



**Rhondda Cynon Taf Council's  
Corporate Plan  
2024-2030**

**Working with our  
Communities**

*Design in hand*

*The Council's Corporate Plan is the Well-being Plan for Rhondda Cynon Taf as required by the Well-being of Future Generations (Wales) Act 2015*

## Leader's Statement

I am delighted to introduce the Council's third Corporate Plan. This plan builds on the strong foundations of our previous plans and at the same time recognises the changes we need to make to meet the unprecedented service and financial challenges ahead.

When we put in place our second Corporate Plan in 2020, [Making a Difference](#) we could not have foreseen the challenges that faced our residents, communities and businesses in the years that followed as a consequence of Storm Dennis and the Covid pandemic that closely followed. During this time, we have seen the strength and resilience of our communities and have worked alongside community and voluntary sector, business and public sector partners to keep our residents safe and supported.

Many different legacies of the 2020 floods and the Covid pandemic already affecting our residents and businesses will remain with us for years to come. Alongside the pandemic, the impact of global conflict and economic instability on our energy costs, the continuing cost of living crisis and an increased demand for our major services means we are moving into further extremely challenging times.

Despite these challenges, we have delivered most of what we set out to achieve in 2020 and at the same time invested over £450 million (2019/20 -2022/23). We have been able to

**PEOPLE:** open new Extra Care housing at 'Cwrt Yr Orsaf' Pontypridd, with Porth and Gelli Extra Care under way, complete the George V Athletics Track, continue with 3G pitches, play areas and parks and Community Hubs.

**PLACES:** continue our roads and bridges programme including the Mountain Ash Cross Valley link and A4119 dualling, repair and renew flood defences across the County Borough, improve Ynysangharad and Dare Valley Country Parks, develop the Porth Transport Hub and the Material Recycling Facility in Bryn Pica,

**PROSPERITY:** continue to improve school buildings and facilities through the Sustainable Communities for Learning Programme, complete our award winning Llys Cadwyn development, including the new footbridge, in Pontypridd and new Industrial Units in Coed Ely and Robertstown.

More detail about our achievements since 2020 can be seen in [the Council's Annual Self-Assessment report](#) 2022/23.

Rhondda Cynon Taf remains a great place to live, enjoy and do business. A County Borough of strong and vibrant communities, enthusiastic and talented people of all ages, abilities and backgrounds and rich and varied landscapes with huge potential to take advantage of growing green and sustainable economy.

The Council's Plan focuses on our four Well-being Objectives

### 1. PEOPLE and COMMUNITIES

2. **WORK AND BUSINESS**
3. **NATURE AND THE ENVIRONMENT**
4. **CULTURE, HERITAGE and WELSH LANGUAGE**

We are building on the partnerships we have developed, strengthening relationships where we can support our people, communities and the many different community-based groups. Together we can create solutions that will help to deliver better outcomes and can share the responsibility for supporting people in our communities who need help. By doing so, we can focus our support on those in the greatest need of care and support to help build their resilience so that they are able to make better choices for themselves and help our young people to achieve their potential.

One of our biggest challenges is preparing for and tackling the impact of Climate Change. The steps to meet this challenge are complex and interconnected but we are committed to reducing carbon across the Council and County Borough, continuing to embed energy saving and carbon reduction into everything we do. Our contributions to tackling the Welsh Government declared climate and nature emergencies is becoming business as usual in all our services. This includes what we buy or commission on behalf of the Council and in our work with Welsh Government, regional and local partners.

Climate Change is only one of the key challenges we face as we tackle the priorities that emerged from our [Self-Assessment](#). These challenges include managing our way through the current and future financial difficulties whilst keeping experienced and skilled staff, particularly in our social care sector, as we face growing demands from a population with more complex and connected needs.

Whilst we will do everything we can to keep our own costs as low as we can, meet our statutory duties and regulatory expectations, there is no escaping the tough decisions that must be taken to ensure a sustainable future for the Council and Rhondda Cynon Taf.

It is clear that for the Council to continue to provide its essential services, valued by the communities of Rhondda Cynon Taf, we will need to change the way we engage and work with our residents, communities and businesses to understand what matters to them and change the way services are provided. At the same time, residents can help by playing their part at home and in their communities.

## Introduction

Welcome to the Council's third Corporate Plan. The plan sets out where we will focus our work up until 2030, and the outcomes you can expect to see, because of our work as a Council and also in our work with other partners and stakeholders.

The Plan is structured around four Well-being objectives which will help us to improve the social, economic, environmental and cultural well-being of Rhondda Cynon Taf

1. **PEOPLE and COMMUNITIES** - Supporting and empowering RCT residents and communities to live safe, healthy, and fulfilling lives.
2. **WORK AND BUSINESS** - Helping to strengthen and grow RCT's Economy.
3. **NATURE AND THE ENVIRONMENT** - A green and clean RCT that improves and protects RCT's environment and nature.
4. **CULTURE, HERITAGE AND WELSH LANGUAGE** Recognising and celebrating RCT's past, present and future.

No single plan can set out the vast range of services the Council delivers, procures, or commissions, either as a single organisation or in partnership with others. Our work is governed by many laws and regulations that, for example, check that we spend our money wisely and that we work with other public bodies to improve outcomes for residents. The work in this plan will be reflected in and aligned to other Council plans, strategies, and policies, those that are most relevant are included in Appendix \*\*\* for information.

In setting our Well-being Objectives, we have made sure that our plans to improve the social, economic, environmental and cultural well-being of Rhondda Cynon Taf today, take account of the impact they will have on people living their lives in the future. We have done this by applying 'five ways of working' in our planning, i.e.

- **Involving:** local people, a range of stakeholders and Councillors in shaping our plan. We have been listening to and hearing what our residents of all ages, communities, partners, and staff are telling us what-matters to them. This will continue as we develop future actions. We also looked at information and feedback from a range of surveys, engagement events and ongoing conversations held across our services over the eighteen months so that we made best use of the information you have already told us. Our Plan provides a snapshot of the information we have used.
- **Working with others:** where we can and seeking further opportunities as we implement the Plan over the coming years. Our Plan provides some examples of where we are already working with partners and more detail will be visible in our annual plans.
- **Looking ahead:** at our challenges and opportunities. We have used the best data and information we can find and sought advice about how we consider the challenges and opportunities ahead. There is uncertainty about the long term, but we have included some of the information we have used to inform our objectives and to safeguard the future.
- **Integration:** As we developed our Plan, we considered the work of other organisations so that we complement and do not contradict or duplicate. In particular, Welsh Government

laws and plans and those of our local and regional partners. We have included some of these 'national drivers' that we need to consider.

- **Preventing:** We looked at how we can prevent problems from occurring or getting worse across each of our Well-being Objectives as we prepare for the future. A good example of this is working with partners to help to keep people well and reduce inequalities in health so that they are at less risk of disease and ill health. Much of our detailed work will be contained in the annual plans.

These 'ways of working' help us to show that we are meeting the Sustainable Development principle required by the Well-being of Future Generations (Wales) Act. The Act also asks that we show how our work contributes to the seven national Well-being goals for Wales. You can see these national goals have shaped our work and how our Well-being Objectives will meet them in Appendix ??

### We also

- **looked** for and examined the best information and data available about the County Borough, residents and communities in the context of the current significant and competing local, regional, national and global priorities.
- **researched** best practice to challenge what we do as we strive to deliver quality services with and for our residents and communities.
- **reviewed** our own achievements and progress over the life of our previous Corporate Plan 2020 -24 '[Making A Difference](#)', our strategic risks and our annual [Self-Assessment](#) and considered our quarterly reports of progress. The Self-Assessment also includes consideration of evaluations of all our services and an assessment of our corporate functions.
- **considered** those areas of work that we legally must deliver and those we have committed to through partnerships, including through the [Cwm Taf Morgannwg Well-being Plan 2023-28](#).

This plan provides the framework that will guide and shape what we do, direct how and where we spend our budgets, manage, and mitigate strategic risks and inform how we train and develop our staff and Councillors to meet-current and future challenges. Challenges like

- Growing vulnerability and complexity of need across our population, many of whom may experience poor health with complex care and support needs.
- The need to attract investment, high quality jobs and support the green economy whilst addressing the skills gap.
- Tackling inequalities in health, education, work and improving life chances of all our residents, no matter their background or circumstances.
- The impact on lives and the risk to homes and businesses from extreme weather events.
- Dealing with rising energy costs, uncertain energy security and higher prices because of supply chain disruptions.

Rhondda Cynon Taf is the third largest Council area in Wales made up of communities with different needs and aspirations. The area includes a relatively high proportion of our population living within the 10% most [deprived local areas in Wales](#). We also have more affluent areas across a diverse geographical and cultural landscape. We know from the many hundreds of conversations and survey responses we have from residents, community groups, businesses, visitors and partners, there are many hundreds of points of view, ideas, competing needs and expectations to manage. With budgets under pressure and demands on our services increasing, we recognise the need to develop and manage realistic expectations through a strengthened partnership approach.

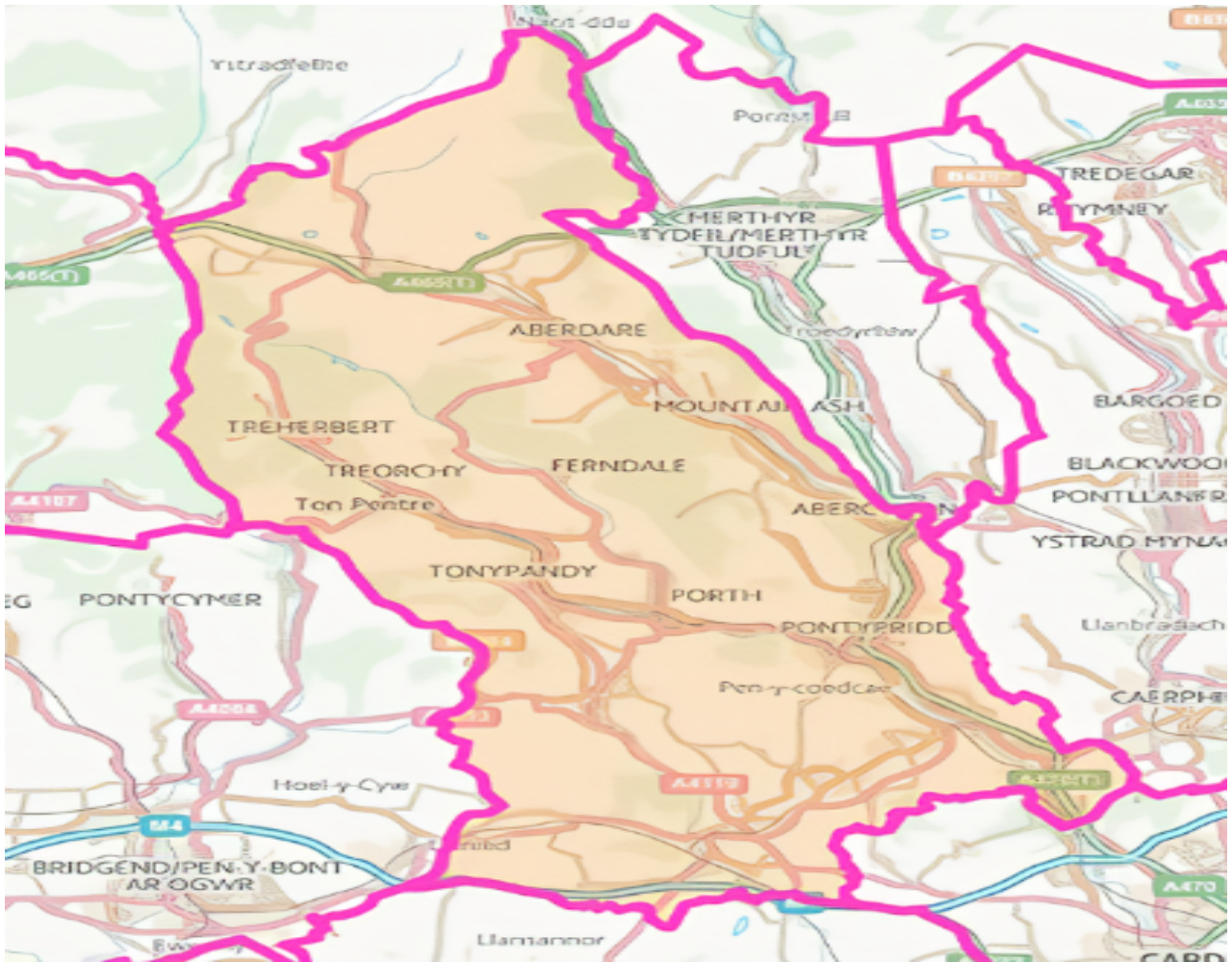
Our plans must also recognise the shorter term nature of our financial planning. We are currently as clear as we can be about the available budgets and resources we have available in setting our priorities, our detailed actions and targets will be reviewed and revised annually in line with our Medium Term Financial Plans. We will also continue to seek any opportunities for grant funding that can help us to do more.

However, we remain ambitious, and we know we can continue to improve by doing things differently and making better use of data and information available to focus more on outcomes for our residents and communities. Doing things differently means inviting everyone that visits, lives, and works in Rhondda Cynon Taf to play a part so that everyone can benefit.

By working more closely together, empowering, and enabling communities and working with our public sector partners, we can deliver more of what matters, support better outcomes for those in most need of our help and continue to support the economic, social, cultural, and environmental well-being of the County Borough. This approach builds on our work over the last few years that has already seen:

- parks and green spaces, leisure, and fitness facilities that people can use to keep active and healthy and well.
- creative and community spaces that support individual well-being and help to reduce health, social and economic inequalities.
- facilities where people can recycle more of their waste and send what they no longer need for other people to reuse.
- early years support that helps parents get children nursery and school ready so they can benefit from the opportunities to learn through play.
- Town Centre developments where people can live, work, visit and shop locally and support local businesses and the local economy.

## About the County Borough RCT graphic map type to present RCT specific data



### People & Communities – Potential information for inclusion

- Population: 237,497 (2021 Census), Male - 116,230 (49%)/Female - 121,267 (51%)
- Ageing Population: 46,787 (19.7%) aged 64+
- Schools: 38,497 pupils across 115 schools of which 17 are Welsh-medium
- Leisure: 12 leisure facilities including 8 swimming pools from which 335 fitness classes and activities are offered each week,
- Grounds: 25 artificial pitches, 3 synthetic running tracks, 97 grass pitches, 24 bowling greens, 3 indoor bowling halls, 11 cricket pitches and 216 playgrounds
- Community Centres: 27
- Community Recreational Centres: 3
- Extra Care Homes: 3 with 4 in development

### Work & Business Potential information for inclusion

- Town Centres: 7 town centres all have free Wi-Fi
- 114 EV charging bays installed and ready to use, 10 awaiting connection and 10 connected and awaiting commissioning.
- Public Transport: awaiting info on routes and users TBC
- Reuse shops: 6



### **Nature & Environment Potential information for inclusion**

- Biodiversity/nature: Around 33% of RCT is tree covered with 18.5% tree cover in our urban areas.
- 4556 MWh of renewable energy generated since 2019 equalling 1,025 tonnes of CO2 emissions saved.
- Community Recycling Centres: 6 CRCs, 2022/23 recycling rate 64.97%
- Green Flag Award for RCTCBC: 4
- Green Flag Award for RCT Community: 9
- Active Travel Routes (km): 109km of on and off road active travel routes.

### **Culture & Heritage Potential information for inclusion**

- Welsh Language: 43,179 (18.2%) can speak, read, write or understand Welsh
- Community Hubs: 7
- Theatres: 3
- Museums: 3
- Libraries: 13
- Walking Trails: 10
- POI: 19 places of interest



## **The Council's Corporate Plan 2024-30**

### **The Council's Vision is for a Rhondda Cynon Taf where:**

*All people, communities, and businesses can grow and live in a healthy, green, safe, vibrant, and inclusive County Borough where they can achieve their full potential in all aspects of their lives and work, both now and in the future.*

### **The Council's purpose and the reason it exists is:**

*To provide community leadership and deliver high quality public services, working alongside residents, communities and our partners so that people, businesses, and the environment can thrive and prosper.*

### **Our Approach**

*Our new Plan builds on the strong platform put in place by our previous two Plans. To deliver what our new Plan sets out, we need our staff, Councillors, residents, communities, and partners working in the same direction to deliver our shared vision. The future challenges faced across the Council's services mean that now more than ever, we need well trained, informed, and supported staff and councillors who can respond to the challenges ahead within an ambitious programme of work. As public sector budgets remain under pressure and the demands on our services increase, the need to work with communities and across organisational boundaries to deliver the best outcomes for our residents, both now and in the future, has never been greater.*

### **Our Values**

*We take pride in our work and set ourselves high standards and ambitions to deliver and have a positive impact for all in Rhondda Cynon Taf.*

### **Our role in the Cwm Taf Morgannwg Public Services Board (CTMPSB)**

As an active member of the CTMPSB, we work with our local public sector partners to deliver the two Well-being Objectives agreed by the Cwm Taf Morgannwg PSB in the [Cwm Taf Morgannwg Well-being Plan - Cwm Taf Morgannwg \(ourcwmtaf.wales\)](https://www.ourcwmtaf.wales)

1. Healthy Local Neighbourhoods: - A Cwm Taf Morgannwg where our communities are inclusive and feel cohesive and people feel safe, supported, and valued.
2. Sustainable and Resilient Local Neighbourhoods – A Cwm Taf Morgannwg where we understand and respond to the risk of climate change to our communities. To do this we must value, manage and enjoy our green and blue spaces responsibly.

Other examples of where we work in partnership with others can be found in our '[Working With Others](#)' web page.

## **Listening to and hearing what you say**

We regularly seek the views and opinions of our residents of all ages, community groups, businesses and staff as we conduct the business of the Council. This means we have information and feedback from the many conversations and surveys we have held over the last year or so that have helped to inform and shape this Plan. For example, feedback and views about the [Council's budget setting for 2023/24](#); the Council's [Local Development Plan 2022-37](#), [Flood Risk Strategy](#), the place based [Aberdare Town Centre Strategy](#), co production proposals for day service following 'My Day, My Way', 'Your Voice' survey of young people, our '[Climate Conversation](#)', the wide ranging engagement as part of the Cwm Taf Morgannwg [Well-being Assessment](#), as well as many [service specific](#) engagement events and surveys.

### **What we did**

We used the information you had already given us as a starting point to start to shape our Plan. We put in place a new conversation '[Let's Talk about what matters to you](#)' to check out that we were on the right track and then we put in place wider ranging opportunities for everyone to consider the detail. Of the responses we received, the majority, over 87%, thought that our areas of focus were right/correct or almost right/correct but could be improved. What we learned from this conversation gave us some assurance that we had a made a solid start from that point in time.

Using this feedback and other information, we drafted the outline of a new Corporate Plan including a new Vision, Well-being Objectives and commitments to residents. Our outline Corporate Plan formed the basis of wide ranging engagement with our residents, representative groups, and stakeholders including staff, Councillors, Trade Unions and partners. The engagement comprised online surveys, face to face discussions in our Town Centres, focus groups and discussions as part of regular network meetings for which we provided standard, bilingual and easy read 'engagement packs' to assist. Our approach and detailed findings can be found in the accompanying report to Cabinet when final.

### **What you told us**

Feedback from the conversations, meetings and surveys showed us how strongly you feel about public services generally and how much they are valued within communities.

The majority of responses supported our Vision and Well-being Objectives. However, we have also taken account of feedback that sought to include Welsh Language in our Well-being Objective for Culture and Heritage to further demonstrate our strong commitment to the Welsh language. This feedback has given us assurance about our draft Vision, the four Well-being Objectives and Priorities and the commitments to our residents, but we are not complacent. Responses also indicated some concern about whether the Plan was over ambitious given the financial challenges ahead and also the need to see more information as the detail of the plans emerges. A minority of responses indicated that of the four Well-being Objectives, People and Communities and Work and Business should be prioritised over Nature and Environment and Culture and Heritage. Despite our best efforts, some representative groups did not participate in the engagement, and we will continue to seek their involvement as we develop the detailed actions for the plan.

Summary feedback is considered alongside each of the Well-being Objectives. Detailed feedback and suggestions for more general improvements will be considered as we develop the detailed actions to deliver the plan over the next six years. We will also continue to engage with our residents and stakeholders as part of this work, and also seek their views on whether our work has made the difference and impact intended.

**As a result of what we have learned, we have committed to focusing on the four Well-being objectives that you have told us matter most to you, and that will better prepare us all for the future:**

Our Well-being Objectives:

1. **PEOPLE and COMMUNITIES** - Supporting and empowering RCT residents and communities to live safe, healthy and fulfilling lives.
2. **WORK AND BUSINESS** - Helping to strengthen and grow RCT's economy.
3. **NATURE AND THE ENVIRONMENT** - A green and clean RCT that improves and protects RCT's environment and nature.
4. **CULTURE, HERITAGE AND WELSH LANGUAGE** - Recognising and celebrating RCT's past, present and future.

In guiding and shaping our work for the next six years the detailed action plans that will help us monitor our progress, will embed those big issues that affect every service. For example, tackling all forms of poverty, treating people fairly, mitigating and adapting to the impacts of the changing climate, and importantly, keeping our children, young people and adults at risk safe and protected from harm.

We know that many of these big issues will have the biggest impact on groups of people who are already at a disadvantage. For example, older and vulnerable people are more likely to be affected by the impacts of climate change, such as heat waves, air pollution and other extreme weather events, due to a combination of age, health issues and greater social isolation. Poverty has a significant impact on health and well-being, educational and other outcomes in the lives of children and families. People with disabilities are less likely to be in employment and those on low incomes experience more housing problems. When developing and delivering our detailed plans, we will be aware of these issues and will listen to and work with our residents and communities, particularly those who are seldom heard and/or in the greatest need.

The four Well-being Objectives deliberately cut across all services. Many of the supporting priorities they contain will benefit more than one Well-being objective as our services work together to deliver our Vision for Rhondda Cynon Taf.

We are also preparing our services to meet new laws that we are expecting to be implemented in the coming months, for example [Eliminating profit from care for children looked after](#), [Coal Tip Safety](#) and the [Environment \(Air Quality and Soundscapes\) Bill](#).

## PEOPLE AND COMMUNITIES

Now <sup>1</sup>	Looking Ahead
<p><b>People</b></p> <p>Total population: 237,497<sup>2</sup></p> <ul style="list-style-type: none"> <li>• Aged 0-15 43,680 (18.4%)</li> <li>• Aged 16-64 147,030 (61.8%)</li> <li>• Aged 64+ 46,787 (19.7%)</li> </ul> <p>32,170 people live alone, including 14,049 over the age of 66.</p> <p><b>Health</b></p> <p><b>Life expectancy<sup>3</sup></b></p> <p>Male 77.0 years Male healthy life expectancy 57.1 years Female 80.5 years Female healthy life expectancy 60.7 years</p> <p>12.0% of people in RCT said they had disabilities which limited them a lot in their daily lives.</p> <p>11.2% of people in RCT provide unpaid care for family members or friends.</p> <p><b>Housing</b></p> <p>68.5% of people in RCT own their own home (with or without a mortgage) 13.7% rent social housing. 17.7% rent private housing.</p> <p>8,461 pupils in RCT (22.0%) are eligible for free school meals (20.3% in Wales)</p> <p><i>*Data from January 2023 School Census Results, <a href="#">Welsh Government</a></i></p> <ul style="list-style-type: none"> <li>• Attendance rates 2022/3 <ul style="list-style-type: none"> <li>○ Primary School learners - 91%</li> <li>○ eFSM learners - 86.8%</li> <li>○ Secondary School learners - 85.8%</li> <li>○ eFSM learners - 77%</li> </ul> </li> </ul>	<p><b>People</b></p> <p>4.1% increase in population to 2030 with RCT projected to remain 3<sup>rd</sup> largest LA by population in Wales.</p> <p>By 2030: <i>compared to MYE on left</i></p> <p>Aged 0-15 42,861 (1.9% decrease) Aged 16-64 151,377 (3% increase) Aged 65+ 52,884 (13.% increase) <i>of which Aged 85+ 6573 (25.4% increase)</i></p> <p><b>Health projections for Wales.<sup>4</sup></b></p> <p>33% increase in the prevalence of stroke by 2035 22% increase in people living with diabetes by 2036 70% increase in people living with dementia by 2040 25% increase in people diagnosed with cancer per year by 2040</p> <p><b>Housing</b></p> <p>27% increase in single person households in 2043 25% increase of 1 adult households with children and a 16% reduction in 2 adult households with children</p>

<sup>1</sup> All data refers to RCT and is taken from the 2021 Census unless stated otherwise

<sup>2</sup> Mid year population estimates 2022 [Stats Wales](#)

<sup>3</sup> Healthy life expectancy is the proportion of life in good health, data for RCT – [ONS](#)

<sup>4</sup> [Wales Online](#) referencing report of the [chief scientific advisor](#) NHS in 10+ years: An examination of the projected impact of Long-Term Conditions and Risk Factors in Wales

**Some of our National Drivers -This information will be available through hyperlink in final version**

- [Children and young people's plan](#) What we will do to support children and young people who are growing up, living and working in Wales.
- [Child Poverty Strategy for Wales 2024](#) Welsh Government's updated Strategy
- [Age Friendly Wales](#) – Strategy for an Ageing Society
- [Decarbonising Social Care in Wales 2022-27](#)
- [Ending homelessness](#): A high level action plan – 2021-2026
- [Tackling Fuel Poverty](#) 2021 to 2035
- [Our National Mission: High Standards and Aspirations for All](#) 2022 – 2026 A plan to tackle the impact of poverty on educational attainment and supporting every learner.
- [Welsh in Education Strategic Plan](#) Guidance on Local Authority's developing their WESP.
- [Healthy Weight Wales Strategy](#) to prevent and reduce obesity in Wales
- A [Healthier Wales](#): Long Term Plan for Health & Social Care -2018
- [Public Health Wales' Strategic Plan](#) 2022-2025
- [Sport Wales Strategy: Enabling Sport in Wales to Thrive](#)

**Our residents told us that 'What Matters to them is .....**' the care and support of our young and older people, and that access to good quality education for all continues to be a priority. They also wanted to see community development with local accessible services and help to improve individual health and well-being. They wanted to see good quality homes, and improved affordability and energy efficiency in existing homes.

## **PEOPLE and COMMUNITIES**

**In People and Communities our priorities are:**

- 1. Children and young people have the best start in life and can learn and grow safely,**
  - 2. Residents can take care of their health & well-being so they can live healthy, independent, and fulfilling lives,**
  - 3. Safeguarding our most vulnerable residents of all ages, providing protection, care and support when they need it most so that they can maximise their potential, and**
  - 4. Residents will have access to affordable, good quality and energy efficient homes.**
- 
- 1 Children and young people have the best start in life and can learn and grow safely.**
    - a) Supporting children and families in their early years to have the best opportunities to develop, be healthy, and enjoy a range of programmes and activities in our libraries and Community Hubs.
    - b) Helping children of all abilities and backgrounds to do the very best they can in school by ensuring that we have a relentless focus on securing continuous school improvement and high standards in our schools.
    - c) Ensuring access to timely intervention and advice so that the needs of learners and their families are identified swiftly and early intervention provided.

- d) Providing great learning environments through our new and improved early years settings and schools including a new Special school and making Welsh medium education accessible to all.
- e) Supporting children and young people of all abilities and backgrounds to overcome barriers to learning, including those experiencing poverty, so that they can achieve the best educational outcomes that they are capable of.
- f) Ensuring that children, young people and their families have a voice and help us to shape and further improve our services and educational experiences.

**2. Residents can take care of their health & well-being so they can live healthy, independent, and fulfilling lives.**

- a) Helping our residents to keep healthy, active and well; fulfilling their potential and strengthening local communities through opportunities to participate in learning, leisure, physical and creative activities that are accessible to all.
- b) Considering the implications of the [National Framework for Social Prescribing](#).
- c) Implementing the five year Health Determinate Research Collaboration in order to tackle health inequalities in RCT and address wider health determinants that directly affect the life chances of our residents.
- d) Enabling people to be engaged in resilient communities, strengthening connections between community groups, providing opportunities to lead and influence community developments and be involved in volunteering.
- e) Working with residents and partners to keep our communities safe and free from crime.
- f) Developing connections so that communities and the third and business sectors can work together to source sustainable and healthy food and develop horticulture and other technical skills that support the growth of sustainable food.
- g) Developing community focused schools, that provide a range of services and activities, often beyond the school day, to help meet the needs of its pupils, their families and the wider community.

**3 Safeguarding our most vulnerable residents of all ages, providing protection, care and support when they need it most so that they can maximise their potential.**

- a) Enabling people to live independently in their community and close to home by providing the right support and care at the right time.
- b) Providing modern accommodation that meets the needs of people who can no longer live at home.
- c) Protecting children, young people and adults at risk from harm, neglect and exploitation.
- d) Supporting people affected by/experiencing domestic violence and addiction.
- e) Giving vulnerable children and young people the best possible opportunities in life and ensuring access to safe and supportive environments suitable to their needs, to improve their well-being.

- 4 Residents will have access to affordable, good quality and energy efficient homes**
- a) Working with partners to enable the supply of affordable and sustainable homes across our communities, including supporting those people who are homeless and bringing empty properties back into use.
  - b) Enabling more people to live in warm and energy efficient homes to improve their health and wellbeing and enable them to live more sustainably.

**Some of the outcomes we expect to see by 2030**

- Attendance, exclusions and attainment in all our schools will continue to show strong progress, compare favourably with other parts of Wales, with improved educational outcomes, work and training opportunities for our school leavers.
- Families will have greater resilience: fewer children will be 'looked after' in our care and will have improved life chances.
- More of our residents will use the opportunities available across the County Borough to keep active, healthy and well and reduce their risk of disease and ill health.
- Children in our care will be looked after closer to their home and stay connected to families, friends and communities.
- Better joined up services across health and social care so that people get the right care in the right place at the right time.
- Fewer people affected by/experiencing domestic violence and addiction.
- More affordable homes and fewer empty homes.
- Fewer homes in RCT will have energy ratings below Energy Performance Certificate D.

**Working in partnership**

with [Cwm Taf Morgannwg University Health Board](#) and other partners to improve the health and well-being of our residents, including joining up the health and social care they receive. By strengthening joint working we want to see fewer people going into hospital and those that do need care, receive it promptly within their communities and spend less time in hospital.

with [South Wales Police, Probation and other partners](#) to reduce crime and disorder in our area so that our communities are free from crime and free from the fear of crime.



## WORK AND BUSINESS

Now	Looking Ahead
<p><b>People and Skills</b></p> <ul style="list-style-type: none"><li>• 26.7% have a degree or equivalent Level 4 qualification.</li><li>• 72.4% of Key Stage 4 learners achieved A*-C grades in their GCSE in 2023</li><li>• 24.2% of people have no qualifications.</li><li>• 25.8% of people in work are employed in the public sector.</li><li>• 29.6% of RCT residents work in routine or semi-routine jobs.</li><li>• 23.8% of people aged 16 to 64 in RCT are economically inactive (not in or looking for work)</li><li>• 9% of adults are digitally excluded.</li><li>• 23.8% of children are in relative low income families (22.1% in Wales) and</li><li>• 15.3% in absolute low income families (14.8% in Wales)</li></ul> <p><b>Businesses</b></p> <ul style="list-style-type: none"><li>• Currently 7,020 active businesses and 169 Social Enterprises operating in RCT<sup>5</sup></li><li>• In 2021, 1,280 businesses started up in RCT and 845 ceased to trade.</li></ul> <p><b>Transport</b></p> <ul style="list-style-type: none"><li>• 43,100 people travel outside RCT to work.</li><li>• 21.8% of people work mainly from home, 66.7% commute by driving.</li></ul> <p>1.31 billion vehicle miles were travelled on roads in Rhondda, Cynon, Taf in 2022<sup>6</sup></p> <p>Prioritisation of road and train travel over buses has widened inequalities in access to essential services, employment and social interactions.<sup>7</sup></p> <p>22.2% of households do not have a car or van. This rises to over 30% in some areas of RCT (Treherbert, Ferndale and Maerdy)</p> <ul style="list-style-type: none"><li>• 19% of Welsh speakers always speak Welsh with colleagues.</li><li>• 11% of Welsh speakers speak Welsh with colleagues usually, but not always.</li><li>• 21% of Welsh speakers speak Welsh with colleagues sometimes.</li></ul>	<p><b>Looking Ahead</b></p> <p>After 2028, the number of economically active people is forecast to decrease, while the overall population will continue to increase in size.</p> <p>Increase in automation may make a growing share of low skilled workers unemployable, as whatever work they are (or could become) qualified to do could be done cheaper, faster or more reliably by robots or computers.</p> <p>Between 100 and 500 billion devices will be connected to the internet by 2030, between 12 and 60 times as many as the number of people in the world.</p> <p>Development of the service economy and moving away from personal ownership to accessing service e.g. car clubs and media streaming</p> <p>Increasing importance of biotechnology to tackle challenges including pollution, climate change and food security.</p> <p><b>Transport</b></p> <p>Road traffic in England and Wales could grow by up to 54% between 2025 and 2060(+4%)<sup>8</sup>.</p>

<sup>5</sup> Business births, deaths and active enterprises, [Stats Wales](#) and Social Enterprises in RCT, Cwmpas

<sup>6</sup> Department of Transport - [Road Traffic Statistics for RCT](#)

<sup>7</sup> The [Marmot Review – 10 Years on](#)

<sup>8</sup> Department of Transport - [National Road Traffic Projections 2022](#)

Some of our National Drivers - *This information will be available through hyperlink in final version*

- [WG Employability Plan](#)
- [Stronger Fairer Greener Wales: a plan for Employability & Skills](#)
- [Future Wales: The National Plan 2040](#)
- [Llwybr Newydd: the Wales Transport Strategy 2021](#)
- [Wales Infrastructure Investment Strategy](#)
- [A shared strategic vision for the retail sector](#)
- [Wales Procurement Policy Statement 2022-2028](#)
- [Social Partnership and Public Procurement \(Wales\) Act 2023](#)
- [Digital Strategy for Wales – Delivery Plan 2021](#)

Our residents told us that ‘What Matters to them is .....’. accessible opportunities for secure work, training and support for people to be self-employed. They want to see joined up methods of public transport. They also wanted to see improvements across all our Town Centres so that they are more attractive and encourage more people to visit. Things like making use of empty properties and supporting small local businesses to thrive.

## **WORK and BUSINESS**

In Work and Business our priorities are:

1. **Supporting people into rewarding career pathways, skilled and secure work.**
2. **Supporting businesses to prosper and be sustainable.**
3. **Thriving town centres, and**
4. **A well-connected County Borough.**

### **1 Supporting people into rewarding career pathways, skilled and secure work**

- a) Supporting people of all ages to gain the skills they need for jobs in our local communities and working with local businesses and training providers to identify appropriate opportunities for them.
- b) Supporting people experiencing ‘in work’ poverty to find more rewarding and secure work.
- c) Providing individual support and solutions for people experiencing barriers to work to gain or make progress into jobs or volunteering.
- d) Leading by example by providing experience, work and training opportunities within the Council particularly for young people and those experiencing barriers to work.
- e) Working with our suppliers to increase the Social Value and Community benefits from all our contracts, for example through jobs, work experience and training.
- f) Working as part of Cardiff Capital Region to identify and support jobs and skills development in regionally defined priority areas e.g. new and emerging technologies.

### **2 Supporting businesses to prosper and be sustainable.**

- a) Enabling businesses to find the right advice and support to help them modernise, be sustainable and take advantage of new opportunities and emerging markets.
- b) Increasing our local ‘spend’ and supporting social enterprises.

- c) Building on our natural landscape and heritage to promote new tourism opportunities in the County Borough and support sustainable growth in the sector.
- d) Supporting the development of the circular economy across the County Borough, so that residents are able to share, reuse, repair and recycle existing materials and products for as long as possible.
- e) Working with Higher and Further Education, business and the third sector to share knowledge and support business innovation and sustainability.

### **3 Thriving town centres**

- a) Delivering regeneration projects to enable vibrant town centres and good quality public spaces where businesses thrive and people want to visit.
- b) Taking opportunities to develop high quality public spaces and enhance existing town centre areas as part of our town centre strategies, which includes tree planting and other sustainable green spaces that support improved health, well-being and increased biodiversity.
- c) Widening our Town Centre 'offer', including local events and celebrating culture and heritage.
- d) Putting in place amenities that our residents can use to enhance their visits to Town Centres.

### **4 A well-connected County Borough**

- a) Supporting the development of low carbon travel and public transport, including publicly accessible infrastructure such as Electric Vehicle charging.
- b) Seeking and maximising available funding to support local/community transport routes where conditions allow.
- c) Encouraging and enabling active travel so more journeys are made by walking, cycling and public transport, supporting healthy lifestyles and improving air quality.
- d) Maintaining and improving our highways infrastructure so that it is fit for the future, keeping people and communities connected, able to socialise and learn and businesses moving.
- e) Improving digital connectivity across the County Borough, embracing changing work patterns and lifestyles.

### **Some of the outcomes we expect to see by 2030**

- Town centres with thriving businesses that help support the economy.
- Public transport infrastructure and systems are more joined up and encourage people to walk, cycle and use public transport to get about.
- More accessible publicly available EV charging points at Council locations that support low carbon travel.
- More businesses supported to develop, modernise and grow.
- More people in RCT will have the skills they need to find and progress in work.
- More people will visit RCT from outside the County Borough and enjoy the cultural, nature, activity and adventure tourism RCT has to offer.

**Working in partnership** with the Councils in the [Cardiff Capital Region](#) City Deal and its Joint Committee and businesses to promote economic well-being across the Capital Region, and working more locally with businesses through the Business Improvement Districts to encourage Town Centre businesses to be more sustainable and promote the use of the circular economy.

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## NATURE AND THE ENVIRONMENT

<p><b>Now.</b> 64.97% of waste recycled in 2022/23.</p> <p>16 Air Quality Monitoring Areas (AQMAs)</p> <p>Air pollutant concentrations are currently higher in areas of socioeconomic disadvantage<sup>8</sup></p> <p>38.5% of people live in a flood risk areas.</p> <p>There are 131 allotments and community growing spaces in RCT.</p> <p>Carbon emissions 3.8 tCO<sub>2</sub>e per resident,</p> <p>Sites of Special Scientific Interest</p> <ul style="list-style-type: none"><li>• 14 Sites</li><li>• 2 Special Areas of Conservation</li><li>• 8 Other Areas shared with other LAs.</li></ul> <p>During the five 'heat-periods' between June and August 2022, 3,535 deaths were registered in Wales. 258 excess deaths (7.3%) above the five-year average.</p> <p>Children and young people, older adults and those with respiratory conditions are more susceptible to poor air quality<sup>9</sup></p>	<p><b>Looking Ahead</b> Wales projections:</p> <ul style="list-style-type: none"><li>• average summer temperatures increasing by 1.34°C by 2050 and 3.03°C by 2080.</li><li>• precipitation levels projected to increase overall by 5% by 2050 and 9% 2080.</li><li>• Rainfall will increase overall, but with less rainfall in the summer and more in the winter. Summer rainfall will decrease by 16% by 2050 and 23% by 2080.</li></ul> <p>The Rhondda Valleys have the highest level of social flood risk in Wales.</p> <p>Climate change may have a serious impact on our ability to grow enough food.</p>
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**Some of our National Drivers - *This information will be available through hyperlink in final version***

- [Biodiversity Duty](#) obligations under s.6 of the Environment (Wales) Act 2016.
- [Environment \(Wales\) Act 2016: waste](#)
- [The National Strategy for Flood and Coastal Erosion Risk Management in Wales](#)
- [Beyond Recycling](#) A strategy to make the circular economy in Wales a reality.
- [The Clean Air Plan for Wales Healthy Air, Healthy Wales](#)
- [Prosperity For All: A Low Carbon Wales](#)
- [Net Zero Wales Carbon Budget 2 \(2021-25\)](#)
- [The Environment \(Air Quality and Soundscapes\) \(Wales\) Act 2024](#) new, enacted 14 Feb 2024

<sup>9</sup> PHW – [Climate Change in Wales: Health Impact Assessment](#)

<sup>9</sup> ONS – [Excess mortality during heat-periods](#)

**Our residents confirmed that ‘What Matters to them is .....’** improvements in the cleanliness of streets across the County Borough, including taking stronger steps to tackle environmental crimes like littering, irresponsible dog owners and fly tipping. They wanted to see public bins emptied more regularly to encourage good citizenship. Respondents also wanted to see improved green spaces, clean rivers, increased biodiversity, low carbon transport and fewer trees cut down

## **NATURE and the ENVIRONMENT**

**For Nature and the Environment our priorities are:**

- 1. Protecting and enhancing the natural environment**
- 2. Clean, Safe and Sustainable RCT**
- 3. Using Natures Assets to benefit people and communities.**

### **1 Protecting and enhancing the natural environment.**

- a) Protecting and enhancing biodiversity: working with nature to tackle both the Climate and Nature emergencies,
- b) Protecting existing trees, supporting woodland expansion through natural regeneration and urban tree planting
- c) Rewetting and restoring peat bogs: reducing carbon emissions and increasing biodiversity and carbon sequestration.
- d) Improving air quality including through implementing local and national Welsh Government traffic management requirements, encouraging shift to low carbon travel options and implementing the requirements of the [Environment \(Air Quality and Soundscapes\) \(Wales\) Act 2024](#).
- e) Managing public sector land to generate and support sustainable projects including green energy/carbon storage projects, managing flood risk and increasing food biodiversity and community growing.

### **2 Clean, Safe and Sustainable RCT**

- a) Keeping the County Borough clean and healthy and our streets free from litter, dog fouling and continuing to strengthen our response to environmental crime.
- b) Working with partners to maximise opportunities to make repairs, recycle and reduce and reuse waste.
- c) Providing creative opportunities for people to contribute to clean and sustainable communities.
- d) Signposting to more and better information on how residents can use less and waste less.
- e) Making sure that the methods of disposal for materials recovered from our waste are environmentally and ethically sustainable.
- f) Continuing to work with Welsh Government and partners to manage coal tip safety.
- g) Managing the impact of severe weather on our local environments.

### **3 Using Natures Assets to benefit people and communities**

- a) Maximising our use of sustainable solutions and green infrastructure to support flood mitigation, reduce pollution and manage surface water.
- b) Continuing to invest in solar energy across our schools and Council buildings and also developing energy generation through solar, wind, hydro-electric and geothermal/mine water, to heat and cool homes and businesses.
- c) Working with partners and the Cardiff Capital Region to create and deliver a Local Area Energy Plan to inform decision making on the supply and use of different energy sources.
- d) Providing opportunities for residents and communities to 'grow your own' through allotments and community gardens.
- e) Providing a range of quality green spaces for people and communities to enjoy.

#### **Some of the outcomes we expect to see by 2030.**

- Improved air quality across the County Borough.
- People and communities able to keep active and well in our green spaces.
- Wildlife will thrive on positively managed council land.
- Communities supported to do more to reduce, reuse and recycle and live sustainably.
- People enjoying clean streets, free from environmental crime.
- Increased green energy produced from 'renewables'.

#### **Working as part of**

**[Cwm Taf Morgannwg Public Services Board](#)** to put in place a Cwm Taf Morgannwg Climate Risk Assessment so that we can better assess local risks likely to arise as a result of a changing climate.

**Rhondda Cynon Taf [Local Nature Partnership](#)** to plan and deliver action for nature across the County Borough.



## CULTURE, HERITAGE AND WELSH LANGUAGE

Now	Looking Ahead
<p>43,179 people can either speak, read, write or understand Welsh, while 187,137 have no Welsh language skills.</p> <p>The majority of people in RCT (133,483) did not identify as having any religion. 86,474 consider themselves Christian, with 2,866 belonging to other religions including Buddhist, Hindu, Muslim and Sikh.</p> <p>58% of RCT residents attend or participate in arts, culture or heritage activities at least 3 times a year<sup>10</sup></p> <p>81 Council funded memorial plaques: located across the County Borough (at Mar-24)</p> <p>Approximately 35,000 objects forming Rhondda Cynon Taf 'collections' i.e.:</p> <ul style="list-style-type: none"> <li>- 12,500+ in the Rhondda Heritage Park Museum collection.</li> <li>- 21,500+ in the Cynon Valley Museum collection and</li> <li>- A small collection of fewer than 100 objects in the National Lido Wales/Lido Ponty.</li> </ul> <p>3.9% of RCT Residents are Armed Forces Veterans<sup>11</sup> -7,506 people (2021 data) 1,595 Referrals were received by the Veterans Advice Service (to Sept-23)</p> <p>Community Benefits</p> <ul style="list-style-type: none"> <li>- 284 Social Value outcomes from 46 active Council contracts (at Dec-23)</li> </ul> <p>Library usage</p> <ul style="list-style-type: none"> <li>- 724,066 Physical and virtual visits to Council libraries during 2022/23</li> </ul> <p>Arts Events as at Dec 2023</p> <ul style="list-style-type: none"> <li>- 37,550 individuals attended Arts events (RCT Theatres and Garth Olwg Lifelong Learning Centre</li> </ul>	<p>The rate of Growth of Welsh speakers is highest in South and South East Wales local authorities</p> <p>Ageing population may result in new roles for heritage, particularly around healthcare, memory and inclusion, and more opportunities for volunteering.</p> <p>Globally, increasing loneliness and disconnection are reducing civic engagement, weakening social cohesion and making people more vulnerable to polarisation</p>

<sup>10</sup> [National Survey for Wales](#) – Arts, Museums, Libraries and Historic Places (2022-23)

<sup>11</sup> [Nomis Data – TS071](#) – Previously served in UK and Armed Forces (2021)

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|---|--|
| <ul style="list-style-type: none"> <li>- 6,868 individuals participated in arts activities</li> <li>- 22 RCT based artists and artistic organisations were supported</li> </ul> |  |
|---|--|

**Some of our National Drivers - *This information will be available through hyperlink in final version***

- |  |
|--|
| <ul style="list-style-type: none"> <li>• <a href="#">Welsh Language (Wales) Measure 2011</a></li> <li>• <a href="#">Cymraeg 2050 – A Million Welsh Speakers</a></li> <li>• <a href="#">The Historic Environment Wales Act 2016</a></li> <li>• Welsh Parliament LG and Housing Cttee <a href="#">Local Authority Leisure and Library Services Report 2023</a></li> <li>• <a href="#">Connected and Ambitious Libraries 2017-2020 – update imminent.</a></li> <li>• <a href="#">Theatre Green Book -arrangements for theatres to work more sustainably.</a></li> </ul> |
|--|

<p><b>Our residents confirmed that ‘What Matters to them is.....’</b> a recognition that culture and heritage cuts across everything we do, supports all aspects of well-being and brings people and communities together. It matters that we remember and protect the traditions of the past but also create exciting new opportunities for people to enjoy today and in the future. Feedback suggested that Welsh Language could be included to the original Well-being Objective of Culture and Heritage.</p>
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## **CULTURE, HERITAGE AND WELSH LANGUAGE**

**In Culture, Heritage and Welsh Language our priorities are:**

- 1. An RCT where culture and heritage is vibrant and difference is celebrated in strong communities that enhance well-being.**
- 2. Celebrating and preserving the historical, cultural, industrial and sporting heritage of Rhondda Cynon Taf.**

We-recognise and celebrate RCT’s past, enjoy the present and embrace a future where:

- 1. Culture and heritage is vibrant and difference is celebrated in strong communities that enhance well-being, by**
  - a) Building on the legacy of the Eisteddfod to benefit our communities and businesses.
  - b) Continuing to grow the use of the Welsh language so that it thrives in our homes, communities and work.
  - c) Recognising and improving our awareness of diversity in our communities so that we strengthen community cohesion and better meet needs of our residents of all backgrounds.
  - d) Engaging with communities to jointly develop activity within our theatres, museums and other creative spaces through an accessible and inclusive approach that embraces all cultures.

- e) Developing stronger cross sector partnerships that value the positive impacts of culture and heritage including on health and well-being, skills, work and community life.
- f) Developing Intergenerational Projects to promote learning and shared skills, encouraging intergenerational friendships and helping to reduce loneliness.
- g) Working with a range of public, private and third sector partners to consider the cultural offer across our Town Centres, developing and promoting a range of inclusive Arts and Cultural Events that will serve local and wider communities across South East Wales.
- h) Strengthening RCT's Community Armed Forces Covenant.

## **2 Celebrating and preserving the historical, cultural, industrial and sporting heritage of Rhondda Cynon Taf by**

- a) Protecting and promote the history of RCT for future generations through education, conservation and commemoration by:
  - Identifying, recording and sharing the history of RCT
  - Recognising, preserving, protecting and embracing RCTs industrial heritage including through digitisation, management of artifacts and protecting monuments.
- b) Connecting communities through heritage and local history.
- c) Shining a light on past and present inspirational people from Rhondda Cynon Taf to encourage aspiration and ambition in our children and young people.

### **Some of the outcomes we expect to see by 2030**

- More people are confident to use Welsh in their everyday lives and more learners access Welsh medium education.
- People feel that they 'belong' in their communities, get along well and treat each other with respect.
- More opportunities for residents of all ages and backgrounds to 'connect' through arts, libraries and community activities and events.
- Opportunities for residents to promote and express their culture, heritage and share commitment to sustainable lives through a thriving arts community.
- More people identify with the history that shaped the Rhondda Cynon Taf of today and have a connection with the past.
- An Armed Forces community is supported by the wider community.

### **Working in Partnership with**

[Arts Council for Wales](#) to connect with communities, make arts available to people of all ages and backgrounds to enjoy and take part.

**Cardiff Capital City Region**, [Creative Cardiff](#) and [University of South Wales](#) to increase creative sector skills within RCT.

[Awen Cultural Trust](#) to deliver the redevelopment of 'Y Muni', Muni Arts Centre in Pontypridd and support local and national creative industries.

## **A well-run Council...**

Our four Well-being objectives and our priorities can only be delivered by a well-run Council. By this we mean a Council that has a positive organisational culture, that values its staff, manages its resources sustainably and wisely and looks to continually improve what we do to have the biggest impact for residents.

## **Our commitments to you**

- We will deliver our improvement priorities and strive to meet all our targets and you will be able to hold us to account through good governance and local democracy.
- We will lead by example, show strong community leadership and be open about the challenges we face and the tough decisions we have to make.
- We will put residents and customers at the centre of all that we do and the decisions we make through more meaningful involvement and engagement.
- We will work with partners in all sectors so that we join up our services, make life easier for our residents and communities and deliver better outcomes for them.
- We will work together with residents and communities on solutions that better meet their needs and share responsibility deliver better outcomes together.
- We will manage our workforce, budgets, land, buildings, fleet and information to maximise our efficiency and make the biggest difference to our communities, nature and the environment.
- We will reduce the Council's Carbon Footprint and be a Carbon Neutral Council by 2030.
- We will be honest with our residents and regulators about where we are doing well and where we need to do better.
- We will put in place plans to care and support communities in emergency situations when they happen.
- We will take action against those who do not act in ways that support our residents to enjoy a healthy, green, safe, vibrant, and inclusive County Borough.
- We will treat all people with respect regardless of their background.
- We will treat Welsh and English languages equally and deliver services to users in their language of choice.
- We will work with local communities and community groups to make our services as accessible as possible.

## **Our commitment to staff**

We will provide equality of opportunity for all, so that staff feel valued and can reach their full potential. The Council's commitment to its staff and our communities is set out in full in our Strategic Equality Plan and Workforce Plan.

## **Our commitment to partners**

We will be committed and active partners in our work with others, seeking and challenging where we can add more and better outcomes for our residents, communities and businesses by working together. You can see more about our [work with others](#).

## How we will deliver and monitor progress of our Corporate Plan

The Corporate Plan gives life to our Vision and Purpose, by setting out our four Well-being Objectives with more detailed priorities about how will deliver them, setting a clear direction for the Council's work up to 2030. The plan sets a direction and focus on the high-level ambitions and priorities for the Council which all staff and managers can see, understand and work towards. Our progress in delivering our high-level Well-being Objectives will be set out in our Annual Plans. Our progress in delivering these annual plans will be through our actions and a range of different measures, depending on the complexity of the item. For example, through clear longer term numerical targets/outcomes to be achieved or through a 'direction of travel' for which progress can be monitored and evidenced by robust data items. All our measures will be subject annual 'in-year' review to establish relevant short-term targets subject to progress.

Delivery of the priorities will be led by a senior officer. However, they involve and depend on all our services working together and not in traditional 'silos' to deliver creative and sustainable solutions. Some of the work we do is grant funded and so is required to meet grant conditions outside our control or influence.

The detailed plans to deliver our Well-being Objectives will be monitored and scrutinised by Councillors [Cabinet](#), [Scrutiny](#) and [Governance and Audit Committees](#) as part of the [Performance and Resources Reports](#). Those aspects of our work which are dependent upon grant funding will also subject to rigorous monitoring by the funding body e.g. Welsh Government.

The Council's priorities are cascaded into services' Delivery plans; they shape and inform Council policy, strategy and spend, help manage risks as well as inform discussions about development opportunities for staff. These performance arrangements are set out in the Council's Performance Management Framework.

Our Performance Management Framework will not, in itself, manage or improve performance. However, the steps it sets out help to create, develop and maintain a strong performance culture and puts the residents of Rhondda Cynon Taf at the heart of our business. It also allows us to answer three simple questions:

- How are services performing?
- How do we know?
- What are we going to do to improve them?

This strong Performance culture is supported by:

1. Reinforcing accountability through Challenge and Support by Cabinet and the Senior Leadership Team.
2. Strong and effective Scrutiny.
3. Being honest and self-aware.
4. Focusing on delivery and improvement.
5. Managing, as well as measuring performance.
6. Setting aspirational targets.

7. Making best and sustainable use of resources.
8. Empowering and supporting staff to do the right thing.
9. Involving our residents in decision that affect them.

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## Outcomes, Measures and Targets – awaiting confirmation of further targets

## Information/data will inform the new Corporate Reporting Dashboard from 2024

<b>People and Communities</b>	<ul style="list-style-type: none"> <li>• Increased % attendance in primary/secondary schools and PRU/EOTAS provision.</li> <li>• Reduced no. of fixed term and permanent exclusions in primary/secondary phase.</li> <li>• More school leavers are in Education, Training or Employment.</li> <li>• Improved Educational outcomes for Care experienced children and young people.</li> <li>• Increase in the number of affordable homes.</li> <li>• Decrease in the number of empty properties.</li> </ul>
<b>Work and Business</b>	<ul style="list-style-type: none"> <li>• More people helped into work</li> <li>• Fewer vacant premises in our town centres</li> <li>• More people visiting our town centres (increased footfall)</li> <li>• Increased kms of active travel routes within the County Borough</li> <li>• Increased availability of publicly accessible EV charging points</li> </ul>
<b>Nature and the Environment</b>	<p>30% of RCT to be in positive management for wildlife (<i>this is UN 2022 Framework for Biodiversity 30 by 30 target that WG is promoting</i>) <i>Biodiversity deep dive: recommendations   GOV. WALES</i></p> <ul style="list-style-type: none"> <li>• Increase the amount of waste recycled and decrease the amount sent to landfill</li> <li>• Increased local renewable energy generated from Council land or buildings</li> </ul>
<b>Culture, Heritage and Welsh Language</b>	<p>Contributing to Welsh Government's national target of 1 million Welsh speakers by 2050, as set out in <a href="#">Cymraeg 2050</a>. Increasing the number of Welsh speakers in RCT from 12.4% (2021 census)</p>
<b>Effective and Efficient Council</b>	<p>By 2030 we will</p> <ul style="list-style-type: none"> <li>• be a Carbon Neutral Council</li> <li>• contribute to the Welsh Government's ambition for a <a href="#">Net Zero Public Sector</a>.</li> </ul>



*There will be a hyperlink to this section in final version of the Plan*

**Aligning Strategic Support and Regional Strategies** In progress list of Corporate and Service specific policies/strategies assigned to four Well-being Objectives

Well-being Objective	Council strategies
<p><b>PEOPLE and COMMUNITIES-</b> Supporting and empowering RCT residents and communities to live safe, healthy, and fulfilling lives,</p>	<p><a href="#">Corporate Safeguarding Policy 2024</a>  <a href="#">Digital Strategy for schools 2020-25</a>  <a href="#">Education Strategic Plan 2022-25</a>  <a href="#">RCT Children’s Services Workforce Strategy 2021-24</a>  <a href="#">RCT Empty Homes Strategy 2022-25</a>  <a href="#">RCT Housing Support Programme Strategy 2022-26</a>  <a href="#">RCT Local Housing Market Assessment 2022 - 2037</a>  <a href="#">RCT Looked After Children Prevention Strategy 2022-25</a>  <a href="#">RCT Looked After Children: Residential Transformation Strategy 2022-27</a>  <a href="#">RCT Private Rented Sector Strategy 2023 - 2026</a>  <a href="#">RCT Sport and Physical Activity Strategy 2022-27</a>  <a href="#">Warmer Homes: A Fuel Poverty Strategy 2019 - 2023</a>  <a href="#">Welsh in Education Strategic Plan 2022-32</a>  <a href="#">Welsh Language Promotion Strategy 2022-2027</a>            RCT Housing Strategy 2024-29 – in progress            Community Safety Strategy pending</p>
<p><b>WORK AND BUSINESS -</b> Helping to strengthen and grow RCT’s Economy.</p>	<p><a href="#">Active Travel Report 2021-22</a>  <a href="#">Commissioning, Socially Responsible Procurement &amp; Contract Management Strategy 2021-24</a>  <a href="#">Local Development Plan 2006-2021</a> and the  <a href="#">Revised Local Development Plan 2022-2037 Preferred Strategy</a>  <a href="#">Consultation webpage on RLDP 2022-2037 Preferred Strategy</a>            Regeneration Strategies:           <ul style="list-style-type: none"> <li>• <a href="#">Aberdare Town Centre Strategy 2023-24 (Draft)</a></li> <li>• <a href="#">Porth Town Centre Strategy 2018-19</a></li> <li>• <a href="#">Pontypridd Town Centre Placemaking Plan 2022 (Draft)</a></li> <li>• <a href="#">Town Centre Strategies 2023</a></li> </ul> </p>
<p><b>NATURE AND THE ENVIRONMENT -</b> A green and clean RCT that improves and protects RCT’s environment and nature.</p>	<p><a href="#">Air Quality Progress Report 2023</a>  <a href="#">Biodiversity Duty Report 2019-22</a>  <a href="#">Climate Change Engagement Plan 2023-25</a>  <a href="#">Electric Vehicle Charging Strategy 2021-30</a>  <a href="#">Local Flood Risk Management Strategy and Action Plan 2024 (Draft)</a>  <a href="#">Tree &amp; Woodland Strategy 2022-32</a>  <a href="#">Waste Management Strategy 2023</a></p>
<p><b>CULTURE, HERITAGE and WELSH LANGUAGE</b> Recognising and celebrating RCT’s past, present and future.</p>	<p><a href="#">Library Service Strategy 2022-25</a>  <a href="#">Tourism Strategy 2021</a>  <a href="#">Welsh Language Promotion Strategy 2022-27</a> and <a href="#">action plan</a>            Heritage Strategy in development</p>

Well-being Objective	Council strategies
Well run Council	<p><a href="#">Annual Risk Based Internal Audit Plan 2023-24</a></p> <p><a href="#">Climate Change Strategy 2022-25 – ‘Think Climate RCT’— will be subsumed by new Corporate Plan</a></p> <p><a href="#">Council’s Decarbonisation Strategy 2023-25</a></p> <p><a href="#">Commissioning, Socially Responsible Procurement &amp; Contract Management Strategy 2021-24</a></p> <p><a href="#">Corporate Asset Management Plan 2018-23</a></p> <p><a href="#">Digital Strategy 2022-26</a></p> <p><a href="#">Human Resources Strategy 2023-28</a></p> <p><a href="#">Workforce Plan 2023-28</a></p> <p><a href="#">Involvement and Engagement Framework 2020-24</a></p> <p><a href="#">Medium Term Financial Plan 2023/24 – 2026/27</a></p> <p><a href="#">Public Participation Strategy 2023</a></p> <p><a href="#">Risk Management Strategy 2023</a></p> <p><a href="#">Strategic Equality Plan 2019-2022 – MW</a></p> <p><i>Council’s Operating Model and Working Arrangements Policy Others?</i></p>
	<p>Regional Plans</p> <ul style="list-style-type: none"> <li>• <a href="#">Cwm Taf Morgannwg Well-being Plan 2023-2028</a></li> <li>• <a href="#">Cwm Taf Morgannwg Area Plan 2023-28</a></li> <li>• Others</li> </ul>
	<p>CCRCD</p> <p>Cardiff Capital Region – <a href="#">The City Deal</a></p> <ul style="list-style-type: none"> <li>• <a href="#">South Wales Metro</a> - Transport for Wales</li> </ul>

*There will be a hyperlink to this section in final version of the Plan Appendix ??*

**Examples of how the draft Corporate Plan priorities could contribute to the seven national Well-being Goals.**

<b>A PROSPEROUS WALES</b> - An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.			
<b>PEOPLE and COMMUNITIES</b> Supporting and empowering RCT residents and communities to live safe, healthy, and fulfilling lives	<b>WORK and BUSINESS</b> Helping to strengthen and grow RCT's Economy	<b>NATURE and the ENVIRONMENT</b> A green and clean RCT that improves and protects RCT's environment and nature	<b>CULTURE, HERITAGE and WELSH LANGUAGE</b> Recognising and celebrating RCT's past, present and future
<ul style="list-style-type: none"> <li>• Providing great <a href="#">learning environments</a> through our new and improved early years settings and schools including a new Special school and making Welsh medium education accessible to all.</li> <li>• Working with partners to enable the supply of <a href="#">affordable</a> and sustainable homes across our communities, including supporting those people who are homeless and bringing empty properties back into use.</li> </ul>	<ul style="list-style-type: none"> <li>• Supporting people of all ages to gain the skills they need for jobs in our local communities and working with local businesses and training providers to identify appropriate opportunities for them.</li> <li>• Working as part of <a href="#">Cardiff Capital Region</a> to identify and support jobs and skills development in regionally defined priority areas e.g. new and emerging technologies</li> <li>• Delivering regeneration projects to enable vibrant town centres and good quality public spaces where businesses thrive and people want to visit.</li> </ul>	<ul style="list-style-type: none"> <li>• Working with partners and the Cardiff Capital Region to create and deliver a <a href="#">Local Area Energy Plan</a> to inform decision making on the supply and use of different energy sources.</li> </ul>	<ul style="list-style-type: none"> <li>• Building on the legacy of the <a href="#">Eisteddfod</a> to benefit our communities and businesses.</li> <li>• Shining a light on past and present inspirational people from Rhondda Cynon Taf to encourage aspiration and ambition in our children and young people.</li> </ul>

**A RESILIENT WALES** - A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).

<b>PEOPLE and COMMUNITIES</b> Supporting and empowering RCT residents and communities to live safe, healthy, and fulfilling lives	<b>WORK and BUSINESS</b> Helping to strengthen and grow RCT's Economy	<b>NATURE and the ENVIRONMENT</b> A green and clean RCT that improves and protects RCT's environment and nature	<b>CULTURE, HERITAGE and WELSH LANGUAGE</b> Recognising and celebrating RCT's past, present and future
<ul style="list-style-type: none"> <li>Developing connections so that communities and the third and business sectors can work together to source sustainable and healthy food and develop horticulture and other technical skills that support the growth of sustainable food.</li> </ul>	<ul style="list-style-type: none"> <li>Working with Higher and Further Education, business and the third sector to share knowledge and support business innovation and sustainability.</li> <li>Supporting the development of low carbon travel and public transport, including publicly accessible infrastructure such as Electric Vehicle charging.</li> </ul>	<ul style="list-style-type: none"> <li>Protecting existing trees, supporting woodland expansion through <a href="#">natural regeneration</a> and urban tree planting</li> <li>Rewetting and restoring peat bogs: reducing carbon emissions and increasing biodiversity and carbon sequestration.</li> <li>Managing public sector land to generate and support sustainable projects including green energy/carbon storage projects, managing flood risk and increasing food biodiversity and community growing.</li> <li>Continuing to work with Welsh Government and partners to manage <a href="#">coal tip safety</a>.</li> </ul>	<ul style="list-style-type: none"> <li>Developing Intergenerational Projects to promote learning and shared skills</li> </ul>

**A HEALTHIER WALES - A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood**

<b>PEOPLE and COMMUNITIES</b> Supporting and empowering RCT residents and communities to live safe, healthy, and fulfilling lives	<b>WORK and BUSINESS</b> Helping to strengthen and grow RCT's Economy	<b>NATURE and the ENVIRONMENT</b> A green and clean RCT that improves and protects RCT's environment and nature	<b>CULTURE, HERITAGE and WELSH LANGUAGE</b> Recognising and celebrating RCT's past, present and future
<ul style="list-style-type: none"> <li>• Helping our residents to keep healthy, active and well; fulfilling their potential and strengthening local communities through opportunities to participate in learning, leisure, physical and creative activities that are accessible to all.</li> <li>• Enabling people to live independently in their community and close to home by providing the right support and care at the right time.</li> <li>• Providing <a href="#">modern accommodation</a> that meets the needs of people who can no longer live at home.</li> <li>• Protecting children, young people and adults at risk from harm, neglect and exploitation.</li> <li>• Supporting people affected by/experiencing domestic violence and addiction.</li> </ul>	<ul style="list-style-type: none"> <li>• Taking opportunities to develop high quality public spaces and enhance existing town centre areas as part of our town centre strategies, which includes tree planting and other sustainable green spaces that support improved health, well-being and increased biodiversity</li> <li>• Putting in place amenities that our residents can use to enhance their visits to Town Centres.</li> <li>• Encouraging and enabling active travel so more journeys are made by walking, cycling and public transport, supporting healthy lifestyles and improving air quality.</li> </ul>	<ul style="list-style-type: none"> <li>• Improving air quality including through implementing local and national Welsh Government traffic management requirements, encouraging shift to low carbon travel options and implementing the requirements of the <a href="#">Environment (Air Quality and Soundscapes) (Wales) Act 2024</a>.</li> <li>• Providing a range of quality green spaces for people and communities to enjoy.</li> </ul>	<ul style="list-style-type: none"> <li>• Developing stronger cross sector partnerships that value the positive impacts of culture and heritage including on health and well-being, skills, work and community life.</li> </ul>

**A MORE EQUAL WALES - A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic background and circumstances).**

<b>PEOPLE and COMMUNITIES</b> Supporting and empowering RCT residents and communities to live safe, healthy, and fulfilling lives	<b>WORK and BUSINESS</b> Helping to strengthen and grow RCT's Economy	<b>NATURE and the ENVIRONMENT</b> A green and clean RCT that improves and protects RCT's environment and nature	<b>CULTURE, HERITAGE and WELSH LANGUAGE</b> Recognising and celebrating RCT's past, present and future
<ul style="list-style-type: none"> <li>• Helping children of all abilities and backgrounds to do the very best they can in school by ensuring that we have a relentless focus on securing continuous school improvement and high standards in our schools.</li> <li>• Supporting children and young people of all abilities and backgrounds to overcome barriers to learning, including those experiencing poverty, so that they can achieve the best educational outcomes that they are capable of.</li> <li>• Implementing the five year <a href="#">Health Determinate Research Collaboration</a> in order to tackle health inequalities in RCT and address wider health determinants that directly affect the life chances of our residents.</li> <li>• Giving vulnerable children and young people the best possible opportunities in life and ensuring access to safe and supportive environments suitable to their needs, to improve their well-being.</li> </ul>	<ul style="list-style-type: none"> <li>• Supporting people experiencing 'in work' poverty to find more rewarding and secure work.</li> </ul>	<ul style="list-style-type: none"> <li>• Managing the impact of severe weather on our local environments.</li> <li>• Providing opportunities for residents and communities to 'grow your own' through allotments and community gardens.</li> </ul>	<ul style="list-style-type: none"> <li>• Recognising and improving our awareness of diversity in our communities so that we strengthen community cohesion and better meet needs of our residents of all backgrounds.</li> <li>• Strengthening RCT's Community <a href="#">Armed Forces Covenant</a>.</li> </ul>

**A WALES OF COHESIVE COMMUNITIES - Attractive, viable, safe and well-connected communities**

<b>PEOPLE and COMMUNITIES</b> Supporting and empowering RCT residents and communities to live safe, healthy, and fulfilling lives	<b>WORK and BUSINESS</b> Helping to strengthen and grow RCT's Economy	<b>NATURE and the ENVIRONMENT</b> A green and clean RCT that improves and protects RCT's environment and nature	<b>CULTURE, HERITAGE and WELSH LANGUAGE</b> Recognising and celebrating RCT's past, present and future
<ul style="list-style-type: none"> <li>• Supporting children and families in their early years to have the best opportunities to develop, be healthy, and enjoy a range of programmes and activities in our libraries and Community Hubs.</li> <li>• Considering the implications of the <a href="#">National Framework for Social Prescribing</a>.</li> <li>• Enabling people to be engaged in resilient communities, strengthening connections between community groups, providing opportunities to lead and influence community developments and be involved in volunteering.</li> <li>• Working with residents and partners to keep our communities safe and free from crime.</li> <li>• Developing community focused schools, that provide a range of services and activities, often beyond the school day, to help meet the needs of its pupils, their families and the wider community.</li> </ul>	<ul style="list-style-type: none"> <li>• Working with our suppliers to increase the Social Value and Community benefits from all our contracts, for example through jobs, work experience and training.</li> <li>• Seeking and maximising available funding to support local/community transport routes where conditions allow.</li> </ul>	<ul style="list-style-type: none"> <li>• Keeping the County Borough clean and healthy and our streets free from litter, dog fouling and continuing to strengthen our response to environmental crime.</li> </ul>	<ul style="list-style-type: none"> <li>• Engaging with communities to jointly develop activity within our theatres, museums and other creative spaces through an accessible and inclusive approach that embraces all cultures.</li> <li>• Developing Intergenerational Projects, encouraging intergenerational friendships and helping to reduce loneliness.</li> <li>• Working with a range of public, private and third sector partners to consider the cultural offer across our Town Centres, developing and promoting a range of inclusive Arts and Cultural Events that will serve local and wider communities across South East Wales.</li> <li>• Connecting communities through heritage and local history.</li> </ul>



**A WALES OF VIBRANT CULTURE & WELSH LANGUAGE** - A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.

<b>PEOPLE and COMMUNITIES</b> Supporting and empowering RCT residents and communities to live safe, healthy, and fulfilling lives	<b>WORK and BUSINESS</b> Helping to strengthen and grow RCT's Economy	<b>NATURE and the ENVIRONMENT</b> A green and clean RCT that improves and protects RCT's environment and nature	<b>CULTURE, HERITAGE and WELSH LANGUAGE</b> Recognising and celebrating RCT's past, present and future
<ul style="list-style-type: none"> <li>• Providing great learning environments through our new and improved early years settings and schools including a new Special school and making Welsh medium education accessible to all.</li> </ul>	<ul style="list-style-type: none"> <li>• Widening our Town Centre 'offer', including local events and celebrating culture and heritage.</li> </ul>	<ul style="list-style-type: none"> <li>• Providing creative opportunities for people to contribute to clean and sustainable communities.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuing to grow the use of the Welsh language so that it thrives in our homes, communities and work.</li> <li>• Developing stronger cross sector partnerships that value the positive impacts of culture and heritage including on health and well-being, skills, work and community life.</li> </ul>

**A GLOBALLY RESPONSIBLE WALES** - A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being

<b>PEOPLE and COMMUNITIES</b> Supporting and empowering RCT residents and communities to live safe, healthy, and fulfilling lives	<b>WORK and BUSINESS</b> Helping to strengthen and grow RCT's Economy	<b>NATURE and the ENVIRONMENT</b> A green and clean RCT that improves and protects RCT's environment and nature	<b>CULTURE, HERITAGE and WELSH LANGUAGE</b> Recognising and celebrating RCT's past, present and future
<ul style="list-style-type: none"> <li>• Enabling more people to live in warm and energy efficient homes to improve their health and wellbeing and enable them to live more sustainably.</li> </ul>	<ul style="list-style-type: none"> <li>• Supporting the development of the circular economy across the County Borough, so that residents are able to share, reuse, repair and recycle existing materials and products for as long as possible.</li> </ul>	<ul style="list-style-type: none"> <li>• Protecting and enhancing biodiversity: working with nature to tackle both the Climate and Nature emergencies,</li> <li>• Working with partners to maximise opportunities to make repairs, recycle and reduce and reuse waste.</li> <li>• Making sure that the methods of disposal for materials recovered from our waste are environmentally and ethically sustainable.</li> </ul>	<ul style="list-style-type: none"> <li>• Protecting and promote the history of RCT for future generations through education, conservation and commemoration by:                         <ul style="list-style-type: none"> <li>- Identifying, recording and sharing the history of RCT</li> <li>- Recognising, preserving, protecting and embracing RCTs industrial heritage including through digitisation, management of artifacts and protecting monuments.</li> </ul> </li> </ul>