a time when innovations in technology and changing patterns of usage are having an impact on how customers want to engage with the service;
- Invest in infra-structure improvements including co-location with other services in community hubs;
- Embed new models of delivery and monitor customer feedback to ensure they achieve their objectives;
- Ensure that residents have access to a broad range of learning opportunities;

- Work with partners to provide a wider range of information, advice and support on well-being and health;
- Work with partners and volunteers in the heritage, arts and cultural sectors to develop a range of cultural activities.

5.4 The service will work towards ensuring the following outcomes and impacts:

- People will be able to increase their knowledge/skills having used the library;
- People will be able to take part in reading and other cultural events organised by the library of their choice;
- People will feel part of a community using the library service;
- People will be able to take advantage of the opportunities of the digital world through using the library;
- Personal health and well-being will be enhanced by using the library;
- People can participate more fully in local affairs via the facilities in the library

6. NEXT STEPS

6.1 If Cabinet is happy to approve the Library Service Draft Strategy and Action Plan 2019/21, it will be sent to Creative Design and Print and appropriate photographs included and the information included in infographic format so that it is attractive and easy to read. It will also be translated prior to being published on the Council website.

7. EQUALITY AND DIVERSITY IMPLICATIONS

7.1 Due regard has been paid in the development of this strategy to the needs of protected groups and the needs of individuals so that there is equal access to the service and equality of opportunity for residents regardless of their status, gender, disability, background, ethnicity, religious belief or sexual orientation.

7.2 There is no requirement to undertake a full Equality Impact Assessment in respect of this strategy and action plan.

7.3 The content of this strategy and action plan will not have a negative impact on the Welsh language or result in the Welsh language being treated less fairly than the English language.

8. CONSULTATION

8.1 The Strategy document has not been subject to a public consultation. However, the content of the strategy and associated action plan has been influenced both by feedback from customers through the Customer

Satisfaction Surveys undertaken in 2016/17, feedback from the service's 'Keep in Touch' days, and responses from customers and others who have taken part in the recent consultation events at Mountain Ash, Ferndale, Porth where changes to the library provision have been proposed as part of the Council's wider developments of community hubs and town centres. Feedback on the Transformation of the mobile library changes has added to the understanding of customer needs while informal feedback through emails and telephone calls is always forthcoming.

8.2 The views of young people have been captured through the Library Service's Children and Young People's Customer Satisfaction Survey and the much wider View Point Survey undertaken by the Youth Engagement and Participation Service at the end of 2018 which included a series of questions to gauge the opinions of young people about libraries and what would attract them to visit and use the facilities.

9. FINANCIAL IMPLICATIONS

9.1 The Library Service is aware that there is a limited budget and that the service is required to adhere to its current funding levels. It will work with internal Council services and other partners to apply for external grant funding where appropriate to support any investment in buildings and facilities identified in the Action Plan.

10. LEGISLATION CONSIDERED

10.1 The Public Libraries and Museums Act 1964 requires Local Authorities to ensure the provision of a 'comprehensive and efficient' library service without specifying what that entails. However, in Wales the Welsh Public Library Standards has clear quality indicators that library services have to abide by. This Strategy and Action Plan is designed to ensure that Rhondda Cynon Taf Library Service meets its statutory obligations.

11. LINKS TO THE CORPORATE AND NATIONAL PRIORITIES AND THE WELL-BEING OF FUTURE GENERATIONS ACT

11.1 The work of the Library Service links to the corporate each of the corporate priorities:

- Building a strong economy;
- Priority of promoting independence and positive lives for everyone;
- Creating neighbourhoods where people are proud to live and work.

11.2 This Strategy and Action Plan will ensure that the Library Service is sustainable over the **longer-term** and remains relevant in the face of changing patterns of customer usage and raised expectations of modern library services. In order to provide the maximum benefit possible to customers, and maximise its own resources the service will **collaborate**

with other Council services and partner organisations to facilitate a wide range of activities and events. Co-location in community hubs will add significant value to the service provided to customers and contribute to the creation of a more **integrative** model of provision – specifically one that is focussed on providing early intervention in order to prevent problems and issues experienced by children, young people and families from deteriorating.

11.3 The provision of an @homelibraryservice with its expanded eligibility criteria, is designed to **prevent** the most vulnerable customers from being adversely affected by the changes in mobile library provision. The strategy indicates the retention of a Children and Young People's service as this is seen as essential to ensure access to books and associated activities that will prevent young people from being at a disadvantage in their education.

11.4 Customers of all ages will be **involved** in reviewing the services provided at libraries and mobile libraries through Customer Satisfaction Surveys due to take place later in 2019.

11.5 This Strategy and Action Plan contributes to the following well-being goals:

- **A prosperous Wales** – Ensuring a sustainable library service will ensure access to a world of lifelong learning through relevant book stock, online and other materials as well as facilitating access to a wide range of learning opportunities in communities. Support provided for the development of digital skills with free access to Wi-Fi will support contribute to a more skilled and employable population;

- **A more resilient Wales** – the Strategy indicates the investment to be made in the workforce so that their levels of resilience are increased at a time when the service continues to undergo significant changes;

- **A healthier Wales** – By providing information through books, online resources and access to advice and support sessions through partner organisations and services, customers will be able to make more informed choices for the benefit of their health. They can also be helped through the Book Prescription Scheme that directly supports people with health concerns;

- **A more equal Wales** – the commitment to maintain all elements of the library service including mobile and home library provision will ensure that all residents will be able to access the service, regardless of their situation. The piloting of some digital technology will potentially transform the lives of vulnerable people by enabling them to access online learning as well as e-books and other materials;

- **A Wales of cohesive communities** – libraries provide a community centre for residents to gather in, free of charge. There will be continued investment in library buildings under this strategy so that they will contribute to the regeneration of town centres and provide a welcoming space. Libraries will also continue to facilitate the development of reader and learning groups and host the meetings of community organisations. In this way they will provide the glue that holds communities together as they promote tolerance and understanding;

- **A Wales of vibrant culture and thriving Welsh language** – the Strategy and Action Plan makes specific reference to the family history and local studies collections and plans for the further digitisation of collections. This will make an important contribution to the promotion of the heritage of Rhondda Cynon Taf. Much of the historical material is in the Welsh language;

- **A globally responsible Wales** – Rhondda Cynon Taf's Library Service works with other library services across Wales to procure book stock and e-books/online stock to ensure that resources are used most efficiently. This is an element of the work that will continue through 2019-22.

12. CONCLUSION

12.1 This report has provided Cabinet Members with a draft copy of the Rhondda Cynon Taf Library Service Strategy and Action Plan 2019/22 for consideration.

12.2 If the current draft is approved, it will require uploading onto the Council's website before the end of March 2019 so that the service adheres to the Welsh Government's Welsh Public Library Standards.

Other Information:-

Relevant Scrutiny Committee – Public Service Delivery, Communities and Prosperity Committee

<u>**LOCAL GOVERNMENT ACT 1972**</u>

<u>**AS AMENDED BY**</u>

<u>**THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**</u>

<u>**RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL**</u>

CABINET

19th MARCH 2019

REPORT OF THE DIRECTOR OF PUBLIC HEALTH, PROTECTION & COMMUNITY SERVICES IN DISCUSSIONS WITH THE RELEVANT PORTFOLIO HOLDER, COUNCILLOR RHYS LEWIS

MOBILE LIBRARY SERVICE

Background Papers

None.

Officer to contact: Wendy Edwards. Tel. No. 01443 425512

Appendix 1 – Progress against 2015/18 Action Plan

Themes	What do we want to achieve?	What actions are required to achieve the success we need?	Resources required	What are the key PIs that will demonstrate achievement?	Contribution to local, regional, national strategies.	Progress December 2018
Embedding libraries at the heart of communities	Adopt and complete community profiling templates in order to gain a better understanding of local needs.	Good practice template developed through collaboration with other regional Library Authorities. July 2015 Dissemination to Senior Librarians for feedback prior to approval of the final version. August 2015 Training of relevant staff on the use and interpretation of the community profiling template. March 2016	Principal Librarian to lead with support from nominated staff April 2015 – March 2016.	PI templates developed to capture qualitative measures.	Libraries Inspire: The strategic development framework for Welsh libraries 2012-16 The Fifth Quality Framework for Welsh Public Libraries. – 'Impact indicators; WPLPI 4.3	Achieved - Community profiles developed for each library in line with identified timescale.

	Community profiling templates are completed for all service points by August 2016 (Year 2)	Timetable for completion developed and agreed.	Senior Librarian time.	Priorities, targets and activities identified in Library Delivery Plans.	Libraries Inspire: The strategic development framework for Welsh libraries 2012-16 The Fifth Quality Framework for Welsh Public Libraries. – 'Impact indicators; WPLPI 4.3	Achieved. Community profiles are now being used to assess the performance of each branch library in order to identify areas where additional support/improvements are required.
	Attract volunteers to work in libraries in specific roles designed to add value to current provision.	Develop a Volunteer Strategy to increase community participation in local libraries by looking at good practice examples from other areas of Wales and the UK. March 2015 Identification of roles which will enhance the current offer in libraries	Head of Community Learning time for development of the strategy and identification of good practice from other areas.	Number of volunteers identified Number of volunteer roles filled. Added value to the service measured through participant	Expert review of Public Libraries in Wales 2014 The Fifth Quality Framework for Welsh Public Libraries. – 'Use of Volunteers' WPLS 4.2	Achieved – the number of volunteer hours for 2017/18 was 2,442 compared with 130 in 2015/16.

		and develop relevant job descriptions for those roles. May 2015 Uploading of the Volunteer Strategy and volunteer opportunities onto the council website once the documentation has been translated. July 2015	Identification of a management role that will lead as a Volunteer Coordinator. Training of Branch librarians on 'managing volunteers.' (Training also opened out to Boards Members of Community Libraries.	feedback questionnaires.	Rhondda Cynon Taff Voluntary Compact.	
	A seamless service for local residents so that they can continue to benefit from the services and	Provision of a range of support for Community Libraries identified within current funding constraints. Regular meetings established with relevant	Identification of Link Officer allocated to each relevant community group.	Number of joint projects undertaken Number of reservations of stock through Community Libraries.	Expert review of Public Libraries in Wales 2014 – Sustainable Models of Service Delivery 157-174	On-going support provided and bi-monthly meetings attended. The one community library is included in projects such as the Summer Reading Challenge and

	initiatives delivered by the Public Library Service while using their local community managed library.	community groups to discuss issues of common interest.	Resources for specific projects and/or initiatives such as the Summer Reading Challenge. Identification of other potential joint projects.			supported by information and training provided by the Library Service and wider community learning service.
	Implement a range of activities designed to raise the profile of Library Services in communities and encourage an increase in visits, use of IT and	Annual engagement commitments are introduced with agreed targets and outcomes for each Library. June 2017 A Marketing and Promotion Strategy is developed utilising a range of methods designed to attract users to library services.	Principal Librarian, Area Manager and Senior Librarian Mobiles and special services time. Financial resources for specific projects identified as	Annual events and activities figures.	Libraries Inspire – The Strategic Development Framework for Welsh libraries 2012-16 (7.Attracting the audience)	Keep in Touch sessions organised and consultation undertaken across a number of locations relating to service changes and local engagement– including Ferndale, Mountain Ash, Porth, Hirwaun, Aberdare and the Mobile Library Service.

| | engagement in events (based on the results of the community profiles in each library catchment area). | June 2017 | priorities in each area (linked to the community profiling results).

Allocation of funding for a marketing leaflet and other associated activities. | | | |
|---|---|---|---|---|---|---|
| Enabling residents to maximise their potential by ensuring access to a range of opportunities | An improvement in literacy skills among children, young people and adults | A 'Reading for Life' initiative to be developed. April 2017

Continue to run the Summer Reading Challenge and seek opportunities to work with partners to develop activities that engage children and adults in reading for pleasure. | Area Librarian; Senior Librarian Schools and Youth; Area and Branch Librarians | Number of participants Borrowing figures | RCT Education Strategic Plan RCT Literacy Strategy and Action Plan | Borrowing figures have continued to reduce over this period (even though downloadable e-book and e-audiobook loans have increased during this period).

The Summer Reading Challenge continues to be popular and figures for 2018/19 show a higher level of |

		Promote the development of Reading Groups including Alternative Reading Groups for those with visual issues.				engagement and completion than in 2017/18 with 1061 children taking part.
		Work with a range of partners to provide story-telling sessions for children. Identify and apply for relevant external funding as appropriate (e.g. Literature Wales; Night – Out).		Number of participants Number of participants that provide positive feedback on the impact of the event(s)	The Fifth Quality Framework for Welsh Public Libraries – WPLPI Impact Indicators	A regular programme of story-telling sessions is delivered by the School Library Service team across library static service points. This year from April 2018 – January 2019 we have held 89 events with 2220 children attending and 831 adults. In addition to this staff based within static service points organise toddler sessions and external providers such as 'Little Foxes' and 'Rockatots' run

						sessions at Mountain Ash and Rhydyfelin respectively.
		Monitor the development of the ECALM programme May 2015 - ongoing	Principal Librarian; Senior Librarian Schools and Youth			We have continued to run the ECALM program since its inception in May 2015 (no ECALM programme was run in 2017 due to service changes in the Schools Library Service). Since its inception we have issued 686 library cards to children throughout RCT. Our approach is to target a cluster of schools within an identified area, in 2019 we will be targeting schools within and around Hirwaun.

	Access provided to a wide range of Essential Skills and IT provision in libraries across the county	Work with the leading ES and IT providers on the Adult Community Learning Partnership to develop a programme of relevant provision in libraries. Jointly market the courses using appropriate marketing methods including liaison with Communities First Learning Leads, leaflets, posters and online marketing. Develop digital literacy skills among those seeking work and on benefits; those living in deprived communities; and those studying at	Head of Community Learning; Senior Essential Skills Officer. Community Learning Worker delivery time. Branch Librarian time.	Number of courses offered Number of participants engaged that indicated a positive impact from the activity	Libraries Inspire: The strategic development framework for Welsh libraries 2012-16 – Skills for Life (5) Delivering adult community learning in Wales 2010 Single Integrated Pl – Prosperity (Education and Employability) RCT Education Strategic Plan The Fifth Quality Framework for Welsh Public	Adult Community Learning delivers a very high proportion of its courses at libraries as they offer facilities free of charge and already provide services within communities. They are also places where learners are happy to attend. We have worked with Communities for Work, Housing Associations and Digital Communities Wales + to establish Digital Friday sessions in each of our static libraries. We continue to open up library space for organisations wishing to offer IT provision

					Libraries – WPLPI Impact Indicators RCT Digital Inclusion Plan	and we have worked with a number of providers including Coleg y Cymoedd and Rathbone to offer sessions.
	Libraries that have the appropriate facilities and range of materials capable of supporting the learning needs of diverse communities.	Ensure the effective implementation of the ICT Libraries Plan 2015/16. Evaluate the digital content currently available through County Borough Libraries. April 2018 Continue to invest in an appropriate range of reading materials including E-resources and ensure effective use of the Book Fund.	Principal Librarian/IT Manager	Increased broadband width in each library. Wi-fi access at each library. Upgraded computers at each library by 20----.		The ICT Plan was fully implemented as outlined and achieved within the timescale identified. Broadband width was increased and every library now has access to the Cloud which has resulted in a major increase in the use of Wi-Fi hours. Wi-Fi is also available now on the mobile library vehicles. A case is currently being made for new PCs across all libraries in 2020/21. Following a procurement process

The text "School, Further Education, or informally. March 2016" appears at the top of the second column.

						Borrowbox was selected to provide an all-Wales service. This allows us to provide a much larger range of titles (Welsh and English) and authors from one website. Borrowing of e-books and e-audiobooks has grown year on year. A full review of the digital content currently available on Library Service websites and of materials in our Local History Collections that have the potential to be digitised has been carried out. This process has been aided by the appointment of a Digital Apprentice and Graduate Officer

						to work within the service.
	An extensive digital archive which enables easy access to a range of materials that highlight the rich cultural heritage of the county.	Development of a community volunteer project to digitise relevant materials relating to the heritage and culture of Rhondda Cynon Taf.	Area Manager; Senior Librarian Information Services	Improved product range on the Library Service's website	Libraries Inspire – The Strategic Development Framework for Welsh libraries 2012-16 (3.Resources for All)	The participation of a number of volunteers and the introduction of a Digital Apprentice has allowed us to digitise more of the library service's local history collection. A Graduate Officer has also been appointed to look at both potential improvements to our Local History websites and offer suggestions on how we can streamline existing processes involved in the digitisation of materials.
Managing the service through a period of change and renewal	The new service structure introduced in June 2014 is embedded and reviewed	Continue to review performance data to assess the impact of the changes and identify areas that may need further amendments.	Head of Community Learning and Principal Librarian.	A clear staffing structure in place A balanced budget achieved after implementation of service reductions.	Libraries Inspire – The Strategic Development Framework for Welsh libraries 2012-16 (8	New service structure embedded.

					Delivering a quality service)	
	to assess the impact of the changes.					
	A workforce that is trained so that they are fully equipped to deliver library services in a changing environment.	Undertake a Skills Survey to assess the current skills levels of staff. April 2017 Identify areas of specialism that need to be developed if the service is to continue to meet the needs of residents in the future. Draw up a Training Plan for staff to address: - areas of new work where all staff require training (such as Universal Credit and Jobmatch); - specialist areas that require some staff to develop their skills further for example support to obtain	Head of Community Learning, Principal Librarian and Area Manager.	Number of staff trained in areas required for service development.	Libraries Inspire – The Strategic Development Framework for Welsh libraries 2012-16 (6.Investing in People)	The target has been missed with regard the skills survey; however the recent appointment of a graduate officer has allowed us to task him with the development of a skills audit which will be undertaken in 2019/20. Staff training has taken place in key areas where a need has been identified in respect of government and local targets. Accordingly, all library staff have undertaken GDPR and safeguarding training and staff who are not fluent in Welsh have undertaken Welsh language training with

| | | professional qualifications. October 2017 | | | | some opting to further develop their skills through higher level couses.

Training has been undertaken by all staff on the new Sirsi Dynix system and Universal Credit training has been undertaken so that staff can better support residents; digital training is under development for delivery to mobile librarians in January 2019.

2 members of staff have been approved for enrolment on the Library and Information Studies degree course (by distance) at Aberystwyth University. |

| | A Performance Appraisal system that is relevant and practicable. | Review of the current appraisal documentation is undertaken to assess for applicability in the changed circumstances. March 2016

Amended documentation distributed to Senior Officers for feedback. June 2016

Approved documentation highlighted to staff with appropriate training provide to those who will implement the system. September 2016 | Head of Community Learning and Principal Librarian; Senior Officers/Line Managers. | Number of Performance appraisals completed and training plans approved. | Libraries Inspire – The Strategic Development Framework for Welsh libraries 2012-16 (6.Investing in People) | A branch –based performance appraisal system is in place now to assess the performance of each branch and, by implication, the staff at the branch. |
| Working more effectively with reduced resources | An increase in the co-located services at libraries. | Identify additional options for collaborative delivery with strategic partners.

Work with Corporate Estates and the Legal Department to ensure that relevant options are | Head of Community Learning and Principal Librarian.

Funding for legal/other | An increase in the number of shared library locations. | Libraries Inspire – The Strategic Development Framework for Welsh libraries 2012-16 (2.Sustainable Models of | Co-located libraries can now be seen (or are under development for achievement by March/April 2019) in the following locations:
• Abercynon |

| | | consistent with any covenants/agreements relating to the use of library buildings.

Confirm arrangements with potential partners. | associated costs. | | Service Delivery)

Expert Review of Public Libraries in Wales 2014 (Sustainable Models of Delivery 157) | • Aberdare
• Church Village
• Ferndale
• Llantrisant
• Mountain Ash
• Porth
• Pontypridd
• Treorchy

Only Hirwaun, Pontyclun, Tonypandy and Rhydyfelin are not co-located at present although each of these facilitates a broad range of programmes delivered by partners at their venues. |
| | Strategically valuable partners to the Library Service have been identified – that | Review/mapping of present partnerships and their value to the work of the Library Service and its future direction.
October 2017 | Head of Community Learning and Principal Librarian | Partnership matrix produced. | | Monthly reports are submitted by each branch library and these highlight what is being delivered, when and by which organisations. These reports are continually analysed to produce |

	can assist in delivering a shared vision.					updated lists of partnerships and the provision they provide. Ferndale, Porth and Mountain Ash Libraries have been included in an extensive local district mapping exercise as part of the community hub developments.
	Identify other areas for efficiency savings to meet budget requirements.	Explore new methods of delivering the Local Studies and Reference service October 2015 Explore new approaches to Stock Control through working with other Library Services and learning from good practice in other geographic areas. October 2015	Head of Community Learning and Principal Librarian.	Financial savings identified and implemented.	Medium Term Financial planning Strategy.	The Reference and Local Studies service was reviewed and now operates a different model of delivery. There is no longer a Stock Control section as the service has adopted a Direct Delivery service whereby shelf ready books are delivered directly to branches by our library supplier.

		Produce a report and recommendations as appropriate and if approved by CMT consult with staff prior to implementation. Continue working with other regional Library Authorities to maintain existing collaborative models of service delivery and consider, assess and if suitable implement new collaborative models of service delivery.		Continued participation in existing collaborative schemes such as Books 4 U and the Consortium Purchasing Group. Collaboration with other regional library service in the all Wales library management System project leading to adoption of LMS by December 2018	Libraries Inspire – The Strategic Development Framework for Welsh libraries 2012-16 (2.Sustainable Models of Service Delivery) Expert Review of Public Libraries in Wales 2014 (Sustainable Models of Delivery 157)	Ad- hoc items that cannot be provided by our library supplier are catalogued by admin staff. Sirsi Dynix (the All Wales Library Management System) was adopted by the service in 2017 and has now been fully embedded.
	Maximise use of new	Support ICT during the process of upgrading of	Head of Community		Libraries Inspire : The	All staff have been given access to the the

| | | technology to reduce costs and improve service delivery. | staff and public access computers by agreeing a timescale for implementation and a programme of locations with relevant dates.

Provision of relevant training opportunities for staff through the use of RCT Source including development of training materials and courses to assist Library staff to assist customers with their digital support needs

Explore the potential of self-service points at Area Libraries.
January 2018

Identify the most appropriate | Learning and Principal Librarian

Time for development of training modules for RCT Source.

Funding for potential ICT and Self-service point changes (likely to be introduced on a gradual basis across three years) | | Strategic development framework for Welsh libraries 2012-16 (Skills for Life – Promoting Digital Inclusion 5.3)' | councils training platform 'The Source' where they can upgrade their skills through a variety of online courses.

Funding for self-service points has been identified and a plan for roll-out to the new library locations is in place.

The service has developed its own Facebook page which was introduced at the end of 2016. A Graduate Officer has recently carried out a review of our use of social media and submitted a report for consideration. |

		Authority supported social media platforms that can reach the widest customer base for future development/exploitation April 2016				

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Rhondda Cynon Taf Library Service Strategy 2019/21

The Vision for Libraries in Rhondda Cynon Taf - Supporting people and communities to achieve their full potential.

Context

The library service is a statutory service. The Public Libraries and Museums Act 1964 requires each local authority to provide a 'comprehensive and efficient' library service. Library services in Wales are regulated by the Welsh Government through the Welsh Public Library Standards. In 2017/18 Rhondda Cynon Taf met all of the 12 core entitlements in full. Of the 10 quality indicators which have targets, Rhondda Cynon Taf achieved 5 in full, 1 in part and failed to achieve 4. The full WPLS Assessment Report can be found on the Welsh Government website.

The financial pressures experienced by local authorities in recent years have resulted in the library service reviewing every aspect of its offer to ensure that it:

- remains relevant in an increasingly technological age,
- provides access to the range of opportunities required by residents,
- embraces change and adopts an innovative approach to problem-solving to ensure the service is fit for purpose for the longer term.

Despite pressures on local authority finances across Wales, Rhondda Cynon Taf Council has maintained a mixed model of delivery that includes:

- 3 Area Libraries.
- 10 Branch Libraries.
- A recently re-modelled Mobile library provision.
- A @homelibraryservice.
- A Schools Library Service that offers a loan and advisory service to all primary schools. A Children and Youth Librarian that develops programmes and activities that promotes reading and information literacy among young people.

The Library Service supports the Council's corporate strategies and contributes to strategic priorities as identified in the Council's Corporate Plan – The Way Ahead 2016-2020:

Economy – building a strong economy
People – promoting independence and positive lives for everyone
Place – creating neighbourhoods where people are proud to live and work

The Library Service is guided in everything it does by themes identified by the Welsh Government in 'Connected and Ambitious Libraries,' the Sixth Quality Framework of Welsh Libraries 2017/20 whereby local authorities are encouraged to ensure that the public can benefit from:

- the provision of suitable and appropriate access to public library service points
- a suitable and appropriate range of materials and activities available
- access to adequate levels of staffing and a skilled workforce
- adequate capital investment in buildings, effective ICT and efficient management systems for their library service.

Libraries also play a key role in supporting the local authority to meet the 7 well-being goals identified in the Well-being of Future Generations Act.

Vision

Our vision for Rhondda Cynon Taf Libraries reflect the Universal Offers developed by the Society of Chief Librarians for library services.

DIGITAL: To narrow the digital divide between those who regularly access information online and those who don't.

READING: To help create a more literate and confident society by developing, delivering and promoting reading activities in the library.

HEALTH: To help people manage their health and well-being.

INFORMATION: Ensure that all library users are supported to access quality information and online services in key areas such as careers, health, personal finance and benefits.

LEARNING: Libraries are present throughout a person's learning journey to build confidence, support education, increase creativity and improve digital skills.

CULTURE: More people have access to quality and diverse cultural experiences and events through libraries, especially those less likely to access arts and culture.

Library Service 2017/18

People visiting libraries – 799,101 visitors
Library members – 65,031 members
Loans of books and other materials – 439,094 loans
Volunteer hours – 2442 hours
% usage of Public access PC – 24%
Usage of Wi-Fi in hours – 881,070 hours
Average opening hours each week – 524 hours
% user satisfaction with the service – 96%

Key priorities

- keeping the service relevant in a rapidly changing environment

- embedding new models of service delivery
- improving the library experience for customers

In order to achieve these priorities the service will:

- enhance the programme of digitisation of resources and make these available online so that customers can access collections at any time
- Harness new IT developments to improve the customer experience at static, mobile and through the @homelibraryservice
- ensure that all staff have the skills required to provide a service that remains relevant at a time when innovations in technology and changing patterns of usage are having an impact on how customers want to engage with the service
- Invest in infra-structure improvements including co-location with other services in community hubs
- embed new models of delivery and monitor customer feedback to ensure they achieve their objectives
- ensure that residents have access to a broad range of learning opportunities
- work with partners to provide a wider range of information, advice and support on well-being and health
- work with partners and volunteers in the heritage, arts and cultural sectors to develop a range of cultural activities

Outcomes and impacts

The service will work towards ensuring the following outcomes and impacts:

- People will be able to increase their knowledge/skills having used the library
- People will be able to take part in reading and other cultural events organised by the library of their choice
- People will feel part of a community using the library service
- People will be able to take advantage of the opportunities of the digital world through using the library
- Personal health and well-being will be enhanced by using the library
- People can participate more fully in local affairs via the facilities in the library

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Appendix 3: Action Plan 2019/21

Themes	What do we want to achieve?	What actions are required to achieve the success we need?	Responsibility	What are the key PIs that will demonstrate achievement?	Contribution to local, regional, national strategies.
Keeping the service relevant in a rapidly changing environment	Improved and up-to-date digital and computer equipment available at all libraries in RCT.	Evaluate current digital and computer equipment offer. Carry out consultation exercise with library users to identify current needs Explore how we can optimise current technologies and identify new technologies in order to meet identified need. Evaluate current expenditure on digital and computer technologies and rationalise expenditure to better meet current needs.	Information services librarian to lead with nominated staff. Branch staff to deliver consultation exercise. Training of staff on any new technologies introduced by the Library service.	Number of library users that provide positive feedback on the use of digital and computer technologies. Increase in percentage use of available pc time.	Libraries Inspire: The strategic development framework for Welsh libraries 2012-16 Connected and Ambitious Libraries: The Sixth Quality Framework for Welsh Public Libraries 2017 -20. – Quality Indicators WPLSQI 3 Support for individual development & WPLSQI 11 Online Access RCT Digital Strategy 2020

		Identify and apply for relevant external funding as appropriate.			
	More access to a wider range of electronic resources.	Evaluate current resources to assess their relevance for users. Evaluate current expenditure on electronic resources and realign existing funds to provide resources that reflect service users' current needs. Continue to work with MALD and the Society of Chief Librarians to identify potential All Wales resources.	Principal Librarian Information Services Librarian.	Increased useage of electronic resources	RCT Digital Strategy 2020 Libraries Inspire: The strategic development framework for Welsh libraries 2012-16 Connected and Ambitious Libraries: The Sixth Quality Framework for Welsh Public Libraries 2017 -20. – Quality Indicators WPLSQI 3 Support for individual development & WPLSQI 11 Online Access
	Improved use of social media platforms for promoting the service to current customers and new customers.	Consider the recommendations within the Graduate report. (Library Service Online Facilities: a report	Information Services Librarian. Graduate Officer	Number of visitors to Library social media websites. Number of library posts on social media platforms.	RCT Digital Strategy 2020 Libraries Inspire: The strategic

| | | Work with the Council's marketing team to promote the Library Services online resources. | into their future development) and implement where appropriate. | Support from IT Department. | Number of people stating that they discovered library events via social media | development framework for Welsh libraries 2012-16

Connected and Ambitious Libraries: The Sixth Quality Framework for Welsh Public Libraries 2017 -20. – Quality Indicators WPLSQI 11 Online Access |
| | | Digitisation of collections and development of an appropriate platform to enable 24/7 accessibility to online resources | Consider the recommendations within the Graduate report. (Library Service Online Facilities: a report into their future development) and implement where appropriate. | Information Services Librarian. Graduate Officer

Support from IT Department | Number of visitors to in-house library websites.

Number of photographs uploaded to 'Digital Photographic Archive'

Number of articles uploaded to 'Our Past' website. | RCT Digital Strategy 2020

Libraries Inspire: The strategic development framework for Welsh libraries 2012-16

Connected and Ambitious Libraries: The Sixth Quality Framework for Welsh Public Libraries 2017 -20. – Quality Indicator |

					WPLSQI 11 Online Access
	More digital programmes and activities for children and young people at RCT libraries.	Continue to identify and implement opportunities for digital programmes and activities. Promote and expand existing digital programmes and activities. E.g. Microbits, Lego and coding classes.	Children and Youth Services Librarian Senior Assistant Librarian (Youth Work).	Number of digital programmes and activities. Number of participants. Number of participants providing positive feedback on the impact of the event(s).	Libraries Inspire: The strategic development framework for Welsh libraries 2012-16 Connected and Ambitious Libraries: The Sixth Quality Framework for Welsh Public Libraries 2017 -20. – Quality Indicators WPLSQI 3 Support for individual development & WPLSQI 6 user attendance at Library Events.
Embedding new models of service delivery	A successful and well-used mobile library service that offers a range of services and is	Ensure the effective implementation of the 'Long Stop' model for mobile services.	Area Librarian (North) Mobile Drivers/Librarians	Number of visitors. Number of partners/organisations	Libraries Inspire: The strategic development framework for Welsh libraries 2012-16

			offering information sessions. Number of book loans Number of users expressing satisfaction with the service.	
accessed by customers of all ages.	Develop marketing and promotional activities utilising a range of methods to raise awareness of the service and attract users. Develop staff skills to ensure they can fulfil the needs of mobile library users of all ages. Establish regular meetings with Mobile staff to identify issues/opportunities. Monitor developments on a quarterly basis using data from visitor counters, customer feedback, events and activities. Adjust plans as appropriate.			Connected and Ambitious Libraries: The Sixth Quality Framework for Welsh Public Libraries 2017 -20. – Quality Indicators WPLSQI 4 Support for health and wellbeing, WPLSQI 7 – Location of service points & WPLSQI 8 – Library Use.
	A @homelibraryservice that supports customers to access books in a variety of	Ensure the effective implementation of the @homelibraryservice.	Area Librarian Home Library Service staff	Number of service users Number of tablet loans. Number of book loans.	Libraries Inspire: The strategic development framework for Welsh libraries 2012-16

formats that meet their needs.	Develop marketing and promotional activities utilising a range of methods to raise awareness of the service and attract users. Liaise with the IT department to develop digital loans via a tablet lending scheme Develop staff skills to ensure they can fulfil the needs of digital borrowers. Establish regular meetings with Home Library service staff to identify issues/opportunities. Monitor developments on a quarterly basis using data from member numbers and customer feedback. Adjust plans as appropriate.	Training for staff on the use of digital devices.	Number of users expressing satisfaction with the service	Connected and Ambitious Libraries: The Sixth Quality Framework for Welsh Public Libraries 2017 -20. – Quality Indicators WPLSQI 3 Support for individual development, WPLSQI 4 Support for health and wellbeing, & WPLSQI 8 – Library Use.

| | | Well-used libraries at the heart of their communities co-located with other services and partners in community hubs at:

• Ferndale
• Mountain Ash
• Porth
• Pontypridd (Taf Vale)
• Tonypandy? | Work with the Council's Corporate Estates department to develop library services within identified Hub locations.

Ensure the smooth transition of library services from existing locations to community hubs.

Ensure that the relevant staff receive training required to enable them to work proficiently within a Hub environment.

Continuously monitor training needs and seek appropriate training opportunities as staff roles develop.

Work in an integrated way with other services and partners to develop good working practices and provide community | Head of community Services
Principal Librarian
Area Librarians
Branch Staff

Support of Hub partners and organisations. | Number of service users

Number of book loans.

Number of partners/organisations offering sessions/activities.

Number of users expressing satisfaction with the service | Libraries Inspire: The strategic development framework for Welsh libraries 2012-16

Connected and Ambitious Libraries: The Sixth Quality Framework for Welsh Public Libraries 2017 -20. – Quality Indicators WPLSQI 4 Support for health and wellbeing, & WPLSQI 5 – User Training. |

		activities and information. Monitor customer feedback and respond accordingly to ensure our services meet customer needs.			
Improving the library experience for customers	All library buildings to be attractive and suitable for the needs of the communities that they service.	Continue to work with the Corporate Estates department to make improvements within existing budgets. Identify and apply for relevant external funding as appropriate.	Principal Librarian Area Librarians	Number of users expressing positive feedback. Increase in facilities available within service as a whole.	Libraries Inspire: The strategic development framework for Welsh libraries 2012-16 Connected and Ambitious Libraries: The Sixth Quality Framework for Welsh Public Libraries 2017 -20. – Quality Indicators WPLSQI 1 Making a Difference & WPLSQI 2 – Customer Satisfaction.
	More access to learning opportunities for all ages.	Work with leading Essential Skills and Adult Learning partners to	Head of Community Services	Number of attendees at learning activities.	Libraries Inspire: The strategic development

| | | develop a programme of relevant provision in Libraries.

Jointly market the courses using both Library and partner marketing methods and opportunities. For example Adult Education brochures, Library Service Facebook page.

Work with Community Partners to co-produce events and activities.

Develop closer links with secondary schools to establish a programme of activities aimed at Welsh Baccalaureate pupils. | Principal Librarian Area Librarians Youth Services Librarian. | Number of partners/organisations offering sessions/activities.

Percentage of users stating that they achieved their desired outcome by attending the activity. | framework for Welsh libraries 2012-16

Connected and Ambitious Libraries: The Sixth Quality Framework for Welsh Public Libraries 2017 -20. – Quality Indicators WPLSQI 1 Making a Difference & WPLSQI 3 – Support for individual development, |
|---|---|---|---|---|---|
| | Well -developed Reader Development Programmes for all ages | Continue to run the Summer Reading Challenge and promote the Every Child a Library Member (ECALM) campaign in order to stimulate a love of | Principal Librarian Area Librarians Youth Services Librarian. | Number of participants

Number of book loans. | Libraries Inspire: The strategic development framework for Welsh libraries 2012-16 |

| | | reading and learning among children and young people.

Promote the development of Reading Groups for all ages including Alternative Reading Groups for those with visual issues.

Continue to purchase and promote book stock aimed at readers who are less confident in their reading skills. E.g. Quick Reads.

Continue to support campaigns that promote reading and the benefits of reading. E.g. World Book Day and the Reading Well scheme. | | | Connected and Ambitious Libraries: The Sixth Quality Framework for Welsh Public Libraries 2017 -20. – Quality Indicators WPLSQI 3 – Support for individual development, & WPLSQI 8 – Library Use |
| | Greater access to information and advice services within libraries including: | Work in an integrated way with other services and partners to develop good working practices and expand on existing | Principal Librarian Area Librarians | Number of advice/information sessions offered. | Libraries Inspire: The strategic development framework for Welsh libraries 2012-16 |

		Outcome	Lead/Responsibility	Performance Measure	Link to strategy
	- Digital assistance - Health and well-being advice	schemes and activities. E.g. The Reading Well scheme and Digital Fridays. Continue to develop Community Hub service model and build upon opportunities these create for partnership working.		Number of participants engaged that indicated a positive impact from the advice/activity. Number of Reading Well items issued.	Connected and Ambitious Libraries: The Sixth Quality Framework for Welsh Public Libraries 2017 -20. – Quality Indicators WPLSQI 3 – Support for individual development, & WPLSQI 8 – Library Use
	Programmes of cultural activities developed with other partners.	Continue to open up library space for culture and creative activities, with the library acting as host to artists and organisations. Collaborate on National, Regional and local cultural events. E.g. Summer Reading Challenge, Armed Forces Day and Rhondda Arts Festival Treorchy (RAFT) Work with the Arts Service, Heritage Service	Principal Librarian Area Librarians Branch Librarians	Number of Cultural Activities held. Number of attendees at Cultural activities Number of attendees at cultural activities stating that participation has increased their knowledge/skills.	Libraries Inspire: The strategic development framework for Welsh libraries 2012-16 Connected and Ambitious Libraries: The Sixth Quality Framework for Welsh Public Libraries 2017 -20. – Quality Indicators WPLSQI 4 Support for health and wellbeing & WPLSQI

		and external partners on specific cultural projects.			6 – User attendance at library events.
	Well-qualified and skilled staff able to offer advice and support on a wide range of issues.	Carry out a staff skills audit to identify individual training needs.

Develop a training plan based upon the findings of the skills audit and ensure the implementation of this plan.

Continue to invest in staff development and support identified staff to achieve a recognised library qualification.

Continue to support staff with ad-hoc training as and when required/available. | Principal Librarian Area Librarians Graduate Officer Information Services Librarian Youth Services Librarian | Number of staff training hours.

Number of staff training events. | Libraries Inspire: The strategic development framework for Welsh libraries 2012-16

Connected and Ambitious Libraries: The Sixth Quality Framework for Welsh Public Libraries 2017 -20. – Quality Indicator WPLSQI 13 – Staffing Levels and Qualifications. |
| | Good use made of volunteers to add capacity to the service | Continue to identify and develop volunteer opportunities and | Principal Librarian Area Librarians Information Services Librarian | Number of volunteers

Number of volunteering hours | Libraries Inspire: The strategic development |

| | | promote these through all available platforms.

Continue to support work placement opportunities within established council guidelines.

Work to develop a number of volunteering opportunities for Welsh Baccalaureate students. | Youth Services Librarian | | framework for Welsh libraries 2012-16

Connected and Ambitious Libraries: The Sixth Quality Framework for Welsh Public Libraries 2017 -20. – Quality Indicator WPLSQI 13 – Staffing Levels and Qualifications. |

RHONDDA CYNON TAF

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

CABINET

19th March 2019

COUNCIL PERFORMANCE REPORT – 31st December 2018 (Quarter 3)

REPORT OF THE DIRECTOR OF FINANCE AND DIGITAL SERVICES IN DISCUSSION WITH THE RELEVANT PORTFOLIO HOLDER (CLLR NORRIS)

AUTHOR: Paul Griffiths, Service Director – Finance and Improvement Services (01443) 680609

1.0 PURPOSE OF THE REPORT

1.1 This report provides Members with an overview of the Council's performance, both from a financial and operational perspective, based on the first nine months of this financial year (to the 31st December 2018).

2.0 RECOMMENDATIONS

It is recommended that the Cabinet:

Revenue

2.1 Note and agree the General Fund revenue position of the Council as at the 31st December 2018 (Section 2 of the Executive Summary) and note the incorporation of additional one-off Welsh Government funding to support sustainable social services into this position.

2.2 Request that Cabinet approve the virements listed in Sections 2a - d of the Executive Summary that exceed the £0.100M threshold as per the Council's Financial Procedure Rules.

Capital

2.3 Note the capital outturn position of the Council as at 31st December 2018 (Sections 3a – f of the Executive Summary).

2.4 Note the details of the Treasury Management Prudential Indicators as at the 31st December 2018 (Section 3g of the Executive Summary).

Corporate Plan Priorities

2.5 Note the quarter 3 position regarding progress made against the agreed Corporate Plan priorities (Sections 5 a – d of the Executive Summary), Other National Measures (Section 5e of the Executive Summary) and comparison of 2018/19 targets set against prior year and 'All Wales Average' performance information (Section 5f of the Executive Summary).

3.0 REASONS FOR RECOMMENDATIONS

3.1 To agree the Council's financial and operational performance position as at 31st December 2018, in line with the requirements set out in its Constitution, and in doing so enable elected Members and other stakeholders to scrutinise the performance of the Council.

4.0 BACKGROUND

4.1 This report provides Members with a third up date of the Council's financial and operational performance position for the financial year ending the 31st March 2019.

4.2 The aim of the report is to bring together the Council's performance into an Executive Summary and make available more detailed information to the reader through electronic links. Information contained in the Executive Summary includes financial data and progress against our Corporate Plan priorities, and exceptions are highlighted within the detailed sections to ensure that elected Members and other readers are able to quickly identify the key issues.

4.3 Table 1 below summarises the performance measures within each Corporate Plan priority area as well as the cross-cutting priority of 'Living Within Our Means'.

Table 1 – Summary of Corporate Plan performance measures

Priority Area	No. of Measures in Priority	No. of measures reported / with a target			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Economy	48	8 / 6	23 / 17	30 / 23	48 / 43
People	20	13 / 11	12 / 10	20 / 16	20 / 16
Place	17	9 / 6	9 / 6	11 / 8	17 / 15
Living Within Our Means	8	6 / 6	6 / 6	7 / 6	8 / 7
Total	**93**	**36 / 29**	**50 / 39**	**68 / 53[1]**	**93 / 81**

4.4 In addition to the measures in Table 1, there are a number of national measures that do not form part of the Council's Corporate Plan. These are set out in Table 2 below.

Table 2 – Other National Measures

Other National Indicators	No. of Measures	No. of measures reported / with a target			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
	19	4/ 4	6 / 6	8 / 8	18[2] / 15

5.0 QUARTER 3 REPORT

5.1 The Quarter 3 report is attached and comprises:

- **Executive Summary** – setting out, at a glance, the overall performance of the Council as at Quarter 3 (i.e. 31st December 2018);

- **Revenue Monitoring** – sections 2a – d setting out the detailed quarterly financial spend against budget across our Revenue Budget with exceptions highlighted;

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[1] The Quarter 2 Performance Report anticipated that for the third quarter 68 performance indicators would be reported / 55 of which would be reported with a target. This position has been revised to 68 / 53 due to changes in the definition / collection criteria for 2 performance indicators (i.e. within the People priority action plan: 'the average length of time older people (aged 65 and over) are supported in residential care homes' and 'the % of children & young people requiring intervention from statutory services'). These changes have meant that actual performance and targets are not comparable – therefore, 2018/19 will be a baseline year and used to inform target setting for 2019/20. These changes have also been reflected within the performance indicators to be reported / reported with a target for quarter 4.

[2] Other National Indicators – 19 national measures in place and a total of 18 to be reported at year-end. One measure not being reported (i.e. the number of working day/shifts per fulltime equivalent (FTE) local authority employee lost due to sickness absence) due to insufficient assurance that the Council's information fully complies with the national definition. The Council has therefore developed a local measure for this area the results of which are included within this Report.

- **Capital Monitoring** – sections 3a – f setting out capital spend across our Capital Programme with exceptions highlighted and section 3g covering Prudential Indicators;

- **Organisational Health** – includes information on turnover, sickness absence, organisational health related investment areas and Council strategic risks; and

- **Corporate Plan / Other National Measures** – includes:

  o Three action plans (sections 5a – c) setting out performance and progress against measures and actions across each of the three Corporate Plan priorities. An electronic link has been included within the Executive Summary setting out those performance measures 'Not on Target' i.e. noted as 'Red' performance measures.

  o Performance measures in respect of the 'Living Within Our Means' cross-cutting priority (Section 5d).

  o Other National Measures (Section 5e).

  o Target setting (Section 5f).

6.0 EQUALITY AND DIVERSITY IMPLICATIONS

6.1 The Council's Performance Report provides an update on financial and operational performance in line with its Constitution, statutory duties and locally determined arrangements that have previously been formally approved, where required. As a result, no Equality Impact Assessment is deemed required for the purposes of this report.

7.0 CONSULTATION

7.1 Following consideration by Cabinet, this Report will be presented to the Finance and Performance Scrutiny Committee for review, challenge and where deemed required, the scrutiny of specific areas in more detail.

8.0 FINANCIAL IMPLICATIONS

8.1 There are no financial implications as a result of the recommendations set out in the report.

9.0 LEGAL IMPLICATIONS *OR* LEGISLATION CONSIDERED

9.1 There are no legal implications as a result of the recommendations set out in the report.

10.0 LINKS TO CORPORATE AND NATIONAL PRIORITIES AND THE WELL-BEING OF FUTURE GENERATIONS ACT

10.1 The operational performance information included within this report has been aligned to the priorities within the Council's Corporate Plan and demonstrates the progress Council services are making toward the delivery of these priorities. These priorities were adopted as the Council's Well-being Objectives at a meeting of Cabinet on 2 November 2016, alongside the Council's Policy statement, which set out how the Council would respond to and apply its legal duties in respect of the Well-being of Future Generations Act.

10.2 The Sustainable Development principles (i.e. the 5 Ways of Working) were considered as part of the development of the action plans supporting each of the Council's priorities of Economy, People and Place. These were presented to Council on 25th July 2018 as part of the Council's Corporate Performance Report.

11.0 CONCLUSION

11.1 This report sets out the financial and operational performance of the Council at Quarter 3 2018/19, that is, 31st December 2018.

11.2 The third quarter report continues to follow the overall position set out in previous Performance Reports this year, namely, generally positive progress being made against Corporate Plan priorities within the context of pressures on the Council's revenue budget, particularly within Adult Services of the Community and Children's Services Group.

11.3 With specific regard to the revenue budget, the overall over-spend position is improving compared to that reported at Quarter 2; this is as a result of continued robust financial and service management arrangements and the utilisation of one-off Welsh Government funding (allocated to all local authorities in Wales to support sustainable social services) to off-set recurring cost pressures in social care. On-going dialogue will take place on a number of specific grants that have been introduced to deal with recurring cost pressures and it is important that we seek to ensure their continuation for 2019/20 and beyond.

11.4 Both financial and operational performance will continue to be closely managed through to year-end to ensure the Council's work supports

positive outcomes across the County Borough and financial stability is maintained.

Other Information:-

Relevant Scrutiny Committee: Finance and Performance Scrutiny Committee

Contact Officer: Paul Griffiths

LOCAL GOVERNMENT ACT 1972

AS AMENDED BY

THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

19ᵗʰ MARCH 2019

COUNCIL PERFORMANCE REPORT – 31st December 2018 (Quarter 3)

REPORT OF THE DIRECTOR OF FINANCE AND DIGITAL SERVICES IN DISCUSSION WITH THE RELEVANT PORTFOLIO HOLDER (CLLR NORRIS)

Item:

Background Papers

Officer to contact: Paul Griffiths

COUNCIL PERFORMANCE REPORT QUARTER 3 2018/19 EXECUTIVE SUMMARY

Contents

Section 1 – INTRODUCTION

Section 2 – REVENUE BUDGET

Revenue Budget Performance – more detailed breakdowns are included in the following sections:

- 2a Education and Inclusion Services;
- 2b Community and Children's Services;
- 2c Corporate and Frontline Services;
- 2c Chief Executive's Division; and
- 2d Authority Wide Budgets.

Earmark reserve update – Section 2e provides a breakdown of expenditure against service areas.

Section 3 – CAPITAL PROGRAMME

Capital programme budget – more detailed breakdowns are included in the following sections:

- 3a Chief Executive;
- 3b Corporate and Frontline Services;
- 3c Corporate Initiatives;
- 3d Education and Inclusion Services;
- 3e Community and Children's Services; and
- 3f Capital Programme Funding.

Prudential Indicators – a detailed breakdown is included in Section 3g.

Section 4 – ORGANISATIONAL HEALTH

- Turnover;
- Sickness Absence;
- Organisation Health related investment areas; and
- Council Strategic Risks.

Section 5 – CORPORATE PLAN / OTHER NATIONAL MEASURES

Corporate Plan progress updates – Quarter 3 position statements are included in the following sections:

- 5a – Economy;
- 5b – People;
- 5c – Place;
- 5d - Living Within Our Means;
- Overall summary of Corporate Plan performance indicators;
- 5e – Other National Measures; and
- 5f – Target Setting.

Section 1 – INTRODUCTION

The Executive Summary aims to bring together and summarise the Council's financial and operational performance position as at 31st December 2018.

Throughout the Summary electronic links have been included that enable the reader to access more detailed information, as required.

Section 2 – REVENUE BUDGET

Revenue Budget Performance

Service Area	2018/19 – as at 31st December 2018		
	Full Year Budget £M	Projected Expenditure as at Quarter 3 £M	Variance Over / (Under) £M
Education & Inclusion Services (2a)	175.531	175.480	(0.051)
Community & Children's Services (2b)	149.494	151.228	1.734
Corporate and Frontline Services (2c)	63.795	63.932	0.137
Chief Executive's Division (2c)	12.530	12.557	0.027
Sub Total	**401.350**	**403.197**	**1.847**
Authority Wide Budgets (2d)	70.250	69.946	(0.304)
Sub Total	**471.600**	**473.143**	**1.543**
Supporting Sustainable Social Services Grant*			(1.140)
Grand Total	**471.600**	**473.143**	**0.403**

* - Additional £14M one-off funding for 2018/19 announced by Welsh Government on 20th November 2018 to support social care pressures across Wales.

Key Revenue Variances at Quarter 3

- Community and Children's Services

  ADULT SERVICES

    o Long Term Care & Support (£0.923M overspend);
    o Commissioned Services (£0.311M overspend);
    o Provider Services (£0.402M overspend);
    o Short Term Intervention Services (£0.515M overspend); and
    o Fairer Charging (£0.322M overspend).

CHILDREN SERVICES
- o Safeguarding & Support (including Children Looked After) (£0.096M overspend);
- o Early Intervention (£0.128M underspend); and
- o Intensive Intervention (£0.884M underspend).

TRANSFORMATION
- o Group & Transformation Management (£0.115M underspend);
- o Service Improvement (£0.053M overspend); and
- o Purchasing and Commissioning (£0.066M overspend).

PUBLIC HEALTH AND PROTECTION
- o Public Protection (£0.100M underspend); and
- o Leisure, Parks and Countryside and Community Facilities (£0.452M overspend).

- Corporate and Frontline Services

FRONTLINE SERVICES
- o Facilities Cleaning (£0.065M underspend); and
- o Waste Services (£0.262M overspend).

CORPORATE SERVICES
- o Financial Services (£0.081M underspend).

- Authority Wide
  - o Miscellaneous (£0.253M overspend); and
  - o Council Tax Reduction Scheme (£0.627M underspend).

Earmark Reserve Update

- A breakdown of committed expenditure against approved earmark reserves for Service Areas can be viewed at Section 2e by clicking here.

Section 3 – CAPITAL PROGRAMME

Capital Programme Budget

Service Area	2018/19 - as at 31st December 2018	
	Capital Budget £M	Actual Expenditure £M
Chief Executive's Division (3a)	27.918	16.775
Corporate and Frontline Services (3b)	35.794	16.997
Corporate Initiatives (3c)	1.728	0.903
Education & Inclusion Services (3d)	55.171	38.484
Community & Children's Services (3e)	7.687	3.859
Total	**128.298**	**77.018**

Key Capital Variances at Quarter 3

- Re-profiling of a number of projects to reflect changes in the total cost of schemes and revised delivery timescales.

- Grant approvals introduced into the Capital Programme: Welsh Government (WG) Local Transport Fund (£2.750M); WG Local Transport Network Fund (£0.250M); WG Waste & Resource Efficiency (£0.120M); and WEFO ERDF Modern Industrial Units Developments (£5.158M).

For information on how the Capital Programme is funded see section 3f by clicking here.

Prudential Indicators

For a detailed breakdown of Prudential Indicators, see section 3g by clicking here.

Section 4 – ORGANISATIONAL HEALTH

- **Turnover**

| Service Area | 2018/19 | | 2017/18 | | | |
| | As at 31st December 2018 | | As at 31st December 2017 | | As at 31st March 2018 | |
	Staff Nos.	% Turnover	Staff Nos.	% Turnover	Staff Nos.	% Turnover
Turnover – Council Wide	**10,581**	**10.47**	**10,816**	**8.00**	**10,799**	**10.12**
Community & Children's Services	2,968	4.89	2,783	5.17	2,934	8.90
Corporate & Frontline Services	1,277	3.99	1,216	4.52	1,225	5.63
Education & Inclusion Services	1,247	13.31	1,462	5.75	1,276	7.60
Schools[3] Primary Secondary	4,799 3,132 1,667	15.13 12.07 20.88	5,065 3,147 1,918	11.15 9.88 13.24	5,050 3,150 1,900	12.73 11.30 15.11
Chief Executive's Division	290	6.90	290	5.86	314	7.32

- **Sickness Absence**

| Service Area | 2018/19 | 2017/18 | |
	As at 31st December 2018 %	As at 31st December 2017 %	As at 31st March 2018 %
% days lost to sickness absence – Council Wide	**4.18**	**4.34**	**4.37**
Community & Children's Services	5.28	6.48	6.17
Corporate & Frontline Services	4.58	3.88	4.07
Education & Inclusion Services	4.47	4.16	4.21
Schools[3] Primary Secondary	3.41 3.47 3.30	3.46 3.77 2.95	3.58 3.99 2.90
Chief Executive's Division	2.51	1.74	2.13

For a more detailed breakdown of Quarter 3 2018/19 sickness absence information, click here.

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[3] Schools (i.e. for information reported 'As at 31st March 2018' for Turnover and Sickness Absence) – revised position to that reported within the Council's 2018/19 Quarter 1 Performance Report to reflect up dated information between the primary and secondary sectors.

Organisation Health related investment areas

There continues to be a focus on investing in organisational health related areas, for example, IT infrastructure and invest to save energy efficiencies schemes, with this work being supported through existing resources.

- **Council Strategic Risks**

  The Council's Quarter 3 Strategic Risk Register can be viewed by clicking here. The following updates have been made to strategic risks / risk ratings since the 2018/19 Quarter 2 Performance Report:

  o RISK 19 – 'If the Council's agenda for modernising its on-line customer service provision is not supported by a programme of up-skilling citizens and re-designing its internal processes then citizens could be indirectly excluded and they may also receive an inefficient service.' Risk score revised from 12 to 9 given the positive progress made in supporting residents to use on-line services and also the increasing number of services the Council is making available on-line.

  o RISK 22 (NEW RISK) – 'If the Council does not adequately prepare for a potential No Deal Brexit scenario, then the possibility of adverse impacts upon service delivery and citizens could become a reality.' Council Services are actively engaging in work to assess the potential impact of Brexit to aid the organisation's preparedness.

Section 5 – CORPORATE PLAN

Corporate Plan progress updates

- **ECONOMY** (Section 5a)

Summary of progress to 31st December 2018
Good progress continues to be made on a number of the town centre developments including the former Boot Hotel, Black Lion and Exchange Buildings in Aberdare, and the Taf Vale development. Construction has started on the new DWP offices in Treforest. The consultation on the Porth Town Centre Strategy started during the period and the feedback from residents and businesses has been positive. The schools performance data for Key Stage 4 was validated, and when compared to the 22 councils, the Council was ranked 10th, its highest ever performance for the key performance indicator 'the % of pupils achieving the Level 2 threshold including English's/Welsh and mathematics'. The full action plan can be viewed by clicking here.

Progress in our KEY PERFORMANCE INDICATORS as at 31st December 2018								
Total no. of PIs in the Priority	Total no. of PIs reported this Qtr	No. of PIs reported this Qtr with Target	On Target		Not on Target		Within 5% of Target	
			No.	%	No.	%	No.	%
48	30	23	9	39	10	43	4	18

Progress in our Investment Priorities – Economy		
Investment Area	Investment Value[4] £M	Quarter 3 Update
Empty Property Grant	1.500[5]	Between April and December 2018, 83 properties have been surveyed, 67 properties approved and works completed on 52 properties (some works were commenced in the last financial year).

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[4] Investment Value – relates to LIVE projects / works only that have been allocated additional investment funding.

[5] Empty Property Grant - £1.5M investment funded from resources set aside following the agreed change around Council Tax Discount for long term empty properties (as per 17th January 2018 Council).

Investment Area	Investment Value[4] £M	Quarter 3 Update
Graduate Officers	0.200	Of the 10 graduate officers appointed in September 2016 (2 year fixed term contracts), 7 have been successful in gaining permanent employment with the Council and 3 have secured employment in other organisations (note: since 2016, annual in-takes of graduates have continued, funded through existing resources).
Schools	1.500	Funding relates to that agreed by Council on 28th February 2018 (£0.500) together with the allocation of £0.500M from the Tonypandy Town Centre project (where the costs were lower than originally anticipated). Scheme progress: • Bryncelynnog Comprehensive and Ysgol Gyfun Rhydywaun 3G pitches – contracts awarded and works commenced. • Ferndale Community School – the 3G pitch was completed on 24th August 2018 and the changing room improvement works are to be carried out during the summer period of 2019/20 to restrict the impact on service delivery. • Maesgwyn Special School – main works have been completed and further works scheduled i.e. earth banks to be stone picked and seeded February half term and Multi-Use Games Area playing surface to be painted Easter half term.
Transport Infrastructure	1.200	This investment funding relates to that approved by Council on 1st March 2017 and is continuing to support a wider programme of highways capital works. This has included the completion of schemes for Cwmbach Roundabout, Main Avenue (Treforest Industrial Estate) and Hirwaun Road (Trecynon), and various schemes across the County Borough are at design and construction stages.
Taff Vale Development	2.024	This investment funding relates to that approved by Council on 30th November 2016 (and is in addition to the £1.5M approved by Council on 28th October 2015). During quarter 3, positive progress continues to be made which included the completion of the steel frame for building C and substantial completion for building B. External cladding commenced for building C and concrete cores were completed for building A. River wall works were also completed. Following obtaining planning consent in October 2018 for the footbridge, the tender process commenced and is on schedule for returned tenders to be evaluated in January 2019.

Investment Area	Investment Value[4] £M	Quarter 3 Update
Apprenticeships	0.200	The investment funding has been combined with existing service resources and enabled 33 apprentices to be appointed from September 2017 (note: since 2017, the annual in-take of apprentices has continued, funded through existing resources).
Park and Ride Programme	1.000	This investment funding relates to that approved by Council on 29th November 2017 and is supporting the development work needed to create additional 'park and ride' car parking spaces at Abercynon, Pontyclun and Porth. During quarter 3, works at Abercynon started (supported by a further £0.276M WG Grant); feasibility/preliminary design is ongoing at Pontyclun (supported by a further £0.040M WG Grant); and a planning application is being prepared for the Porth scheme.
Tonypandy Town Centre	1.000	Main construction works are now complete and additional footways are to commence shortly. Due to costs being lower than originally anticipated, the funding requirement has been revised from £1.5M to £1.0M and the underspend re-allocated to support investment in 'Schools' i.e. supporting 3G pitches at Bryncelynog Comprehensive, Ysgol Gyfun Rhydywaun and Ferndale and improvement works at Maesgwyn Special School.
Traffic Developments	0.500	This investment funding relates to that approved by Council on 28th February 2018 to contribute to highways network improvements in road safety, active travel and traffic flow. This has included the completion of schemes at Thai Elephant (Cymmer), Abercwmboi Crossing Improvements, Tonteg Road (Treforest Feasibility), Pencoedcae 20mph and assessment of pedestrian crossing provision at various locations. Other schemes across the County Borough are at design and construction stages.
Strategic Regeneration Investment (previously Town Centre Regeneration) (ADDITIONAL FUNDING ALLOCATION of £1.000M)	1.100	Funding comprises £0.100M approved by Council on 28th February 2018 and further funding of £1.000M approved by Council on 24th October 2018. This investment will support the Council's commitment to regenerate its town centres, encourage investment in the high street economy and deliver the vision as set out in the strategic opportunity area strategies. A targeted approach to acquiring, upgrading and redeveloping key strategic sites and premises will help achieve this and continue to deliver economic growth and job creation across Rhondda Cynon Taf. During quarter 3, 52-53

Investment Area	Investment Value[4] £M	Quarter 3 Update
		Taff Street, Pontypridd (Iceland) and 1-4 Oxford Street, Mountain Ash were purchased.
Robertstown and Coed Ely ERDF Match Funding (NEW)	4.200	This investment funding relates to that approved by Council on 24th October 2018. The Council has been successful in securing grant funding of £5.158M from Welsh European Funding Office (WEFO) under the European Regional Development Fund (ERDF) programme in respect of developing modern business accommodation at Robertstown (Aberdare) and Coed Ely (Tonyrefail). These developments will help to boost economic growth and employment in regionally important areas and address the need to provide modern business units by developing key sites. The Council is required to provide match funding of £2.703M for the grant from its own resources and additional funding of £1.497M is required to deal with extensive abnormal costs at the Robertstown site which include drainage works, ground levelling based on flood modelling, Japanese knotweed and roads infrastructure.
Total	**14.424**	

PEOPLE (Section 5b)

Summary of progress to 31st December 2018
Good progress continues to be made in many key areas relating to the Council's challenging service targets and modernisation agenda in respect of this key Council priority area.
Our programme of Extra Care development and modernisation of adult accommodation options continues to be progressed to meet the changing needs and expectations of our population – supporting people to live as independently as possible and maintaining our focus on even better integrated support for people in their community.
The Resilient Families Programme continues to deliver accessible family support and is preventing problems from escalating to a level where specialist intervention is required and current children looked after data reflects this.
With regard to the performance indicators that are not on target, we continue to work hard with our partners where necessary to address these challenging targets in order to deliver the best possible outcomes for people.
The full action plan can be viewed by clicking here.

Progress in our KEY PERFORMANCE INDICATORS as at 31st December 2018								
Total no. of PIs in the Priority	Total no. of PIs reported this Qtr	No. of PIs reported this Qtr with Target	On Target		Not on Target		Within 5% of Target	
			No.	%	No.	%	No.	%
20	20	16	5	31	8	50	3	19

Progress in our Investment Priorities – PEOPLE		
Investment Area	**Investment Value[6] £M**	**Quarter 3 Update**
Leisure Centre Changing Rooms	0.750	This investment funding relates to that approved by Council on 29th November 2017 in respect of supporting improvement in changing room facilities. Works have been completed as planned at Rhondda Sports Centre (completed August 2018) and at Abercynon Sports Centre (completed December 2018). Works at Sobell Leisure Centre are scheduled to be undertaken in summer 2019.
Extracare Housing (ADDITIONAL FUNDING ALLOCATION of £2.000M)	4.000	This investment funding relates to that approved by Council on 28th February 2018 (£2M) and 24th October 2018 (£2M) to support the modernising of accommodation options for older people. Works are progressing at the former Maesyffynnon Home for the Elderly site, a planning application has been submitted for the Pontypridd scheme and a pre-planning consultation is being prepared for the Treorchy scheme.
Rhondda Fach Leisure Centre	1.000	This investment funding relates to that approved by Council on 28th February 2018 to deliver a new indoor sports pitch and gym. Works were completed at the start of January 2019 and, following additional staff training, the new gym and all other facilities became fully operational and open to the public on 14th January 2019.
Total	**5.750**	

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[6] Investment Value – relates to LIVE projects / works only that have been allocated additional investment funding.

- **PLACE** (Section 5c)

Summary of progress to 31st December 2018

Positive progress continued during quarter 3 building on the work undertaken in the first half of the year. This has included focussing on:

- community safety with our partners through hate crime awareness week in October and the re-launch of a free community newsletter 'People Patrol' focussing to crime and safety issues affecting communities; there are currently over 1,000 subscriptions to the newsletter and 7 bulletins have been produced to date;
- parks and green spaces to improve facilities and support activities through working with 'Friends of…' groups to successfully secure funding via Pen-Y-Cymoedd to part-fund a splash pad at Aberdare Park and delivered the 'Poppies in the Park' project at Ynysangharad Park. A funding application to the Heritage Lottery Fund was not successful for the Rhondda Heritage Park and the funding body has advised for an application to be re-submitted in 2019/20.
- more involved and resilient communities through the commencement of capital works on the Mountain Ash and Ferndale community hubs and the approval of the Homelessness Strategy, albeit, revised timescales are being set to complete the review of adapted housing supply and the launch of the Affordable Warmth Strategy.
- the local environment through continued delivery of a programme of infrastructure investment for bridges, safer routes in communities and roads, and although recycling performance is slightly below target (60.87% compared to a target of 63%), a range of recycling awareness activities have and will continue to take place across the County Borough.

Work will continue across all the above areas during quarter 4 alongside on-going focus on the successful prevention of people becoming homeless, as performance was below target during quarter 3 due to increased number of clients at risk of becoming homeless.

The full action plan can be viewed by clicking here.

Progress in our KEY PERFORMANCE INDICATORS as at 31st December 2018								
Total no. of PIs in the Priority	Total no. of PIs reported this Qtr	No. of PIs reported this Qtr with Target	On Target		Not on Target		Within 5% of Target	
			No.	%	No.	%	No.	%
17	11	8	6	76	1	12	1	12

Progress in our Investment Priorities – PLACE		
Investment Area	**Investment Value[7] £M**	**Quarter 3 Update**
Highways Infrastructure Repairs (ADDITIONAL FUNDING ALLOCATION of £12.000M)	15.264	This investment funding relates to that approved by Council on 1st March 2017 (£2.264M), 28th February 2018 (£1.000M) and 24th October 2018 (£12.000M). The additional resources will be used in conjunction with existing resources to deliver a programme of highways infrastructure repairs between 2019/20 and 2021/22.
Outdoor Leisure Facilities	1.250	This investment funding relates to that approved by Council in respect of 3G pitches i.e. 1st March 2017 (£0.600M for Abercynon Sports Centre and Ferndale Community School) and on 29th November 2017 (£0.650M for Bryncelynog and Ysgol Gyfun Rhydywaun Schools, and will be combined with an agreed contribution from the Education budget). The Abercynon Sports Centre pitch was brought into use in February 2018 and further enhancements to the gravelled area at this site have also been completed. Updates in respect of the 3G Pitches at Ferndale Community School, Bryncelynnog Comprehensive School and Ysgol Gyfun Rhydywaun are included within Section 5a – Economy (Investment Area – Schools).
Play Areas	0.500	This investment funding relates to that approved by Council on 28th February 2018. Between April and September 2018, out of 27 play area schemes, 17 are complete, 4 are under construction, 5 are designed, costed and scheduled and 1 to be designed.
Waste Recycling Centre (Dinas Community Recycling Centre)	0.150	Scheme complete.
Cynon Gateway South – Mountain Ash Cross Valley Link	3.750	The project is progressing as planned: Cardiff Road junction complete, A4059 junction complete and the main works contract on the bridge and Miskin highway are due to complete in November 2019 (WG have also approved a further £0.570M in Local Transport Grant funding to support this project).

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[7] Investment Value – relates to LIVE projects / works only that have been allocated additional investment funding.

Investment Area	Investment Value[7] £M	Quarter 3 Update
Structures: St Albans Bridge, Brook Street Footbridge and Pontrhondda Bridge	4.600	• St. Alban's Bridge - design to be completed by March 2019. • Brook St. Footbridge: planning approved and detailed design ongoing - works anticipated to be in 2019/20. • Pontrhondda Bridge: works ongoing and completion estimated to be quarter 1 of 2019/20.
Structures	2.000	The £1.5M additional investment approved by Council on the 28th February 2018 has been allocated to structure projects with the works at various stages of design, procurement and construction: • Pontypridd Road, Porth – repair works to wall now complete. • Pontygwaith River Wall – works to be completed in quarter 4. • Heol Miskin Wall, Pontyclun – works due to commence in quarter 4. • Hopkinstown River Wall, Pontypridd – works due to commence in quarter 1 of 2019/20.
Parks and Green Spaces	0.600	This investment funding relates to that approved by Council on 28th February 2018. For 2018/19, 29 schemes are being delivered and are at various stages of completion.
Llanharan Bypass (ADDITIONAL FUNDING ALLOCATION of £0.500M)	1.500	This investment funding relates to that approved by Council on 29th November 2017 (£1.000M) and 24th October 2018 (£0.500M), and is supporting preliminary design work, ecology surveys and the design / tender of ground investigation work (WG have also approved a further £0.350M in Local Transport Grant funding to support this project).
A4119 Dualling (Stinkpot Hill) (ADDITIONAL FUNDING ALLOCATION of £1.500M)	2.500	This investment funding relates to that approved by Council on 29th November 2017 (£1.000M) and 24th October 2018 (£1.500M) to support the dualling of this section of the highway. Preliminary design work has commenced and work is on-going with land owners around compulsory purchase orders and also to progress transportation surveys (WG have also approved £0.434M in Local Transport Grant funding to support this project).
Community Hubs ADDITIONAL FUNDING ALLOCATION of £0.250M)	0.750	This investment funding relates to that approved by Council on 29th November 2017 (£0.500M) and 24th October 2018 (£0.250M) to support the creation of community hubs, with Ferndale and Mountain Ash expected to be completed in quarter 1 of 2019/20.

Investment Area	Investment Value[7] £M	Quarter 3 Update
Gelli/Treorchy Link Road (NEW)	0.200	This investment funding relates to that approved by Council on 24th October 2018 for investigatory works for a cross valley type link at Treorchy (WG have also approved a. £0.050M Local Transport Fund Grant to support the works).
Cynon Gateway (North), Aberdare Bypass (NEW)	1.000	This investment funding relates to that approved by Council on 24th October 2018 for preliminary design for a Bypass continuation from A4059 Aberdare to Hirwaun.
Bryn Pica Eco Park (NEW)	0.200	This investment funding relates to that approved by Council on 24th October 2018 for enabling works, planning & ecology for the development of an Eco Park at the Waste Management Facility.
Total	34.264	

LIVING WITHIN OUR MEANS (Section 5d)

The Council's Corporate Plan aims to apply a disciplined and planned approach to meeting the financial challenges ahead and has set a number of measures to gauge efficiency and the use of resources. These can be viewed by clicking here and a summary position is included below.

Progress in our KEY PERFORMANCE INDICATORS as at 31st December 2018								
Total no. of PIs	Total no. of PIs reported this Qtr	No. of PIs reported this Qtr with Target	On Target		Not on Target		Within 5% of Target	
			No.	%	No.	%	No.	%
8	7	6	6	100	0	-	0	-

- **OVERALL SUMMARY OF CORPORATE PLAN PERFORMANCE INDICATORS**

Progress in our KEY PERFORMANCE INDICATORS as at 31st December 2018								
Total no. of PIs	Total no. of PIs reported this Qtr	No. of PIs reported this Qtr with Target	On Target		Not on Target		Within 5% of Target	
			No.	%	No.	%	No.	%
93	68	53	26	49	19	36	8	15

Those performance indicators that were 'Not on Target' can be viewed by clicking here.

- **OTHER NATIONAL MEASURES** (Section 5e)

In addition, there are a number of national measures that do not form part of the Council's Corporate Plan. These can be viewed by clicking here. A summary is provided in the table below.

Progress in our KEY PERFORMANCE INDICATORS as at 31st December 2018								
Total no. of PIs	Total no. of PIs reported this Qtr	No. of PIs reported this Qtr with Target	On Target		Not on Target		Within 5% of Target	
			No.	%	No.	%	No.	%
19	8	8	2	25	2	25	4	50

- **TARGET SETTING** (Section 5f)

An analysis of 2018/19 targets set compared to previous year's performance and targets, and 'All Wales Average' performance levels, where collected, can be viewed by clicking here.

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

CABINET

19th MARCH 2019

EXECUTIVE RESPONSE TO THE EMI NURSING BED PROVISION REPORT OF THE HEALTH & WELLBEING SCRUTINY WORKING GROUP

REPORT OF THE INTERIM HEAD OF DEMOCRATIC SERVICES IN DISCUSSIONS WITH THE RELEVANT PORTFOLIO HOLDER, CLLR G HOPKINS

Author: Emma Wilkins, Council Business Unit

1. PURPOSE OF THE REPORT

1.1 To provide Cabinet Members with the conclusions and recommendations of the Health & Wellbeing Scrutiny Working Group which conducted a review in relation to 'EMI Nursing Bed Provision within Rhondda Cynon Taf.'

1.2 The Working Groups report was presented to the Health & Well Being Scrutiny Committee on the 12th February, 2019.

2. RECOMMENDATIONS

It is recommended that Members:

2.1 Note the review undertaken by the Health & Wellbeing Scrutiny Committee attached as Appendix 1 of this report.

2.2 Agree in principle to each of the recommendations outlined below, subject to further consideration by the Cabinet Portfolio holder for this area, following which a detailed response is provided to the relevant Scrutiny Committee:-

  i. That Scrutiny continue to monitor delayed transfers of care performance, and in particular issues relating to the availability of EMI nursing care home provision ;

  ii. That Cabinet ensure the recommendations in the Cwm Taf Market Position Statement are being delivered in particular those aimed at the

more specialised provision and need for more provision linked to complex care i.e. dementia and nursing dementia.

3   REASONS FOR RECOMMENDATIONS

3.1   The need for Cabinet Members to consider the work of the Health & Wellbeing Scrutiny Committee, following their review into the Provision of EMI Beds and to consider a response to the recommendations received.

4.   BACKGROUND

4.1   At the meeting of the Health and Wellbeing Scrutiny Committee on the 15th November 2017, Members considered a presentation in relation to the provision Adult Mental Health Services within Rhondda Cynon Taf. Members were presented with the challenges faced by the Service, including the lack of EMI nursing care home beds.

4.2   Following the presentation the Committee resolved to undertake a scrutiny review into this area, looking at the provision of EMI beds within Rhondda Cynon Taf.

4.3   The Working Group met on three occasions i.e. 27th February 2018, 16th April,   2018 and the 29th November 2018 and received information from the Group Director of Community and Children's Services, Service Director for Adult   Services along with information from Independent Care Home Provider representatives.

4.4   The Working Groups findings are attached as Appendix 1 to this report.

5   EQUALITY AND DIVERSITY IMPLICATIONS

5.1   An Equality Impact Assessment is not needed because the contents of the report are for information purposes only and further analysis of each of the proposals will be needed if the recommendations are to be taken forward.

6   CONSULTATION

6.1   As outlined within Appendix 1 of this report, consultation was conducted through the reviews carried out by the Health & Wellbeing Scrutiny Committee.

7   FINANCIAL IMPLICATION(S)

7.1   Any financial implications are outlined within Appendix 1 of the report.

8   LEGAL IMPLICATIONS *OR* LEGISLATION CONSIDERED

8.1   There are no legal implications at present.

9   LINKS TO THE CORPORATE AND NATIONAL PRIORITIES AND THE WELL-BEING OF FUTURE GENERATIONS ACT.

9.1   The Scrutiny report and recommendations link to the Council's Corporate Plan priority People – 'Promoting independence and positive lives for everyone' and the content of the Working Groups report has embraced the Well-being of Future Generations (Wales) Act 2015 - taking account of the long-term, helping to prevent problems occurring or getting worse, taking an integrated and collaborative approach, and considering and involving a diverse range of people.

10   CONCLUSION

10.1   The Scrutiny Working Group identified 2 recommendations for consideration, which they believe would improve the provision of EMI beds across the County Borough.

Other Information:-
Relevant Scrutiny Committee – Health & Wellbeing Scrutiny Committee.

LOCAL GOVERNMENT ACT 1972

AS AMENDED BY

THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

CABINET

19th MARCH 2019.

EXECUTIVE RESPONSE TO THE EMI NURSING BED PROVISION REPORT OF THE HEALTH & WELLBEING SCRUTINY WORKING GROUP

REPORT OF THE INTERIM HEAD OF DEMOCRATIC SERVICES IN DISCUSSIONS WITH THE RELEVANT PORTFOLIO HOLDER, CLLR G HOPKINS

Background Papers

- Health & Wellbeing – 12th February 2019.

Officer to contact: E Wilkins 01443 424110

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

MUNICIPAL YEAR 2018/19

**HEALTH AND WELLBEING
SCRUTINY COMMITTEE**

12TH February 2019

**REPORT OF INTERIM HEAD OF
DEMOCRATIC SERVICE**

The Findings of the Health and Wellbeing Scrutiny Working Group in respect of the EMI Nursing Beds Provision.

**C. Hendy – Democratic Services Officer
Tel No. 01443 424081**

1. PURPOSE OF REPORT

1.1 The purpose of this report is to make Member aware of the findings and recommendations of the Scrutiny Working Group in relation to the Provision of EMI Nursing Care Home provision in Rhondda Cynon Taf.

2. RECOMMENDATIONS

2.1 Members are asked to endorse the recommendation:

2.2 Members request for the these recommendations to be presented to the Council's Cabinet for consideration.

3. BACKGROUND

3.1 At the meeting of the Health and Wellbeing Scrutiny Committee on the 15th November 2017, members considered a presentation in relation to the provision of Adult Mental Health Service within Rhondda Cynon Taf. Members were presented with the challenges faced by the service, including the lack of EMI nursing care home beds (both respite and long-term care provision) and impact the loss of older people with dementia hospital beds and closure of wards at Ysbyty George Thomas in Treorchy had on EMI nursing care home provision.

3.2 As a result of the above the Scrutiny Working Group was formed and the Health and Wellbeing Scrutiny Committee is now asked to consider the report attached at Appendix A and subject to agreement, the report will be passed to the Executive for consideration.

4. CONCLUSION

4.1   The Scrutiny Working Group concluded that they have considered the effectiveness of the current commissioning systems across Adult Social Care and Health to meet the current and future demands of the provision of EMI Nursing beds provision across the County Borough. Having considered all the information put before them the Health and Wellbeing Scrutiny Committee Working Group propose the recommendation set out in 2.1 and 2.2 of the report attached at Appendix 1

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

MUNICIPAL YEAR 2018/19

DRAFT REPORT OF THE HEALTH & WELLBEING SCRUTINY COMMITTEE WORKING GROUP

EMI NURSING BED PROVISION WITHIN RHONDDA CYNON TAF

1   TERMS OF REFERENCE

Terms of reference: to consider the effectiveness of the current commissioning systems across Adult Social Care and Health to meet current and future demand and ensure the ongoing delivery and sustainability of good quality EMI nursing care home provision in Rhondda Cynon Taf.

Scope:
- To review the Cwm Taf Regional Market Position Statement for Care Homes and examine the progress made to implement agreed commissioning intentions, relating in particular to EMI nursing care
- To consider and examine the services already provided or commissioned by the Council and the Cwm University Health Board and determine whether they are meeting current needs.
- To examine development options for the provision of new / additional EMI nursing care home provision in Rhondda Cynon Taf
- To explore the choices available and the range of alternative services to EMI nursing care provision
- From the information gathered to identify specific areas for more in-depth scrutiny with the aim of formulating recommendations for improvement which will be passed on to the Council's Executive or relevant partner boards / agencies.

Methodology

- Receive reports and presentations from Council Officers in respect of Regional Market Position for Care Homes and service commissioning needs.
- Meet with appropriate representatives from Independent Sector Providers
- Meet with appropriate Cabinet Member(s)
- Desktop research/performance monitoring data/ best practice.

- Consider relevant reports from Regulators i.e. WAO, CJW

2. RECOMMENDATIONS

2.1   In taking forward learning from the experience the Working Group would like to recommend:

2.2   That Scrutiny continue to monitor delayed transfers of care performance,   and in particular issues relating to the availability of EMI nursing care home provision

2.3   That Cabinet ensure the recommendations in the Cwm Taf Market Position Statement are being delivered in particular those aimed at the more specialised provision and need for more provision linked to complex care i.e. dementia and nursing dementia.

3. BACKGROUND

3.1   At the meeting of the Health and Wellbeing Scrutiny Committee on the 15th November 2017, Members considered a presentation in relation to the provision Adult Mental Health Services within Rhondda Cynon Taf. Members were presented with the challenges faced by the Service, including the lack of EMI nursing care home beds (both respite and long term care provision) and the impact the loss of older people with dementia hospital beds and closure of wards at Ysbyty George Thomas in Treorchy had on EMI nursing care home provision availability and choice.

3.2   As a result of the above a Scrutiny Working Group was formed comprising of County Borough Councillors. De-Vet, J. Davies, J. Elliott, S. Evans, M. Forey, L. Jones, W. Owen, A. Roberts, J. Williams, C. Willis and R. Yeo. The Membership of the Committee changed after the AGM in May 2018 where new a Member County Borough Councillor A Chapman, was included.

3.3   The Working Group met on three occasions i.e. 27th February 2018, 16th April 2018 and the 29th November 2018 and received information from the Group Director of Community and Children's Services, Service Director for Adult Services along with information from Independent Care Home Provider representatives.

4.   EMI BED PROVISION WITHIN RHONDDA CYNON TAF

4.1   At the inaugural meeting of the Working Group Members received a general update from the Service Director Adult Services on residential and nursing care home provision within Rhondda Cynon Taf, including detail on the availability

of EMI nursing care homes and beds capacity. Members were informed that residential care is provided by both Council and the Independent Sector but nursing care is only provided by Independent Sector Care Homes.

4.2 Members were informed that at the time of the Working Group meeting (February 2018) there were a total of 25 Independent Care Homes located within Rhondda Cynon Taf as shown in the table below:

Care Homes	Area	Total Registered Beds	Total Nursing EMI Beds
Glyncornel Nursing Home	Rhondda	17	0
Mill View Care Home	Rhondda	37	0
Taliesin Residential Home	Rhondda	18	0
Ty Nant	Rhondda	31	15
Ty Pentwyn	Rhondda	34	0
Ty Porth	Rhondda	81	0
Ty Ross	Rhondda	40	0
Zoar Residential Home	Rhondda	30	0
Aberpennar Court Nursing Home	Cynon	49	0
Cwmaman Care Centre	Cynon	48	0
Maesteg House Residential	Cynon	11	0
Meadowlands Care Centre	Cynon	47	47
Oakwood Nursing Home	Cynon	41	0
The Beeches Care Home	Cynon	46	0
The Laurels Residential Home	Cynon	18	0
The Willows Care Home	Cynon	46	46
Ysguborwen House	Cynon	78	0
Aspen House Nursing Home	Taf	38	0
Duffryn Ffrwdd Care Home	Taf	93	0
Llantrisant Care Home	Taf	38	0

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Penrhos Residential Home	Taf	18	0
Pontypridd Nursing Home	Taf	58	0
The Hollies	Taf	41	0
Ty Eiren Care Centre	Taf	86	14
Ty Gwynno Care Centre	Taf	46	0
Overall Registered Beds		**1090**	**122**

4.3 The Working Group was informed that the above Care Homes would have been registered at that time to provide different categories of care that could have included: residential care; EMI residential care; nursing care and EMI nursing care. Some Care Homes would only be registered to provide one category of care, while others a combination of the different care categories.

However, only 4 of the 25 Care Homes provided EMI nursing care, namely: Ty Nant (Rhondda), Meadowlands Care Centre (Cynon), The Willows Care Home (Cynon) and Ty Eirin Care Centre (Taf) – a total 122 EMI nursing care beds. Members were informed that the recent opening of Ty Nant had increased the availability of EMI nursing care home beds in the market. (The level of provision remains the similar to that provided as at 31st January 2019).

4.3 The Working Group was also informed that there were 145 reported vacancies across the independent Sector care homes (approx. 13% of the total registered beds), of the which there were 19 EMI nursing care bed vacancies. This was higher at the time than in previous months, where usually, there were limited/no reported vacancies. At the time, this was part due to restrictions placed on admissions to Ty Nant Care Home by Cwm Taf University Health Board following its recent opening. The Working Group was informed that due to the lack of EMI nursing care need on some occasions this meant that some individuals were not being placed in their choice of homes and placed in alternative home elsewhere in the County Borough away from their local area. As at 31st January 2019; there were 8 EMI Nursing care home vacancies.

4.4 Other issues raised with the Working Group in relation to the availability of EMI

nursing care home provision, included:

- Capacity of the Care Home market to meet the current and future demand for EMI nursing is limited across Rhondda Cynon Taf;
- Closure of hospital beds and decommissioning of Older People with Dementia beds at Ysbyty George Thomas;
- Workforce availability, including recruitment and retention and, in particular, registered nurses;

- Fees and charges.

5. CWM TAF MARKET POSITION STATEMENT – CARE HOMES

5.1 In February 2018 the Health and Wellbeing Working Group was presented with the Cwm Taf Health Board and Social Care Partnership's Regional Market Position Statement for Care Home Services .

5.2 Members were informed that Rhondda Cynon Taf Council together with Merthyr Tydfil Council and the Cwm Taf University Health Board were committed to working collaboratively across the Cwm Taf region to deliver sustainable improvements in services for the older population.

5.3 The Working Group learnt that the Regional Joint Commissioning Statement (2015-25) for the Older People's Services was reported to the Council's Cabinet meeting on the 18th February 2016. The document identified a new approach to accommodation with care and support for older people, which would impact and change care home provision across Rhondda Cynon Taf. The Market Position Statement which describes the strategic intentions for the care home market and forms the basis for future dialogue and stronger partnership working between commissioners and providers, in order to::

- Share information and analysis future population needs
- Provide a review of the current 'market' of service
- Describe the future approach to commissioning services
- Identify the potential future shape of the market to enable providers to position themselves and meet future demands/ needs
- Describe how commissioners and providers can more effectively engage and support service providers to achieve a healthy and sustainable market.

5.5 The Working Group considered the following key points identified in the Market Position Statement as presented by the Service Director Adult Services:

- Key Points – Vision
  - The Service Model will –
    - Intervene earlier and more quickly, averting the need for long term care
    - Promote independence for people in their own homes
  - Older people may continue to choose to live in a Care Home, but the needs of these people are liable to become more complex.
  - Care Homes will continue to be an important component in the "whole system" of care and support.
- Key Points – Population
  - The population of people aged 65 and over is expected to grow by 30.4% by 2025 – which will have implications both for the number of people requiring care in some form and for the number of people in the workforce available to fill social care jobs.

- o The population aged 80 and over is forecast to grow by 71.3% - this older group is likely to need more health and social care and support than younger groups.
  - o The population aged over 75 with dementia is forecast to grow by 61% - the need for specialised care and support for people with this condition will place increasing pressure on the health and social care system.
- Key Points – Market Analysis
  - o The Care Home market is not currently able to meet demand effectively, in particular for nursing and dementia care beds.
  - o Recruitment and retention in particular for registered nurses
  - o Based on current projections of our older people and within our existing outdated service model – would need to commission up to 1,000 additional beds across the region by 2030.
  - o In the context of a new and modernised service model it is not expected that the Care Home sector will grow significantly over the next ten years, although there is a need to ensure that the complex needs for nursing and dementia care in different environments including high quality facilities are met.
- Key Points – Providers/Residents
  - o The strategic intentions based on an assumption that care home providers will seek to develop positive strategic partnerships will be pursued.
  - o Improvements in quality as required in the Older People's Commissioner's report "A Place to Call Home?"
- Future Commissioning Intentions – Capacity
  - o It is expected that significantly fewer residential care home placements over the next 15 years will be commissioned.
  - o It is anticipated that developments in community based healthcare services will result in fewer people requiring nursing home care.
  - o Initially, and until Extra Care models are fully developed, it is hoped that through the commissioning arrangements, more consistent provision of high quality dementia care and nursing care in care homes will be consolidated.
  - o To work with providers to develop flexible models of short term care in care homes to support –
    - Discharge from hospital
    - Assessment
    - Appropriate reablement interventions
  - o There is currently shortages in the provision of local, accessible care home placements in the following categories:
    - Younger adults with complex disabilities including brain injuries
    - Adults with a learning disability (especially older people)
    - People under the age of 65 with dementia
  - o The aim is to strengthen the provision of reliable and accessible respite care in care homes and consideration of issuing block contracts for these.
- Future Commissioning Intentions – Other

- o Business development and Support
- o Quality
- o Workforce Development
- o Fees
- o Partnerships

CARE HOME PROVIDERS

5.6 The Working Group meet on the 29th November 2018 along with Mr M Slator an Independent Provider and Ms M Minty from Care Forum Wales.

5.7 The Working Group was provided with information from Director of Community and Children's Services it was explained that the Market Position changes quickly due to demand and capacity can fluctuate between each Care Home and the new registration regulations brought in from April 2018 provided greater flexibility for Care Home Providers to meet current and future need.

5.8 The Working Group heard that EMI nursing care come provision was limited and whilst there were current vacancies available; it would, on times, impact upon the Delayed Transfers of Care. As previously reported, the Working Group learnt that the due to the small number of care homes finding a local EMI Nursing Care Home placement could problematic for some residents.

5.9 The Independent Provider talked about the pressure that Providers experience and explained that there has been a move from the traditional type of residential care needed for residents to a more challenging care needs, and in particular dementia and nursing care. The Independent Provider explained to the Working Group that people are coming in to residential care much later in their life and with more specialist needs and end of life care.

6.0 Ms M Minty from Care Forum Wales gave the Working Group an overview of Care Home Provision, it was explained that the National picture is mirroring what is going on across Wales and happening locally within Rhondda Cynon Taf. Ms. Minty mentioned the higher expectations for more beds in the independent sector market with a higher standards expected of care homes.

6.1 Members of the Working Group considered the investment needs of the challenging market and recognised that improvements were being made by some providers to improve quality of care and the environment of individual care homes.

6.2 The Working Group also considered the challenging position caused by the reduction in hospital beds and the closing of Ysbyty George Thomas and the need to deal with more complex care needs of people.

Conclusion

7.0   The Scrutiny Working Group concluded that they have considered the effectiveness of the current commissioning systems across Adult Social Care and Health to meet the current and future demands of the provision of the EMI nursing beds provision across the County Borough.

7.1   Scrutiny have taken in to consideration the information provided by the Director of Community and Children's Services along with information provided by the Service Director Adult Services in relation to the current Regional Market Position Statement and current Care Home availability and vacancies within Rhondda Cynon Taf market to meet need, including at present EMI nursing care Home provision

7.2   Scrutiny however acknowledge the current capacity within the market and across Independent Sector care homes can change due to demand and EMI Nursing Car Home provision is subject to capacity issues due to limitations with current supply and impact on other care home provision along with admissions and discharges from hospital.

7.3   In taking forward learning from the experience of the Working Group; Members of the Health and Wellbeing Scrutiny Working Group would like to recommend:

1. That Scrutiny continue to monitor delayed transfers of care performance, and in particular issues relating to the availability of EMI nursing care home provision

2. That Cabinet ensure recommendations in the Cwm Taf Market Position Statement are being delivered in particular those aimed at the more specialised provision and need for more provision linked to complex care i.e. dementia and nursing dementia.

RHONDDA CYNON TAF

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

CABINET

19ᵗʰ MARCH 2019

CABINET WORK PROGRAMME: 2018- 19 MUNICIPAL YEAR.

REPORT OF THE DIRECTOR OF COMMUNICATIONS & INTERIM HEAD OF DEMOCRATIC SERVICES IN DISCUSSIONS WITH THE LEADER AND DEPUTY LEADER OF THE COUNCIL.

Author: Emma Wilkins, Council Business Unit – Democratic Services (01443 424110)

1. **PURPOSE OF THE REPORT**

1.1   To present, for Cabinet Members' comment and approval, an update on the Cabinet Work Programme on the proposed list of matters requiring consideration by Cabinet over the 2018-19 Municipal Year. The Work Programme will guide and direct the activities of other arms of the Council, as well as the Cabinet itself.

2. **RECOMMENDATIONS**

2.1   It is recommended that the Cabinet approve the Work Programme for the 2018-19 Municipal Year (with appropriate amendment where necessary) and receive a further update on a 3 monthly basis.

3. **REASONS FOR RECOMMENDATIONS**

3.1   In accordance with paragraph 12.1 (Part 4) of the Council's Constitution, the Cabinet Work Programme should be prepared to cover a period of three months, with an updated version provided at the end of this period.

3.2   Following the amendments to the Leaders Scheme of Delegation at the Council AGM on the 25ᵗʰ May, 2016 it was agreed that going forward a detailed Cabinet Work Programme be published for a 6 month period, allowing sufficient notice and opportunity for consultation and / or pre scrutiny.

3.3   The updated Work Programme is attached to this report for Members' consideration and covers the 2018-19 Municipal Year.

3.4   For ease of reference the work programme will also be available on the main Cabinet [webpage](#) for Members and members of the public information.

4.   CABINET REPORTS

4.1   The proposed work programme is a rolling work programme for the 2018/19 Municipal Year, which is reported to Cabinet on a 3 month cycle to allow for regular updates and amendments.

4.2   An updated work programme is attached as Appendix 1 to this report.

4.3   During the period outlined, the Work Programme may be subject to further change to take into account any additional/deletion reports, including any new consultative documents or legislative initiatives from the Welsh Government, which require urgent attention.

4.4   In accordance with paragraph 2.5 (Part 4) of the Council's Constitution, any Member of the Council may also request the Leader to put an item on the agenda of a Cabinet meeting. There is also the ability for a resolution to be made by the Overview and Scrutiny Committee or the full Council that an item be considered by the Cabinet, which could alter the forward Work Programme.

4.5   In addition to publishing the Cabinet work programme on the main Cabinet web page, the Work Programme is will also be published on a standalone 'Work Programme page' on the website to again assist Members of the public, by improving transparency.

5.   CONSULTATION / INVOLVEMENT

5.1   The work programme has been compiled by members of the Senior Leadership Team in discussion with the relevant portfolio holder(s) and has been consulted upon with the relevant scrutiny committees in respect of pre-scrutiny.

6.   EQUALITY AND DIVERSITY IMPLICATIONS

6.1   An Equality Impact Assessment is not needed because the contents of the report are for information purposes only.

7.   FINANCIAL IMPLICATIONS

7.1   There are no financial implications aligned to this report.

8.   LEGAL IMPLICATIONS OR LEGISLATION CONSIDERED

8.1   The report has been prepared in accordance with paragraph 12.1 (Part 4) of the Council's Constitution.

9.   LINKS TO THE COUNCILS CORPORATE PLAN / OTHER CORPORATE PRIORITIES.

9.1   The Cabinet work programme encompasses all of the Council priorities as it indicates reports coming forward across the Directorates which may impact upon the Council's corporate priorities and others. It also embraces the Future Generations Acts as all future decisions taken by the Cabinet seek to improve the social, economic, environmental and cultural well-being of the County Borough.

10.   CONCLUSION

10.1   An updated Cabinet work programme for the 2018-19 Municipal Year is attached.

Other Information:-

Relevant Scrutiny Committee – Overview & Scrutiny Committee

LOCAL GOVERNMENT ACT 1972

AS AMENDED BY

THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

CABINET

19th MARCH 2019

REPORT OF THE DIRECTOR OF COMMUNICATIONS & INTERIM HEAD OF DEMOCRATIC SERVICES IN DISCUSSIONS WITH THE LEADER AND DEPUTY LEADER OF THE COUNCIL.

Item: CABINET WORK PROGRAMME: 2018- 19 MUNICIPAL YEAR.

Background Papers

- Paragraph 12.1 (Part 4) of the Council's Constitution.

Officer to contact: Emma Wilkins, Council Business Unit.

Cabinet Work Programme.

Forward plan of proposed Cabinet Business for the 2018/19 Municipal Year

Specific Period: -May 2018 – April 2019.

(Summary of proposed Key Decisions coming forward for Cabinet Members consideration.)

N.B – *The work programme is subject to change to take account of any additional / deletion of reports, including any new consultative documents or legislative initiatives from the Welsh Government, which require urgent attention.*

Contact: Emma Wilkins (Tel No. 01443 424110)

Key Decision	Brief Outline	Report Status	Decision Maker (Cabinet / Delegated Decision (DD))	Proposed Date	Cabinet Member / responsible Officer	Open / Exempt Report	Consultation to be undertaken prior to Decision being made?

Chief Executive

Cabinet Work Programme	In line with the Council's Constitution there is a need to advise and publish the Cabinet Work Programme.	Continuous	Cabinet	Every 3 months June 18 September 18 December 18 March 19	Leader of the Council, Councillor A Morgan. Director of Communications & Interim Head of Democratic Services – C Hanagan	Open	• Cabinet Members • SLT • Overview & Scrutiny
Leaders Scheme of Delegation	To formally receive the Leaders Scheme of Delegation following the 2018 Council AGM	Complete	Cabinet	June 2018	Leader of the Council, Councillor A Morgan. Secretary to the Cabinet – C Hanagan	Open	Cabinet Members
Technical Advice Note (TAN)1 – Joint Housing Land Availability Studies	To approve the response to Welsh Government	Complete	Delegated Decision	June 2018	Cllr R Bevan Director Regeneration, Planning & Housing.	Open	
Council's Corporate Performance Report	To consider the Councils Performance Report and recommend its endorsement by Council	Complete	Cabinet	July 2018	Leader of the Council, Councillor A Morgan. Chief Executive – C Bradshaw	Open	Finance & Performance Scrutiny
Establishment of Further Business Improvement BIDs	Identifying additional BID towns across RCT and utilising	Complete	Delegated Decision	July 2018	Councillor R Bevan, Director, Regeneration,	Open	

Key Decision	Brief Outline	Report Status	Decision Maker (Cabinet / Delegated Decision (DD))	Proposed Date	Cabinet Member / responsible Officer	Open / Exempt Report	Consultation to be undertaken prior to Decision being made?
	Welsh Government Funding				Planning & Housing – J Cook		
Owner Occupier Loans & Owner Occupier Repayable Financial Assistance	To provide Owner Occupier Loans & Owner Occupier Repayable Financial Assistance to enable homeowners to improve their homes so they are safe, warm & secure	Complete	Delegated Decision	July 2018	Councillor R Bevan, Director, Regeneration, Planning & Housing – J Cook	Open	
Town Centre Maintenance Grant – Review of pilot	To consider the findings following the pilot of the Town Centre Maintenance Grant.	Complete	Cabinet	July 2018	Councillor R Bevan Director, Regeneration, Planning & Housing – J Cook	Open	
Targeted Regeneration Investment Programme - Welsh Government Funding	To consider the targeted Regeneration Investment Programme - Welsh Government Funding	Complete	Delegated Decision	July 2018	Councillor R Bevan Director, Regeneration, Planning & Housing – J Cook		
Targeted Regeneration Investment Programme - Welsh Government Funding	To consider the targeted Regeneration Investment		Delegated Decision	September 2018	Councillor R Bevan Director, Regeneration, Planning & Housing –		

Key Decision	Brief Outline	Report Status	Decision Maker (Cabinet / Delegated Decision (DD))	Proposed Date	Cabinet Member / responsible Officer	Open / Exempt Report	Consultation to be undertaken prior to Decision being made?
	Programme - Welsh Government Funding - Thematic Project				J Cook		
Leaders Scheme of Delegation	To advise Members of the changes to the scheme following updates to Membership		Cabinet	September 2018	Leader of the Council – A Morgan. Director of Communications & Interim Head of Democratic Services– C Hanagan		
Porth Town Centre Strategy	To advise Members of the strategy going forward		Cabinet	October 2018	Councillor R Bevan Director, Regeneration, Planning & Housing – J Cook		
Corporate Parenting Board Annual Report	To consider the Annual report of the Corporate Parenting Board.	Draft	Cabinet	October 2018	Councillor G Hopkins & Cllr C Leyshon Director of Communications & Interim Head of Democratic Services– C Hanagan		• Corporate Parenting Board • Children & Young People Scrutiny
Notice of Motion – Snow Warden Update	To receive the recommendations of the Snow Warden Scrutiny group		Cabinet	October 2018	Councillor M Webber Director of Communications and Interim Head of Democratic Services		• Coucnil • Public Services, Commuity and Prosperity Scrutiny Committee

Key Decision	Brief Outline	Report Status	Decision Maker (Cabinet / Delegated Decision (DD))	Proposed Date	Cabinet Member / responsible Officer	Open / Exempt Report	Consultation to be undertaken prior to Decision being made?
List Of Standardised Welsh Place Names	To receive the recommendations of the Welsh Language Steering Group		Cabinet	October 2018	Councillor G Hopkins Direcor of Communications & Interim Head of Democratic Services		Welsh Language Steering Group
HR initiatives– Update report	To receive an update report in respect of the HR initiatives being taken forward across the Council.	Draft	Cabinet	October 2018	Deputy Leader, Councillor M Webber Director, Human Resources – R Evans		
Regulation of Investigatory Powers Act 2000 (RIPA) - Use of RIPA in 2017-18 by RCTCBC	To enable Members to review the Council's use of the Regulation of Investigatory Powers Act 2000 ('RIPA')		Cabinet	October 2018	Deputy Leader, Councillor M Webber. Director, Legal & Democratic Services – C Jones	Open	
Pontypridd Strategic Opportunity Area: Implementation	Providing Members with details of a strategic opportuntity within Pontypridd		Cabinet	October 2018	Councillor R Bevan, Director, Regeneration, Planning & Housing – J Cook	Exempt	New Item
Community infrastructure levy annual monitoring report	CIL regulations require a report to update Cabinet on the performance of CIL during the last year and make any		Cabinet	October 2018	Councillor R Bevan Director, Regeneration, Planning & Housing – J Cook	open	Finance & Performance Scrutiny Committee

Key Decision	Brief Outline	Report Status	Decision Maker (Cabinet / Delegated Decision (DD))	Proposed Date	Cabinet Member / responsible Officer	Open / Exempt Report	Consultation to be undertaken prior to Decision being made?
	amendments deemed necessary.						
Introduction of a financial Wellbeing Solution within the staff benefits programme	Implementation of the Staff Panels recommendation		Delegated Decision	October 2018	Deputy Leader, Councillor M Webber. Director, HR – R Evans		New item Staff Panel
Planning Annual Performance Report	To approve the Planning Annual Performance Report , prior to submission to Welsh Government		Delegated Decision	October 2018	Councillor R Bevan Director, Regeneration, Planning & Housing – J Cook	Open	
Local Development Plan Annual Monitoring Report (AMR)	To approve the LDP annual monitoring report, prior to submission to Welsh Government on 31st October		Delegated Decision	October 2018	Councillor R Bevan Director, Regeneration, Planning & Housing – J Cook	Open	
Budget Consultation Report	To inform Members of the proposed approach to resident engagement and consultation in respect of the 2019/20 budget.		Cabinet	October 2018	Councillor M Webber Director of Communications & Interim Head of Democratic Services – C Hanagan	Open	

Key Decision	Brief Outline	Report Status	Decision Maker (Cabinet / Delegated Decision (DD))	Proposed Date	Cabinet Member / responsible Officer	Open / Exempt Report	Consultation to be undertaken prior to Decision being made?
Pontypridd Strategic Opportunity Area: Implementation – Acquisition of 50/53 Taff street	To seek approval for the acquisition of 50/53 Taff Street		Delegated Decision	October 2018	Councillor R Bevan Director, Regeneration, Planning & Housing – J Cook	Exempt	New Item
WG targeted regeneration investment programme	To submit an application to WG		Delegated Decision	October 2018	Councillor R Bevan Director, Regeneration, Planning & Housing – J Cook		New item
Enterprise support programme – amendments to support business affected by Storm Callum	To seek approval for amendment to the eligibility criteria for the Enterprise Support Programme		Delegated Decision	October 2018	Councillor R Bevan Director, Regeneration, Planning & Housing – J Cook	Open	New Item
Pre Scrutiny - Empty Properties Strategy	The need to provide Cabinet Members with the Council's Empty Properties Strategy		Cabinet	November 2018	Councillor R Bevan Director, Regeneration, Planning & Housing – J Cook		Health & Wellbeing Scrutiny
Brexit	To provide Members with an update in respect of Brexit		Cabinet	November 2018	Councillor A Morgan Chief Executive – C Bradshaw.		
Strategic Opportunity Area	To receive a report outlining the		Cabinet	November 2018	Councillor R Bevan Director,	Exempt	

Key Decision	Brief Outline	Report Status	Decision Maker (Cabinet / Delegated Decision (DD))	Proposed Date	Cabinet Member / responsible Officer	Open / Exempt Report	Consultation to be undertaken prior to Decision being made?
	Strategic Opportunity Areas				Regeneration, Planning & Housing – J Cook		
Cynon Valley Waste Disposal Company Limited and Amgen Rhondda Limited – Annual General Meeting	To provide Members with details of the AGM in respect of the Cynon Valley Waste Disposal Company Ltd and Amgen Rhondda Ltd.		Cabinet	November 2018	Councillor A Crimmings Director, Legal & Democratic Services	Exempt	
Cynon Gateway – Energising the Region – Welsh Government Enabling Natural Resources and Well-Being Grant	To provide Members with details of the WG Grant		Delegated Decision	December 2018	Councillor R Bevan Director, Regeneration, Planning & Housing – J Cook		
Review Of The Council's Senior And Associated Management Post Structure	To provide Members with details of the recent review taken forward		Cabinet	December 2018	Councillor A Morgan – Leader; Chris Bradshaw – Chief Executive	Exempt	
Mountain Ash Town Centre: Draft Regeneration Framework	To receive the report outlining a draft regeneration framework to coordinate the current investment package that		Cabinet	December 2018	Councillor R Bevan Director, Regeneration, Planning & Housing – J Cook	Exempt	

Key Decision	Brief Outline	Report Status	Decision Maker (Cabinet / Delegated Decision (DD))	Proposed Date	Cabinet Member / responsible Officer	Open / Exempt Report	Consultation to be undertaken prior to Decision being made?
	delivers improvements for Mountain Ash Town Centre						
Porth Town Centre – Regeneration Strategy	To receive the consultation responses following the Regeneration Strategy Proposals		Cabinet	January 2019	Cllr R Bevan, Director, Regeneration, Planning & Housing – J Cook	Open	Public Consultation
Corporate Assessment	To consider the Council's Corporate Assessment.		Cabinet	March 2019	Leader & Deputy Leader, Councillor A Morgan & M Webber. Chief Executive – C Bradshaw	Open	
Annual Equalities Report	To receive the report of the Director, Human Resources in respect of the Annual Equalities Report.		Cabinet	March 2019	Deputy Leader, Councillor M Webber Director, Human Resources – R Evans	Open	
Executive Response to EMI Working Group Report	To receive the Executive response		Cabinet	March 2019	Councillor G Hopkins Director of Communications & Interim Head of Democratic Services –		

Key Decision	Brief Outline	Report Status	Decision Maker (Cabinet / Delegated Decision (DD))	Proposed Date	Cabinet Member / responsible Officer	Open / Exempt Report	Consultation to be undertaken prior to Decision being made?
					C Hanagan		
Parti Ponty Funding 2019, 2020, 2021	To receive details of the Parti Ponty Funding		Delegated Decision	March 2019	Deputy Leader, Councillor M Webber Director, Regeneration, planning & Housing		
Review of the Enterprise Support Programme	To provide Members with the results of the review undertaking in respect of the Enterprise Support Programme		Cabinet	March 2019	Cllr R Bevan, Director, Regeneration, planning & Housing	Open	
Development Plan	To consider the next steps to develop planning policy for the area/region.		Cabinet	May 2019	Councillor R Bevan Director, Regeneration, Planning & Housing – J Cook	Open	
Strategic Equality Plan	To provide Members with details of the Councils Strategic Equality plan		Cabinet	May 2019	Deputy Leader, Councillor M Webber Director, Human Resources – R Evans	Open	
Mountain Ash Guto Square Flood Consequences Assessment	To provide Members with an update in respect of the assessment.		Cabinet	May 2019	Councillor R Bevan Director, Regeneration, Planning & Housing – J Cook	Open	
Affordable Warmth Strategy	The need to advise Cabinet Members of		Cabinet	May 2019	Councillor R Bevan Director,		

Key Decision	Brief Outline	Report Status	Decision Maker (Cabinet / Delegated Decision (DD))	Proposed Date	Cabinet Member / responsible Officer	Open / Exempt Report	Consultation to be undertaken prior to Decision being made?
	the Councils Affordable Warmth Strategy				Regeneration, Planning & Housing – J Cook		
Taff Vale Update and Business Plan	Taff Vale Update Report.		Cabinet	When appropriate	Councillor R Bevan Director, Regeneration, Planning & Housing – J Cook	Open	
Corporate Plan – Updates on delivery	To receive reports outlining delivery and ambition of the Corporate Plan		Cabinet	When Applicable	Leader of the Council, Councillor A Morgan & Chief Executive, C Bradshaw	Open	
Cardiff Capital Region - City Deal	The need to advise of the progress being made in respect of the City Deal		Cabinet	When Applicable	Leader of the Council, Councillor A Morgan & Chief Executive, C Bradshaw	Open	
Staff Panel Report	To receive details of the proposals put forward by the Council's Staff Panel in respect of efficiency savings and smarter ways of working		Cabinet	When Applicable	Councillor M Webber & Director of Communications & Interim Head of Democratic Services - C Hanagan	Open	

Key Decision	Brief Outline	Report Status	Decision Maker (Cabinet / Delegated Decision (DD))	Proposed Date	Cabinet Member / responsible Officer	Open / Exempt Report	Consultation to be undertaken prior to Decision being made?
Scrutiny Recommendations	To receive recommendations coming forward following a scrutiny review.		Cabinet	Continuous	Specific to the Scrutiny Review undertaken	Open	

Key Decision	Brief Outline	Report Status	Decision Maker (Cabinet / Delegated Decision (DD))	Proposed Date	Cabinet Member / responsible Officer	Open / Exempt Report	Consultation to be undertaken prior to Decision being made?

Corporate & Frontline Services

Council's Performance & Resources Report	To provide Cabinet with an overview of the Council's performance, both from a financial and operational perspective	Continuous	Cabinet	Quarter 4 – July 2018 Quarter 1 – September 2018 Quarter 2 – November 2018 Quarter 3 – March 2019	Councillor M Norris. Group Director, Corporate & Frontline Services	Open	• Report is presented to Finance & Performance Scrutiny Committee following consideration by cabinet
Strategic Partnership Opportunity	To receive details of a Strategic Partnership Opportunity	Complete	Cabinet	June 2018	Councillor M Norris. Group Director, Corporate & Frontline Services		
Collaboration Opportunity - Internal Audit Services	To receive details of a collaboration opportunity in respect of internal Audit services	Complete	Cabinet	June 2018	Councillor M Norris. Group Director, Corporate & Frontline Services		

Key Decision	Brief Outline	Report Status	Decision Maker (Cabinet / Delegated Decision (DD))	Proposed Date	Cabinet Member / responsible Officer	Open / Exempt Report	Consultation to be undertaken prior to Decision being made?
Digital Strategy Work Programme Requirements	To provide Members with details of the requirements needed to be taken forward in respect of the Digital Strategy Work Programme	Complete	Cabinet	June 2018	Councillor M Norris. Group Director, Corporate & Frontline Services		
A4119 Ely Valley Road Dualling – Llantrisant Business Park to Coed Ely Roundabouts	To obtain authority to submit a planning application in respect of the roadscheme	Complete	Cabinet	June 2018	Leader of the Council Councillor A Morgan. Group Director, Corporate & Frontline Services		
Medium Term Financial Planning - Sale Of The Garage Portfolio And Increase In Rent	To take forward the sale of the Council's garage portfolio and increase in rent		Delegated Decision	June 2018	Councillor M Norris. Group Director, Corporate & Frontline Services		
Medium Term Financial Plan Update	To provide Members with an update on the Medium Term Financial Plan for 2018/19 – 2021/2022	Complete	Cabinet	July 2018	Councillor M Norris. Group Director Corporate & Frontline Services	Open	
General Data Protection Review Update	To receive an update in respect of the GDPR	Complete	Cabinet	July 2018	Councillor M Norris. Group Director Corporate & Frontline Services	Open	

Key Decision	Brief Outline	Report Status	Decision Maker (Cabinet / Delegated Decision (DD))	Proposed Date	Cabinet Member / responsible Officer	Open / Exempt Report	Consultation to be undertaken prior to Decision being made?
Updated Parking Enforcement Policy 2018	Providing Members with details of the Policy update		Delegated Decision	October	Leader of the Council Councillor A Morgan Director of Highways & Streetcare – N Wheeler		
Community Transport Funding	Award of grant funding to community transport		Delegated Decisions	October 2018	Councillor A Crimmings Director of Highways & Streetcare – N Wheeler		
A465 Heads of the Valleys Dualling.	To provide Members with details of the dualling of the A465 Heads of the valley - Dowlais Top to Hirwaun		Cabinet	October 2018	Leader of the Council Councillor A Morgan. Group Director, Corporate & Frontline Services	Open	
Highways, Transportation And Strategic Projects - Highway Asset Investment Strategy	To provide Members with the highway asset investment strategy		Cabinet	October 2018	Leader of the Council Councillor A Morgan. Group Director, Corporate & Frontline Services		New item
Major Transportation Infrastructure Projects Update	updating Cabinet on the current status in respect of a number of key strategic transportation infrastructure projects		Cabinet	October 2018	Leader of the Council Councillor A Morgan. Group Director, Corporate & Frontline Services		New item
Processing Of Mixed	To provide Members		Cabinet	October 2018	Leader of the Council	Exempt	

Key Decision	Brief Outline	Report Status	Decision Maker (Cabinet / Delegated Decision (DD))	Proposed Date	Cabinet Member / responsible Officer	Open / Exempt Report	Consultation to be undertaken prior to Decision being made?
Kerbside Recycling	with a Business Case in respect of the opportunities of investment into processing of Mixed Kerbside Recycling				Councillor A Morgan. Group Director, Corporate & Frontline Services		
Council Investment Priorities	To consider any potential investment opportunities		Cabinet	October 2018	Leader of the Council Councillor A Morgan. Group Director, Corporate & Frontline Services		
Flood and Water Management Act 2010: Commencement of Schedule 3	To advise Members of the commencement of Schedule 3 'Sustainable Drainage		Cabinet	October 2018	Leader of the Council Councillor A Morgan. Group Director, Corporate & Frontline Services		
Civil Parking Enforcement	To receive an update in respect of Civil Parking Enforcement		Cabinet	November 2018	Leader of the Council Councillor A Morgan. Group Director, Corporate & Frontline Services		
Corporate Asset Management Plan Interim Update	To brief members on progress with the plan		Cabinet	November 2018	Councillor M Norris. Group Director Corporate & Frontline Services	Exempt	
Council Tax Base 2019/20	To receive the report in respect of setting the Council Tax Base		Cabinet	November 2018	Leader of the Council, Councillor A Morgan. Group Director,	Open	

Key Decision	Brief Outline	Report Status	Decision Maker (Cabinet / Delegated Decision (DD))	Proposed Date	Cabinet Member / responsible Officer	Open / Exempt Report	Consultation to be undertaken prior to Decision being made?
	2019/20				Corporate & Frontline Services – C Lee		
Write off of irrecoverable Debts	Need to provide Cabinet with a position statement on irrecoverable debts		Cabinet	December 2018	Leader of the Council, Councillor A Morgan & Councillor M Norris. Group Director, Corporate & Frontline Services – C Lee	Exempt	
Review of the Senior Management Structure	To provide Members with details of the review into the Councils Senior Management Structure		Cabinet	December 2018	Leader of the Council, Chief Executive – C Bradshaw	Exempt	
The Introduction of Fixed penalty Notices to deal with small scale fly tipping	To provide members with details of legislative changes and the introduction of FPNs to deal with small scale fly tipping		Cabinet	January 2019	Cllr A Crimmings, Group Director, Corporate & Frontline Services – C Lee	Open	
Review of the Senior Management Structure - Update	To provide Members with an update in respect of the review into the Councils Senior Management Structure		Cabinet	January 2019	Leader of the Council, Chief Executive – C Bradshaw	Exempt	Trade Unions Staff

Key Decision	Brief Outline	Report Status	Decision Maker (Cabinet / Delegated Decision (DD))	Proposed Date	Cabinet Member / responsible Officer	Open / Exempt Report	Consultation to be undertaken prior to Decision being made?
Budget Report	The need to adopt a budget strategy to recommend to Council as the basis of the budget strategy for the financial year ending March 2020, following consideration of the consultation feedback		Cabinet	February 2019	Leader of the Council, Councillor A Morgan. Group Director, Corporate & Frontline Services - C Lee	Open	• Budget Consultation - Service Users, Road shows, School Budget Forum & Scrutiny.
Council Fees & Charges	The need to advise Cabinet of the proposed Council Fees and Charges for the financial year 2019/20		Cabinet	February 2019	Leader of the Council, Councillor A Morgan. Group Director, Corporate & Frontline Services – C Lee	Open	
Capital Programme	To propose to Council the three year capital programme		Cabinet	February 2019	Leader of the Council, Councillor A Morgan. Group Director, Corporate & Frontline Services – C Lee	Open	

Key Decision	Brief Outline	Report Status	Decision Maker (Cabinet / Delegated Decision (DD))	Proposed Date	Cabinet Member / responsible Officer	Open / Exempt Report	Consultation to be undertaken prior to Decision being made?
Strategic Partnership Opportunity	To provide Members with an update in respect of the Strategic Partnership Opportunity following the agreed Procurement process		Cabinet	April 2019	Cllr Norris Director, Finance & Digital Services – B Davies		Trade Unions / Staff
Supplementary Capital Programme - Highways, Transportation & Strategic projects	The need to seek approval for detailed investment within the service following Council's approval of the 3 year Capital Programme.		Cabinet	March 2019	Leader of the Council, Councillor A Morgan. Group Director – Prosperity, Development & Frontline Services – N Wheeler	Open	
Digital Strategy Work Programme – Datacentre Relocation	The need to consider the Digital Strategy Work Programme		Cabinet / Delegated Decision	March 2019	Cllr M Norris Director, Finance & Digital Services – B Davies		

Key Decision	Brief Outline	Report Status	Decision Maker (Cabinet / Delegated Decision (DD))	Proposed Date	Cabinet Member / responsible Officer	Open / Exempt Report	Consultation to be undertaken prior to Decision being made?
Digital Strategy – Update	To receive an update in respect of the delivery of the Digital Strategy Programme		Cabinet	April 2019	Cllr M Norris Director, Finance & Digital Services – B Davies	Open	
Corporate Asset Management Plan 2013 – 2019 Biannual Update	Need to brief Members on the progress with implementation of the work plan of the Corporate Asset Management Plan.		Cabinet	Continuous / When Applicable	Councillor Mark Norris. Director of Corporate Estates – D Powell	Exempt	
Write off of irrecoverable Debts	Need to provide Cabinet with a position statement on irrecoverable debts		Cabinet	Continuous / When Applicable	Leader of the Council, Councillor A Morgan & Councillor M Norris. Director, Finance & Digital Services – B Davies	Exempt	

Key Decision	Brief Outline	Report Status	Decision Maker (Cabinet / Delegated Decision (DD))	Proposed Date	Cabinet Member / responsible Officer	Open / Exempt Report	Consultation to be undertaken prior to Decision being made?
Review of Mainstream School Transport Provision	Need to provide Cabinet with the outcomes of the periodic review of the Council's mainstream School Transport Provision		Cabinet	Periodic Review / when applicable	Leader of the Council, Councillor A Morgan. Group Director – Prosperity, Development & Frontline Services – N Wheeler	Open	
Scrutiny Recommendations	To receive any recommendations coming forward following a scrutiny review.		Cabinet	Continuous / When Applicable	Specific to Scrutiny Review undertaken	Open	• Scrutiny

Key Decision	Brief Outline	Report Status	Decision Maker (Cabinet / Delegated Decision (DD))	Proposed Date	Cabinet Member / responsible Officer	Open / Exempt Report	Consultation to be undertaken prior to Decision being made?

Community & Children's Services

Key Decision	Brief Outline	Report Status	Decision Maker	Proposed Date	Cabinet Member / responsible Officer	Open / Exempt Report	Consultation
Consultation Responses – St George's Day Centre	To receive the consultation responses to the proposal of closing St George's Day Centre	Complete	Cabinet	June 2018	Councillor G Hopkins Group Director Community & Children's Services - G Isingrini	Open	
Parliamentary Review in to Health and Social care	To receive information in respect of the Parliamentary review into health & Social Care	Complete	Cabinet	June 2018	Councillor G Hopkins Group Director Community & Children's Services - G Isingrini		
Children Looked After – Quality Assurance Panel	To receive an update report in respect of the work undertaken by the Quality Assurance Panel with Children Looked After within RCT	Complete	Cabinet	June 2018	Councillor G Hopkins Group Director Community & Children's Services - G Isingrini		

Key Decision	Brief Outline	Report Status	Decision Maker (Cabinet / Delegated Decision (DD))	Proposed Date	Cabinet Member / responsible Officer	Open / Exempt Report	Consultation to be undertaken prior to Decision being made?
Right of Way Improvement Plan	To commence the statutory consultation in respect of the Right of Way Improvement plan	Complete	Delegated Decision	June 2018	Cllr A Crimmings Director, Public Health, Protection & Housing	Open	Public Service Delivery, Communities & Prosperity Scrutiny Committee
Director Social Services Annual Report (Draft)	Statutory required- Annual report on the delivery, performance, risks & planned improvements to the Social Services function of the Council	Draft	Cabinet	July 2018	Councillor G Hopkins & Councillor C Leyshon - Group Director Community & Children's Services - G Isingrini	Open	Children & Young People Scrutiny Committee Health & Wellbeing Scrutiny Committee
Cwm Taf Carer's Annual Report	To approve for submission to WG the annual report.	Complete	Cabinet	July 2018	Councillor G Hopkins & Group Director Community & Children's Services - G Isingrini	Open	multi agency Cwm Taf Carers Partnership
Supported Living accommodation development	To advise cabinet Members of a proposed development in respect of supported living accommodation	Draft	Cabinet	July 2018	Councillor G Hopkins & Group Director Community & Children's Services - G Isingrini	Exempt	

Key Decision	Brief Outline	Report Status	Decision Maker (Cabinet / Delegated Decision (DD))	Proposed Date	Cabinet Member / responsible Officer	Open / Exempt Report	Consultation to be undertaken prior to Decision being made?
RCT Together – Community Asset Transfer Rhydyfelin Community Centre	To advise Members of the Community Asset Transfer: Rhydyfelin Community centre		Delegated Decision	August 2018	Councillor R Lewis Director, Public Health, Protection & Community Services		
RCT Together – Community Asset Transfer Pentre Park Paddling Pool	To advise Members of the Community Asset Transfer: Pentre Park Paddling Pool		Delegated Decision	August 2018	Councillor R Lewis Director, Public Health, Protection & Community Services		
Charges for Aberdare Athletics Track	To agree the charges for Aberdare Athletics Track		Delegated Decision	August 2018	Councillor A Crimmings Director, Public Health, Protection & Community Services		
Adult Social Care Charges	To consider the report advising of the charges for Adult Social Care	Draft	Cabinet	September 2018	Councillor G Hopkins & Group Director Community & Children's Services - G Isingrini		
Council Run Day Nursery Provision	To provide Members with the consultation feedback following consideration of the proposal to cease Ynyscynon Day Nursery Provision		Cabinet	September 2018	Councillor C Leyshon - Group Director Community & Children's Services - G Isingrini	Open	Public Consultation

Key Decision	Brief Outline	Report Status	Decision Maker (Cabinet / Delegated Decision (DD))	Proposed Date	Cabinet Member / responsible Officer	Open / Exempt Report	Consultation to be undertaken prior to Decision being made?
Mobile Library Consultation	To receive a report outlining the mobile library consultation responses		Cabinet	September 2018	Councillor R Lewis Director, Public Health, Protection & Community Services	Open	
Cwm Taf Safeguarding Board Annual Report	In accordance with the SSWB Act, the need to report the Cwm Taf Safeguarding Annual Report to the Cabinet, setting out their priorities for the coming year.		Cabinet	October 2018	Councillor G Hopkins & Councillor C Leyshon Group Director Community & Children's Services – G Isingrini	Open	• Cwm Taf Safeguarding Board
Social Services Annual Complaints Report	Provide Cabinet with an overview of the operation & effectiveness of the Council's Social Services complaints procedure		Cabinet	October 2018	Councillor G Hopkins Group Director Community & Children's Services – G Isingrini	Open	Health & Wellbeing Scrutiny Committee
Director Social Services Annual Report	To receive the final report of the Director, Social Services prior to its publication		Cabinet	October 2018	Councillors G Hopkins & T Leyshon. Group Director Community & Children's Services – G Isingrini	Open	Children & Young People Scrutiny Committee Health & Wellbeing Scrutiny Committee

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Safeguarding Measures against Child Sexual Exploitation within Cwm Taf	To receive a presentation in respect of the work of the Cwm Taf Safeguarding Board in this area		Cabinet - **To be taken forward at a Council meeting for all Members information.	October 2018	Councillor G Hopkins & Group Director Community & Children's Services - G Isingrini	Exempt	
Gambling Policy	To receive a report advising of the amendments to the Gambling Policy		Cabinet	October 2018	Councillor R Lewis Director, Public Health, Protection & Community Services		Licensing Committee
Investment Update - Leisure, Parks, Play Areas, Heritage And Visitor Attractions	To provide Members with an update in respect of the service areas		Cabinet	October 2018	Cllr A Crimmings Director, Public Health, Protection & Housing		
Funding Flexibility	To consider the report outlining funding flexibility		Cabinet	November 2018	Councillor R Lewis Director, Public Health, Protection & Community Services		
RCT Together – Review of the Community Asset Transfer Process	To consider the report of the Director, outlining proposals coming forward		Cabinet	November 2018	Councillor R Lewis Director, Public Health, Protection & Community Services		
Proposals to review the provision of Community day centres in RCT	To provide Members with proposals for consideration		Cabinet	November 2018	Councillor G Hopkins and Director, Public Health, Protection & Community Services		

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HMO Licensing Review 2019	To provide Cabinet with the HMO Licensing Review undertaken		Cabinet	November2018	Councillor R Lewis Director, Public Health, Protection & Community Services	Open	Health & Wellbeing
Cwm Taf Regional Statement of Intent for Supporting Children and Young People and Families	To provide Cabinet with the Statement of Intent		Cabinet	November 2018	Councillor C Leyshon and Group Director Community & Children's Services – G Isingrini		
Modernisation of Residential Care and Day Care for Older People	To provide Members with details of the modernisation of residential care within the County Borough		Cabinet	November 2018	Councillor G Hopkins and Group Director Community & Children's Services – G Isingrini		
Extra Care Housing – Provision of Care and Support	To provide Members with an update in respect of Extra Care Housing		Cabinet	November 2018	Councillor G Hopkins and Group Director Community & Children's Services – G Isingrini		
Support @Home Maestrisant Service	To provide Members with details of the service		Cabinet	November 2018	Councillor G Hopkins and Group Director Community & Children's Services – G Isingrini		
Relocation of Flying Start Nursery Provision in Llwynypia	To provide details of a relocation of Flysing Start Nursery provision		Delegated Decision	December 2018	Councillor C Leyshon and Group Director Community & Children's Services – G Isingrini		
A Council Wide Plan For	To provide		Cabinet	December	Cllr A Crimmings		

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The Delivery Of Accessible Artificial Turf Pitches And 3G Pitches	Members with a proposal relating to a Council Wide plan for the delivery of 3G pitches			2018	Director, Public Health Protection & Community Services		
Right of Way Improvement Plan	To consider the Right of Way Improvement plan following the statutory consultation		Cabinet	December 2018	Cllr A Crimmings Director, Public Health, Protection & Housing	Open	Public Service Delivery, Communities & Prosperity Scrutiny Committee
Homeless Strategy	To receive a report outlining the Council's Homeless Strategy		Cabinet	December 2018	Councillor R Lewis Director, Public Health, Protection & Community Services		
Consultation On Votes At 16	To inform Cabinet Members of the outcomes of the Votes at 16 Consultation		Cabinet	December 2018	Councillor, C Leyshon and Group Director Community & Children's Services – G Isingrini		Young persons consultation
Regional Fostering	To consider the report regarding regional Fostering		Cabinet	December 2018	Councillor G Hopkins, C Leyshon and Group Director Community & Children's Services – G Isingrini		
Recycling of Metals following cremation	Proposal to join the national scheme, endorsed by ICCM.		Delegated Decision	December 2018	Cllr R Lewis Director, Public Health Protection & Community	Open	

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					Services		
Leisure Centres & Swimming Pools – Pricing Policy	To propose a price rise of 2.9%		Delegated Decision	December 2018	Cllr A Crimmings Director, Public Health Protection & Community Services	Open	
RCT together, Community Asset Transfer	Community Asset Transfer of Bryncynon Community Centre		Delegated Decision	December 2018	Cllr A Morgan Director, Public Health Protection & Community Services	Open	
Development of a Local Toilet Strategy	Development of a Local Toilet Strategy for consultation		Delegated Decision	January 2019	Cllr R Lewis Director, Public Health Protection & Community Services	Open	
Publication of 2018 Air Quality Progress Report	To publish the 2018 Air Quality Progress Report		Delegated Decision	January 2019	Cllr R Lewis Director, Public Health Protection & Community Services	Open	
National Adoption Annual Report	To receive the National Adoption Annual Report		Cabinet	January 2019	Councillor G Hopkins, C Leyshon and Group Director Community & Children's Services – G Isingrini	Open	

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Enhanced Discretionary Service for Business Customers of Public Protection	To provide details of the Enhanced Discretionary Service		Delegated Decision	March 2019	Cllr R Lewis Director, Public Health Protection & Community Services		
Application for approval of commemorative panels for Welsh female Icons	To provide details of the application		Delegated Decision	March 2019	Cllr R Lewis Director, Public Health Protection & Community Services		
Adult Community Learning	To provide Members with details of Adult Community Learning within the Authority		Cabinet	March 2019	Councillor G Hopkins Director, Public Health, Protection & Community Services		
Library Strategy & Action Plan	To provide Members with the strategy and Action Plan in respect of the Library Service		Cabinet	March 2019	Cllr R Lewis Director, Public Health Protection & Community Services		
LD Review and Accommodation	To provide Members with details of the review		Cabinet	April 2019	Councillor G Hopkins and Group Director Community & Children's Services – G Isingrini		
Regional Transformation Agenda	To receive an update on the regional transformation agenda		Cabinet	April 2019	Councillor G Hopkins and Group Director Community & Children's Services – G Isingrini		

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Cwm Taf Safeguarding Annual Plan	To receive the Cwm Taf Safeguarding Annual Plan		Cabinet	May 2019	Councillor G Hopkins. Group Director Community & Children's Services – G Isingrini	Open	
Proposals to review the provision of Community day centres in RCT	To receive the consultation responses		Cabinet	June 2019	Councillor G Hopkins and Director, Public Health Protection & Community Services		Public Consultation Health & Wellbeing
Modernisation of Residential Care and Day Care for Older People	To receive the consultation responses		Cabinet	June 2019	Councillor G Hopkins and Group Director Community & Children's Services – G Isingrini		Public Consultation O&S
Local Toilet Strategy	To consider the Local Toilet strategy following the required consultation		Cabinet	June 2019	Cllr R Lewis Director, Public Health Protection & Community Services		Public Engagement Public Service Delivery Scrutiny Committee
Advocacy	To provide Cabinet with an update in respect of advocacy		Cabinet	June 2019	Councillor G Hopkins and Group Director Community & Children's Services – G Isingrini		
Employment Strategy	To provide members with details of a potential employment strategy		Cabinet	September 2019	Cllr R Lewis Director, Public Health Protection & Community Services		
SS&WB Board Development	To consider any updates as		Cabinet	Continuous / When	Councillor G Hopkins. Group Director Community	Open	

Key Decision	Brief Outline	Report Status	Decision Maker (Cabinet / Delegated Decision (DD))	Proposed Date	Cabinet Member / responsible Officer	Open / Exempt Report	Consultation to be undertaken prior to Decision being made?
	appropriate in respect of the SS&WB Board			Applicable	& Children's Services – G Isingrini		
Development of Community Hubs	To consider the development of Community Hubs across the County Borough		Cabinet	Continuous / When Applicable	Councillor R Lewis Director, Public Health, Protection & Community Services	Open	
Extra Care Strategy	To receive update reports on the Councils progress in respect of delivery of the Extra Care Strategy		Cabinet	Continuous / When Applicable	Councillor G Hopkins. Group Director Community & Children's Services – G Isingrini	Open	
Cwm Taf MASH Annual Report	To receive the Annual report of the Cwm Taf MASH		Cabinet	When Applicable	Councillor G Hopkins. Group Director Community & Children's Services – G Isingrini	Open	
Social Services & Wellbeing Act	To provide updates as and when necessary on the Council's duties in respect of the Act		Cabinet	Continuous / When Applicable	Councillor G Hopkins. Group Director Community & Children's Services – G Isingrini	Open	
Local Air Quality Management Reports	To provide details of the Local Air Quality Management		Delegated Decision	Continuous / When Applicable	Councillor R Lewis Director, Public Health, Protection & Community	Open	

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	Reports				Services		
Scrutiny Recommendations	To receive any recommendations coming forward following a scrutiny review.		Cabinet	Continuous / When Applicable	Specific to Scrutiny Review undertaken	Open	• Scrutiny

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Education & Inclusion Services

Key Decision	Brief Outline	Report Status	Decision Maker	Proposed Date	Cabinet Member / responsible Officer	Open / Exempt Report	Consultation
Increasing Welsh Medium Provision – Welsh Government Capital Grant.	Submission of a Business Case to WG.	Complete	Delegated Decision	May 2018	Councillor J Rosser Director, Education & Lifelong Learning - E Thomas	Open	
Support for the School Uniform Scheme	To continue support for the School Uniform Scheme	Complete	Delegated Decision	June 2018	Councillor J Rosser Director, Education & Lifelong Learning – E Thomas	Open	
RCT SACRE Annual Report	To receive the annual report of RCT SACRE		Cabinet	July 2018	Councillor J Rosser. Director, Education & Lifelong Learning - E Thomas	Open	
Partnership with UWC	To provide Members with details of the opportunities to partnership with UWC		Cabinet	September 2018	Councillor J Rosser ; Cllr C Leyshon & Director, Education & Inclusion Services -G Davies		
21st Century Schools Programme - Proposals To Improve Education Provision In Cynon Valley	To provide Members with details of proposed improvements		Cabinet	September 2018	Councillor J Rosser & Chief Executive ; Director, Education & Inclusion Services -G Davies	Open	New Item

Key Decision	Brief Outline	Report Status	Decision Maker (Cabinet / Delegated Decision (DD))	Proposed Date	Cabinet Member / responsible Officer	Open / Exempt Report	Consultation to be undertaken prior to Decision being made?
Continuing To Improve Primary Education Provision In Rhondda Cynon Taf	To provide Members with details of proposed improvements		Cabinet	September 2018	Councillor J Rosser & Director, Education & Inclusion Services -G Davies	Open	
Proposals To Establish Primary Education Provision For The Llanilid Housing Development	To consider proposals to establish primary education for the Llanilid Housing Development		Cabinet	September	Councillor J Rosser & Director, Education & Inclusion Services -G Davies	Open	
SEN – ALN Support Class review	To consider a review undertaken in respect of ALN support class provision		Cabinet	October 2018	Councillor J Rosser & Director, Education & Inclusion Services -G Davies	Open	
21st Century Schools Programme - Proposals To Improve Education Provision In The Greater Pontypridd Area	To provide Members with details of proposed improvements		Cabinet	October 2018	Councillor J Rosser & Chief Executive ; Director, Education & Inclusion Services -G Davies	Open	New Item
Foundation Phase, Key Stage 2&3 and Key Stage 4 outcomes for 2017	To provide Members with initial feedback on the Foundation Phase, Key Stage 2, 3 & 4 outcomes for 2017.		Cabinet	October 2018	Councillor J Rosser & Director, Education & Inclusion Services -G Davies	Open	

Key Decision	Brief Outline	Report Status	Decision Maker (Cabinet / Delegated Decision (DD))	Proposed Date	Cabinet Member / responsible Officer	Open / Exempt Report	Consultation to be undertaken prior to Decision being made?
Pre Scrutiny - School Attendance Report	To consider the school attendance protocol		Cabinet	October 2018	Councillor J Rosser & Director, Education & Inclusion Services -G Davies	Open	Children & Young People Scrutiny committee
Key stage 4 and 5 outcomes	To receive the final data from Welsh Government in respect of the Educational Outcomes for RCT		Cabinet	January 2019	Councillor J Rosser & Director, Education & Inclusion Services -G Davies	Open	
Review of Learning Support Class Provision within RCT	To receive the feedback following the consultation undertaken		Cabinet	January 2019	Councillor J Rosser & Director, Education & Inclusion Services -G Davies	open	Cabinet Formal Consultation
C21st Schools Programme – proposals to improve education provision in cynon valley	To receive the feedback following the consultation undertaken		Cabinet	January 2019	Councillor J Rosser & Director, Education & Inclusion Services -G Davies	Open	Cabinet Formal Consultation
Proposals to establish primary education provision for the Llanilid Housing Development	To receive the feedback following the consultation undertaken		Cabinet	January 2019	Councillor J Rosser & Director, Education & Inclusion Services -G Davies	Open	Cabinet Formal Consultation
C21st school programme – proposals to improve education provision in the greater Pontypridd area	To receive the feedback following the consultation undertaken		Cabinet	March 2019	Councillor J Rosser & Director, Education & Inclusion Services -G Davies	Open	Cabinet Formal Consultation

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Childcare Sufficiency Update - Prescrutiny	The need to provide details of the Childcare Sufficiency Audit undertaken, in line with Welsh Government Requirements		Cabinet	March 2019	Councillor J Rosser. Director, Education & Inclusion Services -G Davies; Childcare Officer - D Humphries	Open	Children & Young People Scrutiny committee
Supplementary Capital Programme – Education & Inclusion Services	The need to seek Cabinet approval for further detailed investment within the service following Council's approval of the 3 year Capital Programme.		Cabinet	March 2019	Councillor J Rosser. Director, Education & Inclusion Services -G Davies	Open	
C21st Schools Programme – proposals to improve education provision in cynon valley	To consider an objections report if any objections were received		Cabinet	April 2019	Councillor J Rosser. Director, Education & Inclusion Services -G Davies		
Proposals to establish primary education provision for the Llanilid Housing Development	To consider an objections report if any objections were received		Cabinet	April 2019	Councillor J Rosser. Director, Education & Inclusion Services -G Davies		• Cabinet • Children & Young People Scrutiny • Public Consultation

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C21st school programme – proposals to improve education provision in the greater Pontypridd area	To consider an objections report if any objections were received		Cabinet	May 2019	Councillor J Rosser. Director, Education & Inclusion Services -G Davies		- Cabinet - Children & Young People Scrutiny - Public Consultation
Scrutiny Recommendations	To receive any recommendations coming forward following a scrutiny review.		Cabinet	Continuous / When Applicable	Specific to Scrutiny Review undertaken	Open	Scrutiny
21st Century Schools	To receive any updates in respect of the 21st Century Schools Programme		Cabinet	Continuous / When Applicable	Councillor J Rosser. Director, Education & Inclusion Services -G Davies	Open	
Partnership with United World Colleges (UWC) Atlantic College	To receive a progress report on the partnership working		Cabinet	September 2019	Councillor J Rosser. Director, Education & Inclusion Services -G Davies		Cabinet – September 2018