

Public Document Pack
Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr
Bridgend County Borough Council



Swyddfeydd Dinesig, Stryd yr Angel, Pen-y-bont, CF31 4WB / Civic Offices, Angel Street, Bridgend, CF31 4WB

*Rydym yn croesawu gohebiaeth yn Gymraeg.
Rhowch wybod i ni os mai Cymraeg yw eich
dewis iaith.*

*We welcome correspondence in Welsh. Please
let us know if your language choice is Welsh.*

**Gwasanaethau Cyfreithiol a Rheoleiddiol / Legal
and Regulatory Services**

Deialu uniongyrchol / Direct line /: (01656)
643147/643148

Gofynnwch am / Ask for: Andrew Rees

Ein cyf / Our ref:

Eich cyf / Your ref:

Dyddiad/Date: Wednesday, 6 April 2016

Dear Councillor,

CABINET

A meeting of the Cabinet will be held in the Committee Rooms 1/2/3, Civic Offices Angel Street Bridgend CF31 4WB on **Tuesday, 12 April 2016 at 2.30 pm.**

AGENDA

1. Apologies for Absence
To receive apologies for absence from Members / Officers for the reasons so stated.
2. Declarations of Interest
To receive declarations of personal and prejudicial interest (if any) from Members/Officers in accordance with the provisions of the Members' Code of Conduct adopted by Council from 1 September 2008.
3. Approval of Minutes 3 - 22
To receive for approval the Minutes of the meeting of the Cabinet of 15 March 2016.
4. Transfer of Housing Stock to Valleys to Coast (V2C) - Update on Compliance of Terms of Development Agreement and Tenant Offer Document Promises 23 - 36
To inform Cabinet of progress on the delivery of the original Offer Document, made by the Council in 2002, which led to the positive tenant ballot and subsequent transfer of stock to Valleys to Coast (V2C) in 2003; and to seek Cabinet's approval to confirm that, in all material respects, the transfer promises made to tenants by the Council, have been met and in some cases exceeded.
5. Information and Communications Technology Strategy 2016-2020 37 - 50
To seek Cabinet approval for a revised Information and Communications Technology (ICT) strategy for the period 2016-2020.
6. School Modernisation Programme: Outcome of Consultation on Appropriation of Land for Educational Purposes at Bettws Road, Bettws 51 - 58
To consider the appropriation of land that is currently held for a Leisure Function for educational purposes at Bettws Road, Bettws that currently forms part of an open space.
7. Amendment to the Scheme of Delegation of Functions 59 - 60

Ffôn/Tel: 01656 643643

Facs/Fax: 01656 668126

Ebost/Email: talktous@bridgend.gov.uk

Negeseuon SMS/ SMS Messaging: 07581 157014

[Twitter@bridgendCBC](https://twitter.com/bridgendCBC)

Gwefan/Website: www.bridgend.gov.uk

Cyfnwidi testun: Rhowch 18001 o flaen unrhyw un o'n rhifau ffon ar gyfer y gwasanaeth trosglwyddo testun

Text relay: Put 18001 before any of our phone numbers for the text relay service

Rydym yn croesawu gohebiaeth yn y Gymraeg. Rhowch wybod i ni os yw eich dewis iaith yw'r Gymraeg

We welcome correspondence in Welsh. Please let us know if your language choice is Welsh

To seek Cabinet approval to amend the Scheme of Delegation of Functions in relation to Council Tax.

8. Information Reports for Noting 61 - 106
To inform Cabinet of the Information Reports and Minutes of Joint Committees which have been published since its last scheduled meeting.
9. Urgent Items
To consider any items of business that by reason of special circumstances the chairperson is of the opinion should be considered at the meeting as a matter of urgency in accordance with paragraph 2.4 (e) of the Cabinet Procedure Rules within the Constitution.
10. Exclusion of the Public
The minutes and reports relating to the following items are not for publication as they contain exempt information as defined in Paragraphs 14 and 16 of Part 4 and Paragraph 21 of Part 5, Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007.
If following the application of the public interest test Cabinet resolves pursuant to the Act to consider these items in private, the public will be excluded from the meeting during such consideration.
11. Approval of Exempt Minutes 107 - 110
To receive for approval the exempt minutes of the meeting of Cabinet of 15 March 2016.
12. Contract for the Provision of the Council's Community Alarm Service 111 - 116

Yours faithfully

P A Jolley

Assistant Chief Executive Legal and Regulatory Services

Distribution:

Councillors:

MEJ Nott OBE
HJ David
M Gregory

Councillors

CE Smith
HJ Townsend
PJ White

Councillors

HM Williams

MINUTES OF A MEETING OF THE CABINET HELD IN COMMITTEE ROOMS 1/2/3, CIVIC OFFICES ANGEL STREET BRIDGEND CF31 4WB ON TUESDAY, 15 MARCH 2016 AT 2.30 PM

Present

Councillor MEJ Nott OBE and HJ David – Chairperson

M Gregory
HM Williams

CE Smith

HJ Townsend

PJ White

Officers:

Darren Mepham	Chief Executive
Ness Young	Corporate Director - Resources & Section 151 Officer
Deborah McMillan	Corporate Director - Education & Transformation
Mark Shephard	Corporate Director - Communities
Susan Cooper	Corporate Director - Social Services & Wellbeing
Fiona Blick	Group Manager Property
Kelly Watson	Group Manager Legal & Democratic Services
Mark Galvin	Senior Democratic Services Officer - Committees

857. APOLOGIES FOR ABSENCE

Apologies for absence were originally received from the Leader Councillor MEJ Nott, who was on other Council business in Cardiff signing the City Deal. Councillor Nott however, joined the meeting after it had commenced, but did not take over his usual role of Chairperson.

858. DECLARATIONS OF INTEREST

Councillors HJ David and M Gregory declared a personal interest in one of the Information Reports for Noting entitled 'Bridgend College Partnership Working', as they were on the Board of Governors at Bridgend College.

859. APPROVAL OF MINUTES

RESOLVED: That the Minutes of a meeting of Cabinet dated 1 March 2016 be approved as a true and accurate record.

860. CORPORATE HEALTH & SAFETY POLICY REVIEW

The Corporate Director Resources submitted a report, which sought to gain approval from Cabinet for the amended Corporate Health and Safety (H&S) Policy attached at Appendix A to the report.

By way of background information, she explained that the current H&S Policy was agreed by Cabinet in October 2012 with a three year review period.

The Corporate Director Resources further advised that a review of the Policy commenced in 2015, which identified the changes included at page 3 of the document, and details of these changes were shown in paragraph 4.1 of the report.

With regard to the report's financial implications, whilst there were none per se, failure to adhere to the H&S Policy could result in financial penalties for the Council she explained.

RESOLVED: That Cabinet approved the revised Corporate Health and Safety Policy February 2016 attached at Appendix A to the report.

861. DEVELOPMENT OF THE STRATEGIC EQUALITY PLAN 2016-2020

The Corporate Director Resources presented a report, the purpose of which was to seek Cabinet approval for Bridgend County Borough Council's Strategic Equality Plan 2016 – 2020.

She explained that the Council had a specific duty to produce a Strategic Equality Plan (SEP), within which it was incumbent to publish equality objectives that describe how the most pressing issues for people in Bridgend will be addressed for the next 4 years. Bi-annual progress reports describing the work involved in implementing the current SEP 2012 – 2016 have been being presented to the Cabinet Equalities Committee since 2012.

In terms of the current situation, the 9 equality objectives that were set in 2012 have been reviewed in order to develop the SEP for 2016 – 2020, with the review being introduced for a number of factors and reasons expressed in paragraph 4.1 of the report.

As a result of the review, it was proposed to reduce the equality objectives from 9 to 7, and the main changes in this respect were also outlined in paragraph 4.1 of the report. These changes formed the basis for the Council's consultation exercise which began and terminated in February 2016 to which the Authority received 101 responses. The full consultation report was attached to the covering report at Appendix 1 and summarised in paragraph 4.2 of the report.

Whilst the majority of respondents had agreed to the proposed changes and objectives, it had been decided that there should be no change to the objectives in principle, though amendments had been made to mitigate concerns raised, as shown in bullet point format in paragraph 4.3 of the report.

A copy of the draft SEP 2016 – 2020 was attached at Appendix 2 of the report, and following its approval, a detailed Action Plan would be developed in April 2016 following which, further consultation and engagement would be arranged. The finalised Action Plan would then be presented to the Cabinet Equalities Committee for formal approval in July 2016.

The Corporate Director Resources concluded her submission by advising that a full Equality Impact Assessment would be undertaken following the conclusion of the consultation exercise.

The Cabinet Member Children's Social Services and Equalities confirmed that there had been a positive response to the consultation exercise in respect of the SEP, and that hopefully there would be similar input for the formation of the SEP's Action Plan. She added that there were a number of positive aims, objectives and themes included in the SEP.

RESOLVED: That Cabinet approved and adopted the Authority's Strategic Equality Plan 2016 – 2020.

862. RENEWAL OF INSURANCE COVER

The Corporate Director Resources presented a report to seek approval for the renewal of the Council's insurance programme, and to authorise Marsh UK Ltd as the Authority's appointed insurance broker, to accept cover for the full range of policies on behalf of the Council.

Though the Council's insurance cover was subject to long term agreements with providers, the Authority was required each year to agree annual premiums and associated claims handling costs for each policy. This was undertaken by Marsh UK Ltd who were appointed as the Council's Insurance Broker in 2013, following a tender exercise. The outcome of the renewal negotiations were detailed in paragraphs 4.1 to 4.9 of the report.

The Corporate Director Resources referred to paragraph 4.1 of the report and the Table detailing the annual insurance costs and net premiums.

Although the report in paragraph 4.4 explained that terms for the Medical Malpractice policy were being awaited, since the report had been written and dispatched, these had now been received and were the same for the new financial year as they were currently.

The remaining sub-paragraphs of paragraph 4 outlined certain changes associated with the insurance cover including the reasons for these changes, as well as other supporting information, which the Corporate Director Resources expanded upon for the benefit of Members.

She also confirmed that the report's financial implications were detailed in paragraph 4.9 of the report, and these costs would be met from the existing insurance revenue budget.

RESOLVED: That Cabinet:

1. Approved the acceptance of the quotations in paragraph 4.1 of the report and the renewal of the insurance programme through Marsh UK Limited as the Council's appointed Insurance Broker.
2. That Cabinet also agreed the Medical Malpractice policy costs on the same terms as that within the current financial year.

863. USE OF WELSH LANGUAGE IN THE WORKPLACE

The Corporate Director Resources gave a report, to seek Cabinet approval for the proposed way forward in the use of Welsh Language in the workplace.

She explained that the Welsh Language Standards would oblige the Council to adopt a new approach to the way it treated the Welsh language, and a number of standards had been introduced and needed to be met by 26 March 2016, with the remainder coming into force as of 1 September 2016, though some of these the Authority were appealing.

The Corporate Director Resources stated that an HR Policy for employees which explained the Council's approach to the use of Welsh language in the workplace was attached at Appendix 1 to the report.

Paragraph 4.2 of the report then showed the 'guiding principles' which provided context for the policy, where there were a number of key areas where bilingual services were required to be met.

There would also be changes to a number of HR practices and these were shown in paragraph 4.4 of the report.

The report informed Cabinet that the Council has a Corporate Complaints Policy and this had been updated in order to obtain compliance with the Compliance Notice to specifically meet certain standards, and this Policy was shown at Appendix 2 to the report.

She advised that the final policy for consideration by Cabinet, was the Grants Policy and this was attached at Appendix 3 to the report. This was a new policy and it was recognised that this would need to be reviewed and updated as the full extent of the impact of the Welsh Language Standards become known. This policy would enable the Authority to comply with the Standards shown in paragraph 4.6 of the report.

The Cabinet Member Resources advised that a considerable amount of Council expenditure would be taken in meeting the Welsh Language Standards in order to fully comply with these, though he was happy to note that the Council were appealing some of these standards.

RESOLVED: That Cabinet noted the report and approved the proposals outlined in Paragraph(s) 4 of the report.

864. RHIW GATEWAY VIBRANT AND VIABLE PLACES

The Group Manager, Chief Accountant presented a report, the purpose of which, was to agree to undertake a Deed of Variation to the Development Agreement with Coastal Housing Group to provide for a provision to enable the Council to make an advance payment to Coastal; seek approval to authorise a payment of £1m to Coastal to cover expenditure their expenditure making an advanced payment bond to ensure that Welsh government grant for 2015-16 is maximised, and finally, to suspend the Council's internal Financial Procedure Rules 8 (4) (a) to allow payment to take place before the 31 March 2016.

By way of background information, she explained that in March 2013, the Council was awarded £5.978 million in Welsh Government Vibrant and Viable Places Grant Funding. The award meant annual allocations of £0.642m 14-15; £4.267m 15-16 and £1,069m for 16-17. The terms of the award were explicit stating that "each financial year's allocation must be claimed in full by the end of that financial year otherwise any unclaimed part of the Funding will cease to be available". The ability to meet the full drawdown of grant within 15-16 had proved challenging, she confirmed.

With regard to the current situation, The Group Manager, Chief Accountant stated that in April 2015, Cabinet approved that the Council entered into a Development Agreement with Coastal Housing Group to deliver the Rhiw Gateway Project. The successful contractor would be appointed by Coastal and not the Council, and so there would be no direct contact between the Council and Contractor.

She explained that Coastal undertook a procurement process which resulted in tender returns exceeding the secured funding available for the contract which included the WG grant and resources from Coastal and the Council. This resulted in an extensive period of Value Engineering of the scheme to achieve a position to bring the project within budgets available for both the car park and the residential and commercial units. The result was a delayed start on site by two months which had an impact of the cash flow forecast for the year.

The Group Manager, Chief Accountant advised that various options have been examined. Welsh Government initially looked to see if another local authority would be in a position to swap grant resources with Bridgend, but this didn't materialise. However, with Welsh Government approval, the Council were able to use £400,000 of the grant on other expenditure within Bridgend, with the proviso that Bridgend's own resources then slipped into 16-17 for the Rhiw Gateway. This will still leave a shortfall of £1m including an element of contingency in case the March valuation was short.

She further explained, that the only remaining option was for Coastal Housing to make an advanced payment bond in line with their contractor. This would be an On-Demand bond so could be drawn down by the Council or Coastal, and it would be likely to be used to pay for April and May's valuations to the contractor. Welsh Government has confirmed that the legal costs and professional fees will be eligible expenditure for the grant. If this option was not pursued, the completion of the scheme would be at risk, as there would be a circa £1million shortfall in funding due to the loss of Welsh Government grant. Cabinet were therefore being asked to approve a payment to Coastal Housing to cover their defrayed expenditure, and then the grant could be drawn down to match that expenditure.

She finalised her submission, by confirming that Wales Audit Office had been consulted regarding the above, and had advised that they were happy for the payment to be made in 2015-16.

The Cabinet Member Regeneration and Economic Development commended the report and the recommendations detailed therein, which now allowed the Council to progress the Scheme within budget. The Project would benefit both Bridgend town and the County Borough as a whole he added.

The Cabinet Member Resources asked Officers if they could possibly look into the feasibility of developing more flats than were proposed above the retail development, should this be possible.

RESOLVED: That Cabinet:

- a) Approved that a Deed of Variation on the Development Agreement is undertaken to include the provision for advancing funds to CHGL and including suitable clawback arrangements.
- b) Authorised that a payment is made to CHGL upon evidence that they have defrayed monies into the Bond of £1 million.
- c) Suspended Rule 8.4 (a) of the Council's internal Financial Procedure Rules to allow for the payment to CHGL to take place
- d) Gave the Corporate Director – Communities delegated power to agree any other provisions of the Deed of variation in consultation with the Section 151 Officer and the Assistant Chief Executive Legal and Regulatory Services.

865. GYPSY AND TRAVELLER ACCOMMODATION ASSESSMENT

The Corporate Director Communities submitted a report that informed Cabinet of the findings of the Gypsy and Traveller Accommodation Assessment (GTAA), and looked to seek approval to submit the document attached at Appendix 1 of the report to Welsh Government for consideration.

He explained that Part 3 of the Housing (Wales) Act 2014 places a duty on all local authorities to undertake an assessment of the accommodation needs of Gypsy and

Traveller households and to make provision for unmet mobile home pitch needs where the assessment identifies an unmet need for mobile home pitches.

The Corporate Director Communities added that the local authority, as the strategic housing body, is the lead agency that will take the above assessment process forward, and that a survey and analysis of Gypsy and Traveller households residing in or resorting to the County Borough was required in order to inform the assessment. There was a pre-defined questionnaire provided by Welsh Government to do this.

He then referred to paragraph 3.4 of the report, which gave the legal definition of "Gypsies and Travellers" for the purposes of the assessment.

The Corporate Director Communities then referred to the current situation, and the fact that a Steering Group was established, to ensure the process was informed by all available expertise, in particular those with established networks within the community and those with accountability for meeting the accommodation needs of these communities.

Opinion Research Services (ORS) were then appointed to undertake research to establish potential future accommodation requirements over the first 5 years of the study, and also to utilise these findings to estimate future requirements over a longer period. Arising from this research, ORS produced a report to meet the Welsh Government requirements as published in their Guidance document, and a copy of this Final Report was attached at Appendix 1 to the report.

The Corporate Director Communities then referred to paragraph 4.7 of the report, which outlined the conclusions arising from the above mentioned assessment, and he briefly gave a resume of these for the benefit of Members.

The Cabinet Member Communities thanked the efforts of the Steering Group for all their hard work, and was pleased to note that the Authority were playing its part to support gypsies and travellers, should they look to reside in the BCB.

The Cabinet Member Children's Social Services and Equalities advised that the Council were monitoring any potential sites that could be accommodated for gypsies and travellers should the need arise, adding that there were sites where they resided, on the fringes of the border of BCBC.

RESOLVED: That Cabinet:

1. Noted the findings of the Gypsy & Traveller Accommodation Assessment.
2. Approved submission of the Assessment (attached as Appendix 1 to the report) to Welsh Government for their approval.

866. **PROPOSED INTRODUCTION OF BLUE BADGE CHARGING IN OFF-STREET CAR PARKS**

The Corporate Director Communities presented a report, seeking Cabinet approval to re-consult on proposed changes for the future provision of the introduction of Blue Badge charging in Council Managed Off-Street Car Parks within the Bridgend County Borough.

He confirmed that reports were presented to Cabinet on 31 March 2015 and 14 July 2015, which among changes to disabled parking provision, proposed changes to the concession to disabled parkers that allow these users to park free of charge in all

Council car parks throughout the County Borough where other users may be required to pay to park.

Paragraph 3.2 of the report then outlined the measures in place which assist in providing equitable access to these car parks, particularly for those who are participants in the Blue Badge Scheme.

The Corporate Director Communities added, that the recommendation of the first Cabinet report above was to proceed with an informal consultation and report back on the outcome of this for consideration by Cabinet of an appropriate way forward. The report also increased the number of parking spaces in off-street car parks, to accommodate the disabled and disabled parking (45 spaces) and details regarding these were shown in paragraph 7.1 of the report.

He then explained that the recommendation of the second Cabinet report referred to above, was to give Officers approval to proceed to the next stage of statutory consultation required under the Regulations which was duly approved. The Council received 16 responses to this consultation exercise and these were shown in paragraph 3.18 of the report.

The Corporate Director Communities then stated that a public survey on the Blue Badge parking had also been conducted the end of last year, and the majority of the respondents to the survey (83%) used Council managed Off-Street Car Parks, half of which used the facilities more than once a week. Based upon this, any change to the current service is likely to have an impact on the majority of the residents who have responded. If the proposal was introduced, the majority of respondents (71%) supported the introduction of more parking spaces for blue badge holders, and more than half of the respondents (52%) stated they supported the introduction of an additional hour of parking for blue badge holders. In the associated qualitative section for the latter question, 42% of those who provided a comment stated that they did not support the proposal, and that parking for blue badge holders should remain free.

As a result of the consultations undertaken to date and the feedback to these, the Authority had decided to carry out a further consultation exercise incorporating some of the suggestions and issues raised, together with some further proposals for consideration. Paragraph 4.2 then highlighted some of the issues raised by the previous consultation exercises.

The Corporate Director Communities then stated that it would therefore be appropriate that the above issues be taken into consideration in the new consultation, and that a number of options be put forward as part of the consultation process, and these options were confirmed in paragraphs 4.4 – 4.9 of the report inclusive.

Due to the timescales between the previous Cabinet report's, it was decided that an update was required on the current number of marked disabled parking spaces in these car parks, particularly in light of the relocation of Shopmobility to Brackla 1 Off-Street Car Park, and the results were as shown in Table 2 contained in paragraph 4.10 of the report.

The remainder of the report advised the Corporate Director Communities, expanded upon the processes that would be followed as part of the next consultation process in order to get as full and positive response as possible to this latest exercise.

Finally, the Corporate Director Communities referred to the report's financial implications, and that there would be a requirement to upgrade 7 pay and display

machines to be compliant for use, as well as to amend car parking Orders to implement such changes subject to the outcome of the statutory consultation on the proposal.

The Cabinet Member Communities advised that the number of different consultation exercises undertaken as outlined in the report, reflected that the Authority were a listening Council, who take on board the views of individuals who actively engage in consultation exercises initiated by BCBC.

RESOLVED: That Cabinet approved:

1. The revised proposal outlined in the report.
2. That a further report be presented to Cabinet upon completion of the consultation exercise together with the findings of the full EIA.

867. **WASTE SERVICES PROVISION**

The Corporate Director Communities submitted a report, to set out for consideration by Cabinet the findings of the recent public consultation on the provision of residual and recycling collection services and the provision of services at the Council's Household Waste Amenity Sites (HWAS).

By way of background, he explained that the Domestic Waste Collections Service and Household Waste Amenity Sites have been delivered via a contract for services since 2003 and 2004 respectively. These were however brought together in March 2010, following a competitive dialogue procurement exercise into a single integrated contract for the provision of waste and recycling services which was awarded at the time to May Gurney but was now operated by Kier.

Paragraph 3.3 of the report, outlined what the current collection service consisted of up until the end of the Contract in March 2017.

The next section of the report outlined discussions that had taken place with neighbouring authorities to look at forging closer working ties in the area of waste management, though these to date had not proved to be wholly successful.

The report then gave information in respect of Waste Services Model Options, and that it was incumbent upon the Authority, to in future years meet the Welsh Government (WG) recycling rates, as outlined in paragraph 4.2.1.2 of the report. The Corporate Director Communities advised that the Council were projected to fall below the current target rate set down by WG i.e. 58%, and if this proved to be the case it would be subject to the imposition of fines.

In order to increase recycling, a number of methods exist that can facilitate changes in the behaviour of the residents of BCBC to recycle more material, and these were exemplified in paragraph 4.2.5 of the report.

Paragraph 4.2.7 of the report stated that the principle of restriction of residual waste is known to be by far the greatest driver for increasing recycling percentages, as was demonstrated by the increase in the Bridgend County recycling percentage when residual collections were changed to a fortnightly cycle. The Corporate Director Communities advised that Cabinet should note a 5% change in the Authority's municipal solid waste stream from residual to recyclable waste would save circa £0.5m per annum based on current disposal costs.

The next section of the report gave information as to a public consultation undertaken that reviewed BCBC's household waste and recycling service undertaken from the end of last year to the beginning of this and the outcomes of this. The following proposals were consulted upon in terms of reviewing BCBC's household waste and recycling service:-

- Proposal 1 – How the Council collects black bag household waste
- Proposal 2 – Introducing an absorbent hygiene products collection service
- Proposal 3 – Recycling black bag waste at household waste amenity sites

The Corporate Director Communities stated that detailed breakdowns of the results of the public consultation were attached to the report at Appendix A, while an extract of the information attached to each proposal was presented at Appendix B. This table provided Members with an overview of the findings of the public consultation. The Equality Impact Assessment was attached to the report at Appendix C. He added that subsequent paragraphs of the report gave the outcomes of the public consultation, and the Council's observations on these suggestions, particularly in relation to an Absorbent Hygiene Products Waste Collection Service and Household Waste Amenity Sites.

The Corporate Director Communities then referred to the report's financial implications and confirmed that the introduction of wheeled containers for residual waste would have a financial impact on the waste collection budget in the order of £2m over the term of the Contract. A further report on the outcome of the financial implications from the tendering process for the new waste services collection Contract would be placed before Cabinet for further consideration in due course.

The Cabinet Member Communities commended the report and the huge amount of work committed to the future consideration of Waste provision by Officers, and the considerable consultation processes that had been followed from which, 76% of those that had responded had supported the preferred option as detailed in the report. This option would assist the Authority reaching WG's targets going forward in terms of recycling he added.

The Cabinet Member for Regeneration and Economic Development advised that the Council had to put in place ways to avert toxic and other undesirable forms of waste going to landfill sites, whilst the Cabinet Member Adult Social Care and Health and Wellbeing confirmed that the public still needed to be educated further about the methods of recycling different products of waste.

The Cabinet Member Children's Social Services and Equalities confirmed that it was positive to see absorption hygiene products being considered as part of future proposals for collection. She asked if the new Contract being pursued would include a clause that would assist disabled people to put out their waste, particularly if collection points were not situated immediately outside their properties.

The Corporate Director Communities confirmed that the Contract would have some provision for this for those that qualified for it.

The Deputy Leader concluded debate on this item, by stating that the wheelie bin option, whilst being a popular choice, would be a very expensive option that would increase year on year as recycling targets increased. He further added that householders needed to be discouraged from placing all different types of waste products for recycling in the same bag for landfill, as this was bad for the environment.

RESOLVED: That Cabinet:

1. Considered the outcomes of the public consultation which was undertaken over an eight week period from 14 December 2015 to 8 February 2016.
2. Gave approval to tender The Waste Collection Service Contract with the documentation prepared for a term of 7 years commencing on 1st April 2017 and the specification in that contract should be based upon the Cabinet's resolutions in respect of this report.
3. Approved the proposals to collect residual waste on a 2 weekly cycle, and to restrict the amount of residual waste collected from each household to 2 number sacks in line with the findings of the public consultation.
4. Considered the outcomes, associated costs and consequences of the public consultation and attached information on the type of containment for use on the household waste collection service, and approved the use of sacks as opposed to wheeled bins as a method of residual waste containment.
5. Approved the option of a change to the specification of the residual waste collection sacks, as a means of contributing towards compliance with the collection system.
6. Approved the option of introducing an Absorbent Hygienic Products collection service to coincide with a restriction on the number of sacks that are collected, this is intended to support families and residents who use Absorbent Hygiene Products.
7. Approved the renaming the Household Waste Amenity Sites as Community Recycling Centres, and approved the introduction of a policy for use at the Authority's Community Waste Amenity Sites of asking the public to pre-sort any residual waste collection sacks waste into its recyclable components to minimise the residual waste arising at the sites.
8. Delegated to the Corporate Director – Communities the power to take decisions on operational matters related to the delivery of various aspects of the service, and to approve and issue the tender documentation for the Waste Collection Service Contract in consultation with the Assistant Chief Executive Legal & Regulatory Services and the Section 151 Officer.
9. Noted that Cabinet will receive a further report on the outcome of the tender process for the procurement of Waste Collection Service Contract and to seek Cabinet's approval to award a contract as a result thereof.

868. **STATUTORY AGREEMENTS - UN-ADOPTED ROADS AND PATHS THAT ARE SUBJECT TO SUCH AGREEMENTS**

The Corporate Director Communities submitted a report, seeking approval to trial the services of a special consultant to complete works in connection with selected outstanding statutory highway agreements so that roads and paths that are subject to such Agreements within developments can be adopted by the Highway Authority without having to use public funds.

The Corporate Director Communities outlined the report's background, and advised that the main thrust of the report was to advise Cabinet that there were a large number of un-adopted roads in the County Borough, and therefore, that there was a proposal to trial a company to adopt some of these highways by way of a bonded payment supporting

Section 38 Agreements, as the Council had insufficient resources to pursue the adoption of such roads.

Enquiries had been made as other local highway authorities had employed consultants to carry out this work with some success, and therefore, the Council had been in consultation with Bellavail Indemnity Manage Services who could provide such a service and had in fact worked for a number of other local authorities and successfully dealt with over 300 outstanding Agreements over the past 6 years. The Corporate Director Communities emphasised that this would be undertaken on a trial basis initially, with the results of this being reported back to Cabinet.

He concluded his report by stating that the use of a specialist consultant would have no financial impact on the Council as the Consultant's fee will be recouped as part of the "establishment charges" defined in the relevant statutory highway agreements.

The Cabinet Member Communities advised that he hoped that the trial would be a success, as quite a considerable number of homes were affected by un-adopted roads that took an inordinate length of time to resolve.

RESOLVED: That Cabinet:

1. Approved for the Corporate Director-Communities to enter into a trial arrangement with Bellavail (IMS) where they are engaged to bring the highways for an identified area or areas to be decided upon by the Corporate Director - Communities to an adoptable standard utilising the bond supporting the main agreement, and in order for the trial to take place Cabinet authorise under Rule 3.6 waiver of the Council's Contract Procedure Rules to enter into the agreement with Bellavail (IMS).
2. Upon completion of the trial the results of the trial be reported back to Cabinet and if the trial is deemed to be successful and the service offered is still required then arrangements will be made for tender documents to be prepared and issued in accordance with the appropriate procurement processes to engage the services of a specialised consultancy service.

869. HIGHWAYS AND OPEN SPACE GRASS CUTTING ARRANGEMENTS 2016

The Corporate Director Communities submitted a report, seeking Cabinet approval for the preferred service level for highway and open space grass and hedge cutting; and for the award of the contract for the provision of grass and hedge cutting services, as detailed in the report.

By way of background information, he explained that as part of the MTFs for 2015/16, the Grounds Maintenance and Bereavement Services had a savings target of £437k to achieve, and in seeking to meet this target a comprehensive review of the staffing structures and management arrangements within the Parks and Playing Fields service area was initiated, including to review certain operational practices and procedures. Part of this review identified the cutting of highway and open space grass across the County Borough as an area where savings could be made. Following a review of grass cutting arrangements, tenders were sought from selected Contractors for a range of service level options, and Cabinet on 3 February 2015 made a decision to award the contract to the lowest price tenderer and to reduce the service level from 9 annual urban cuts and 5

annual rural cuts to 7 and 4 cuts respectively, together with other elements of maintenance

The Corporate Director Communities advised that whilst the performance of the contract was acceptable on balance, the Contractor, whilst keen to continue providing the service for the Council, was of the opinion that he was unable to do this for a 2nd year on the basis of the existing contract.

Based on the experience gained last year changes were made to the tendered contract, and these were illustrated in paragraph 3.6 of the report.

A Tender process was then followed he stated, and the details and outcome of these were explained in paragraph 4 (and the sub-paragraphs of that paragraph) upon which he gave a resume for Members.

With regard to the report's financial implications, the Corporate Director Communities advised that the selection of Contractor 5 to deliver Service Level 2, would result in an 'underlying' increase in cost of £80k. However, this increase he added, could be met from within existing budgets by savings generated through the restructure of the service area in 2015/16 and 2016/17, together with overtime reductions. Despite the increase in cost there was still a net saving in outsourcing this element.

RESOLVED: That Cabinet approved the award of contract to Contractor 5 (Total Ground Care Ltd) for the delivery of Service Level 2, as detailed in the report.

870. NATIONAL PATHWAY FOR HOMELESSNESS SERVICES TO CHILDREN, YOUNG PEOPLE AND ADULTS IN THE SECURE ESTATE

The Chief Executive submitted a report, the purpose of which, was to update Cabinet on the National Pathway for Homelessness Services to Children, Young People and Adults in the Secure Estate developed by Welsh Government, and to seek delegated authority for the Chief Executive to sign up to the spirit of the National Pathway.

The report outlined some background information, and went on to confirm that preventing homelessness can help to break the cycle of offending, as well as avoiding all the negative impacts which can result from being without a home. The Pathway offered significant opportunity to help individuals avoid homelessness on release from custody.

The Chief Executive confirmed that from 1 May 2015, every adult prisoner has had access to 'Through the gate' resettlement services which starts whilst they are still in custody and continues in the community. The aim is to reduce offending by providing a package of support, which may include assistance in finding accommodation.

He went on by adding that the duty to prevent homelessness under the new Act, was irrespective of whether the applicant has a local connection to Bridgend, or whether the applicant is intentionally homeless.

The remaining paragraphs of the report, outlined how the Pathway operated, whilst paragraph 4.20 confirmed that Welsh Government has now requested that all local authorities sign up to the spirit of the Pathway, to support prisoners on release from custody. Welsh Government must report back to both the Minister for Communities and Tackling Poverty, and the Minister for Public Services with regards to the Local Authority's decision.

The Cabinet Member Communities advised that the above support mechanism would help encourage offenders not to re-offend.

RESOLVED: That Cabinet noted the report, and delegated authority to the Chief Executive to sign up to the spirit of the National Pathway for Homelessness Services to Children, Young People and Adults in the secure Estate, on behalf of the Authority.

871. FINANCIAL ASSESSMENT AND CHARGING FRAMEWORK UNDER THE SOCIAL SERVICES AND WELLBEING (WALES) ACT 2014

The Head of Finance and ICT presented a report, in order to update Cabinet on the changes to the financial assessment framework introduced by the new Social Services and Well-being (Wales) Act 2014 for residential and non-residential services, and to seek approval to undertake a formal consultation exercise to inform a new Charging Policy.

He confirmed that the charging and financial assessment provisions are contained in Part 5 of the above Act, and this this allows local authorities to impose charges for providing or arranging a service where appropriate. The Act provides for regulations to create a framework for charges, including matters to be taken in account in determining a person's ability to pay; and a system for review of a local authority's determination in this respect.

The Head of Finance and ICT advised that the Act provides for a single legal framework for charging for care and support, or in the case of a carer, charging for support. It provides a local authority with the discretion to charge in either case. It also provides authorities with the discretion to require payment of a contribution, or a reimbursement, towards the cost of securing care and support (or support to a carer) where a person receives direct payments to enable them to obtain this. Local authorities can exercise this discretion to charge, or to require a contribution or reimbursement where they feel it is appropriate to do so and where they have established that the person required to pay any charge, contribution or reimbursement has sufficient financial means to do so. The framework entirely replaces the existing framework that is currently in use he added.

He then referred to paragraph 4.3 of the report which outlined the main charges being introduced by the Act in relation to Charging and Financial Assessments, whilst paragraph 4.4 confirmed the major elements of the Authority's existing framework that remained unchanged under the new framework.

The Head of Finance and ICT then referred to the section of the report relating to Deferred Payments. These are legal agreements which currently allow the resident to defer part of their care payments until either the resident sells their main home, or until 56 days after the resident's death.

However, the Social Services and Wellbeing (Wales) Act 2014 introduced some changes to deferred payments, and the main ones of these were identified in paragraph 4.7 of the report.

The Head of Finance and ICT then confirmed, that once more as a result of the Act, it was necessary to propose a change to paragraph 5.9 of Scheme B2 of the Scheme of Delegations as a function allocated to the Corporate Director Social Services and Wellbeing, and this amendment was required to be affected from 6 April 2016. The amendment was shown in paragraph 4.10 of the report.

He then concluded his submission by sharing with Cabinet, information relating to a new Charging Policy. As local authorities were required to charge for residential accommodation under the National Assistance Act 1948, there was no requirement for Councils to have a policy in relation to residential charging. Therefore, in order to inform and create a new Charging Policy, it was necessary to undertake a formal consultation exercise. He added that the non-residential charging policy that was agreed by Cabinet on 30 April 2013 would also be reviewed.

Finally, he advised that the new financial assessment rules apply to those that have new care plans made under the Act. Existing cases would be transferred onto the new assessment arrangements during April 2016.

The Cabinet Member Adult Social Care and Health and Wellbeing expressed a little concern regarding the report's financial implications and paragraph 7.2, where it stated that any loss of income as a result of the report's proposals would be met from within existing Social Services and Wellbeing resources, which may put further pressure on the service. He asked the Corporate Director Resources if she could look at this as part of the budget requirements, and she agreed that she would.

The Head of Finance and ICT confirmed that such a budget pressure could arise if a person had more than one 8 week period in respite care in the space of 12 months.

The Deputy Leader added that this should be monitored, as Anglesey Council had predicted that costs for the changes relating to the financial framework assessment of residential respite care alone as a result of the introduction by the new Act could be as much as £1m.

RESOLVED: That Cabinet:

1. Noted the new financial assessment and charging framework under the Social Services and Well-being (Wales) Act 2014.
2. Approved that a formal consultation exercise be undertaken in order to inform a Charging Policy as set out at paragraphs 4.11 - 4.14 of the report.
3. Noted that a further report would be brought to Cabinet following the outcome of the consultation exercise.
4. Approved amendment to the Scheme of Delegations in relation to Deferred Payment Agreements as set out in paragraph 4.10 of the report with effect from 6 April 2016.

872. RECONFIGURATION OF PIL PRIMARY MLD LEARNING RESOURCE CENTRE

The Corporate Director Education and Transformation submitted a report, The purpose of which was to seek Cabinet's approval to consult formally with parents, staff, the governing body of Pil Primary School and any other interested parties, to close the moderate learning difficulties (MLD) learning resource centre at the school.

The above proposals also related to the Educational Inclusion Strategy which was agreed by Cabinet in March 2009. Within that policy it states the desire for all BCB schools and education providers to be inclusive learning communities that value diversity, and that can accommodate as wide a range of needs as possible. It also stated the belief that the needs of the overwhelming majority of school-age learners can and should be accommodated in local schools that are properly equipped and fit for purpose, and that reflect the diverse strengths of the communities they serve.

The Corporate Director Education and Transformation advised that there has been a successful approach by the Inclusion Service in training staff in schools to support pupils with moderate learning difficulties. Staff were far better equipped to identify needs at an earlier stage and support pupils with moderate learning difficulties through a differentiated curriculum in mainstream classes, rather than placing children with these difficulties in a separate unit. However, there is also sufficient alternative provision within the County Borough for those pupils with moderate learning difficulties, who are unable to access mainstream classes and need to make use of a separate learning resource facility.

She added that the Council supports the principle that, whenever possible, children should be educated within a mainstream school environment as near to their home as possible.

The proposal if approved would mean that:

- The MLD (Moderate Learning Difficulty) learning resource centre provision at Pil Primary School comprising of 1 classroom that can accommodate 15 pupils would close. There is currently only one pupil placed in the learning resource centre, and this pupil is transitioning to secondary school in September and this pupil is transitioning to secondary school in September.
- There will remain two learning resource centres for MLD pupils in the West locality, one in Cefn Cribwr Primary School and the other in Corneli Primary school. Current demand indicates that there will be 10 places available in the west from September 2016.
- It is proposed to close the learning resource centre from 1st September 2016.

The Corporate Director Education and Transformation concluded her report by advising Cabinet of the financial implications pertaining to the proposal.

The Deputy Leader confirmed that that the Moderate Learning Difficulty learning resource centre provision at Pil Primary school would be empty in September 2016, and the Education Authority was clear about ensuring that demands in the future to accommodate children with learning and other difficulties would be provided for and supported as necessary in schools where there was a demand for this.

He added that there was more than enough spaces in the two other schools within this cluster group from September to cater for any increase in demand of pupils with MLD, and that savings from the centre that was proposing to be closed would be used to support children in other parts of the County Borough, and not just those with MLD, but also those children with any needs of another kind.

RESOLVED: That Cabinet agreed to consult formally on the proposal to close the Moderate Learning Difficulties (MLD) learning resource centre at Pil Primary School with effect from 1 September 2016, and for the outcome of the consultation to be reported back to Cabinet so that an informed decision can then be made on the proposal.

873. SCHOOL MODERNISATION - GARW VALLEY SOUTH, INVITATION TO TENDER

The Group Manager, Property Services presented a report, seeking Cabinet approval to undertake a pre-qualifying tender exercise for the construction of the Garw Valley South schools. Subsequent to the completion of this exercise and subject to the successful

appropriation of land at Betws Primary School and obtaining appropriate planning permission, to tender for the construction of the new schools.

She confirmed that on the 16th September 2014 Cabinet agreed to participate and be a signatory to the South East Wales Schools Capital Procurement Framework (SEWSCAP Framework) for a four year period, commencing April 2015.

On 31st March 2015 Cabinet agreed to proceed with a replacement of Betws Primary School on land which has been used as the playing fields of the existing school site, and which is also an area of public open space. On 1st September 2015 Cabinet approved the proposal to relocate Ysgol Gynradd Gymraeg Cwm Garw to the existing Betws Primary School site with effect from September 2018.

The Group Manager, Property Services then further advised that on 16th February 2016, Cabinet approved the publication of a S122(2A) Local Government Act 1972 Notice. A local authority can appropriate land for any purpose for which the Council is authorised by any enactment to acquire land by agreement and which belongs to the Council and is no longer required for that purpose for which it is held immediately before being appropriated. However, where that land is an area of public open space there is a requirement under Section 122 (2A) that before such land is appropriated that the Council's intention to appropriate the land is advertised in accordance with the requirements of Section 122(2A) and to consider any objections it receives to the proposed appropriation. Cabinet will in due course consider any objections in order to assess whether the land which forms part of an open space should be appropriated for educational purposes.

In terms of the present situation, she advised that the tender process for the SEWSCAP Framework was undertaken and administered by Rhondda Cynon Taff County Borough Council, in conjunction with Capita Glamorgan on behalf of all participating Councils. Throughout the process of establishing the SEWSCAP Framework, Bridgend County Borough Council (BCBC) officers expressed the need to include the full suite of JCT and NEC contracts to allow flexibility in determining the most suitable contract available for the individual projects of the respective Councils.

The Outline Business Case, which has received approval by Welsh Government, indicated that the SEWSCAP Framework would be used as the procurement route for the scheme. Welsh Government have now been advised of the issues detailed within this report and have given their approval for Garw Valley South to be procured as a separate contract following an EU compliant procedure.

The Group Manager, Property Services explained that during the first stage the potential contractors will be asked to complete a pre-qualification questionnaire which will be assessed and scored in accordance with the scoring criteria set out in the tender documents. The second stage will invite contractors to tender for the works.

With regard to the report's financial implications, she explained that the cost of the scheme will be contained within the approved Capital Programme budget of £10 million. Where a capital project requires works to be done to improve highways access to the school, this would not qualify for Welsh Government grant, and would fall to the local authority to fund. The Welsh Government would provide half of the funding for the eligible elements of the scheme with the remainder coming from capital receipts the Council has agreed, will be ring fenced for the School Modernisation Programme.

RESOLVED: That Cabinet:

1. Approved a pre-qualifying tender exercise be undertaken for the construction of the Garw Valley South schools.
2. Subject to the successful appropriation of land at Betws Primary School and obtaining of appropriate planning permission in respect of the planning application, approved the issue of an invitation to tender for the construction of the new schools.
3. Noted that Cabinet will in due course receive a further report seeking Cabinet's approval for the award of the contract to the successful tenderer

874. **ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014 AND AMENDMENT TO THE SCHEME OF DELEGATION OF FUNCTIONS**

The Group Manager Legal and Democratic Services presented a report, that was seeking Cabinet approval to amend the Scheme of Delegation of Functions as a result of the Home Offices' reform of anti-social behaviour powers.

By way of background information, she explained that Anti-social behaviour is a broad term to describe the day-today incidents of crime, nuisance and disorder that make many people's lives a misery: from litter and vandalism, to public drunkenness or aggressive dogs, to noisy or abusive neighbours. Such a wide range of behaviours means that responsibility for dealing with anti-social behaviour is shared between a number of agencies, particularly the police, councils and social landlords. The Home Office has reformed the anti-social behaviour powers to give professionals increased flexibility they need to deal with any given situation.

She explained that the Anti-Social Behaviour, Crime and Policing Act 2014, makes provision about anti-social behaviour, crime and disorder. The Act sets out the following 6 new tools for responsible bodies and responsible authorities:-

- Injunction;
- Criminal Behaviour Order (CBO);
- Dispersal power;
- Community Protection Notice (CPN);
- Public Spaces Protection Orders (PSPO); and
- Closure Power

The Group Manager, Legal and Democratic Services gave a resume of each of the above tools, and a brief explanation upon each one was also outlined in the report.

She further explained that as a result of the 2014 Act, it was also proposed to add a further provision to Scheme B2 of the Scheme of Delegations as a function allocated to the Assistant Chief Executive, Legal and Regulatory Services, and that the Anti-Social Behaviour, Crime and Policing Act 2014 be inserted into the list of enactments at Scheme B2, paragraph 2.58. Details of these were shown in paragraphs 4.2 and 4.3 of the report, respectively.

RESOLVED: That Cabinet noted the content of the report and approved the amendments to the Scheme of Delegation of Functions as set out at paragraphs 4.2 and 4.3 of the report, and further noted that a further report would be presented to Cabinet regarding Public Spaces Protection Orders.

875. INFORMATION REPORTS FOR NOTING

The Assistant Chief Executive Legal and Regulatory Services submitted a report, the purpose of which was to inform Cabinet of the Information reports and minutes of Joint Committees which have been published since its last scheduled meeting.

In respect of the report entitled Estyn Inspection outcomes for Llangewydd Junior School, the Deputy Leader congratulated the school on an excellent report, and the fact that the Head teacher there was soon to retire and she had led by example in terms of performance at the school.

In respect of the report entitled Bridgend College Partnership Working, he commended the proposals contained in the report that would result in increased partnership working between the College and BCBC as these proposals started to evolve.

The Corporate Director Social Services and Wellbeing also spoke on the Information report with regard to the Social Services and Well-Being (Wales) Act 2014.

She explained that work was ongoing to ensure the Directorate were compliant with the provisions of the Act insofar as it impinged upon local authorities by the date it was officially introduced ie 6 April 2016.

She advised that the Act has two key policy objectives, which were to improve the wellbeing outcomes for people who need care and support, and to reform social services law.

The Corporate Director Social Services and Wellbeing also advised that the Act strengthens local authorities' duties for the reasons expressed in paragraph 3.4 of the report.

The report then confirmed that the Act was made up of 11 Parts, briefly summarised as follows:-

1. Introduction
2. General Functions
3. Assessing the needs of individuals
4. Meeting needs
5. Charging and Financial Assessment
6. Looked After and Accommodated Children
7. Safeguarding
8. Social Service Functions
9. Well-being Outcomes, Co-operation and Partnership
10. Complaints, Representations and Advocacy Services
11. Miscellaneous and General

The Corporate Director Social Services and Wellbeing elaborated upon the main provisions of each of these parts of the Act, and she added that funding would be received from Welsh Government to put in place key policies and procedures introduced as part of the Act.

RESOLVED: That Cabinet acknowledged the publication of the above documents listed in the report, and the minutes of Joint Committees included therein for noting.

876. URGENT ITEMS

None

877. EXCLUSION OF THE PUBLIC

RESOLVED: That under Section 100A (4) of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007, the public be excluded from the meeting during consideration of the following items of business, i.e. minutes and reports, as they contain exempt information as defined in Paragraphs 14 and 16 of Part 4 and Paragraph 21 of Part 5 of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) (Wales) Order 2007.

The Group Manager Legal and Democratic Services confirmed that in respect of the first, third and fourth items below, the public interest test would apply, however, in respect of the second item the public interest test would not apply as the report contained information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

Following the application of the public interest test for the other items, it was resolved that pursuant to the Act referred to above, to consider these items in private with the public being excluded from the meeting as they would involve the disclosure of exempt information of the nature as stated above.

878. APPROVAL OF EXEMPT MINUTES

879. EXTENSION TO WELSH PURCHASING FRAMEWORK CONTRACTS

880. LOCAL GOVERNMENT PENSION SCHEME DEFICIT

881. DISPOSAL OF LAND AT FORMER OGMORE COMPREHENSIVE PLAYING FIELDS, BRYNCETHIN

The meeting closed at 4.50 pm

This page is intentionally left blank

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

12 APRIL 2016

REPORT OF THE CHIEF EXECUTIVE

TRANSFER OF HOUSING STOCK TO VALLEYS TO COAST (V2C) – UPDATE ON COMPLIANCE OF TERMS OF DEVELOPMENT AGREEMENT AND TENANT OFFER DOCUMENT PROMISES

1. Purpose of Report.

1.1 The purpose of this report is to:

- (i) inform Cabinet of progress on the delivery of the original Offer Document, made by the Council in 2002, which led to the positive tenant ballot and subsequent transfer of stock to Valleys to Coast (V2C) in 2003; and
- (ii) to seek Cabinet's approval to confirm that, in all material respects, the transfer promises made to tenants by the Council, have been met and in some cases exceeded.

2. Connection to Corporate Improvement Plan / Other Corporate Priority.

2.1 The report links to the following improvement priorities in the Corporate Plan:-

- Supporting a successful economy;
- Helping people to be more self-reliant; and
- Smarter use of resources.

3. Background

3.1 The Council undertook formal consultation on its proposal to transfer all of its homes to V2C by way of an Offer Document to tenants in 2002 'your home, your future, your choice'. There were a number of promises made, from various property improvements to guarantees on rent increases and other charges, the details of which are provided in Table 1, along with the schedule of qualifying works which summarises the Development Agreement dated the 12th September 2003:

Table 1

Ballot Promise	Ballot Timescales
Budget	Planned £46.2m Years 1-5 £51.9m years 6-11 £98,140, years 6 -11
Smoke Detectors	1-5
Windows	1-5
Doors	1-5
Kitchens	1-5
Bathrooms	1-10
Over Bath Showers	1-10
Rewiring	1-5
Central Heating	1-5
Thermal	1-5
Door Entry Systems	1-5
Non- Traditional Improvements	1-10
Structural Walls etc	N/A
Roof Coverings	N/A
Fascia & Soffits etc	N/A
Asbestos	N/A
Sheltered Schemes Improvements	1-10
Sheltered Bedsit Conversions Where Feasible	N/A
Continue to provide aids & adaptation for people with disabilities.	N/A
Gutters and outside pipework that need to be replaced	1-10
External Painting of homes that need it, in consultation with tenants over colour choices	1-10
Provide some environmental improvements, such as:	1-10
- Better car parking	1-10
- Improvements to estates generally	1-10
Related Assets	
- Repairs to fences and boundary walls	1-10
- Repairs to pathways and drives	1-10
Related Assets	1-10
No Planned Demolitions over those already planned	N/A
In early years, V2C would concentrate on repairs & improvements, but may consider building new homes in the future	N/A
Training & Employment Opportunities to Local People	N/A
No Service Charges to be introduced within the first 3 years after transfer.	N/A
5 Year Rent Guarantee	N/A

4. Current situation / proposal

- 4.1 Appendix 1 sets out a summary of V2C's performance against the tenants offer and the agreed schedule of qualifying works which formed part of the transfer of Housing Stock to V2C.
- 4.2 As V2C are now nearing completion of the main improvement programme and embarking on the next stage of developing new homes, it is appropriate to formally

update Cabinet of progress and achievements. Appendix 2 sets out how V2C delivered on the promises made within the Offer Document to tenants in 2002, from various property improvements to guarantees on rent increases and other charges, the details of which were reported to, and approved by V2Cs Board on 21st January 2016.

5. Effect upon Policy Framework & Procedure Rules.

5.1 There is no impact on the policy framework and procedure rules.

6. Equalities Impact Assessment

6.1 There are no equalities implications arising from this report, therefore an Equalities Impact Assessment is not required. An Equality Impact Assessment is not required for disposals of land and buildings.

7. Financial Implications.

7.1 There are no financial implications of this report.

8. Recommendation.

8.1 Cabinet is recommended to:

8.1.1 Note the achievements of V2C in delivering improvements to the housing stock since 2003; and

8.1.2 Confirm that, in all material respects, the transfer promises made to tenants by the Council, have been met and in some cases exceeded.

DARREN MEPHAM
Chief Executive

Contact Officer: Angie Bowen
Group Manager – Housing and Community Regeneration

5th April 2016

Telephone: (01656) 643501

E-mail: angie.bowen@bridgend.gov.uk

Postal Address Civic Offices
Angel Street
Bridgend

Background documents

None

This page is intentionally left blank

Appendix 1 - V2C Ballot Promises Report 2016

Ballot Promise	Ballot Timescales	Completed Years 1-5	Completed 5-10	Completed Years 1-10	% of Stock	Comments
Budget	Planned £46.2m 1-5 £51.9m 6-11 £98,140,611	£60.6m	£53.7m	£104.3m	N/A	Actual Spend exceed Ballot Promises by £6,159,389.
Smoke Detectors	1-5	3,918	1,892	5,810	100%	Completed
Windows	1-5	5,598	212	5,810	100%	Completed
Doors	1-5	5,598	212	5,810	100%	Completed
Kitchens	1-5	3,478	1,450	4,928	85%	Programme revised to 10 year in 2006 Completed Programme
Bathrooms	1-10	3,471	2,329	5,800	100%	Completed
Over Bath Showers	1-10	3,512	2,245	5,757	99%	Included in Bathroom figures above
Rewiring	1-5	3,915	1,819	5,734	99%	Programme revised to 10 year in 2006 Completed Programme
Central Heating	1-5	3,493	2,283	5,776	99%	Programme revised to 10 year in 2006 Completed Programme
Thermal	1-5	1,241	4,463	5,794	100%	Programme revised to 10 year in 2006 Completed Programme
Door Entry Systems	1-5	144	128	372	N/A	Door Entry Systems installed to a number of 3 Storey Flat Blocks in Wildmill, Brackla, Porthcawl, Oakwood.
Non- Traditional Improvements	1-10	140	987	1127	92% (98% when current programme completed)	Programme Revised to years 3-13 in first year. Further properties identified in Non Traditional survey 2008. Final Programme of 56 properties on site. Likely to have 3 tenant refusals and 2 requiring rebuilding at the end of the programme.
Structural Walls etc	N/A	99	440	539	10%	Ad-hoc structural repairs undertaken. Structural Repairs undertaken to all Non Trad properties requiring structural repairs.
Roof Coverings	N/A	336	833	20%	20%	On Going Planned Programme
Fascia & Soffits etc	N/A	592	1215	31%	31%	On Going Planned Programme
Asbestos	N/A	N/A	N/A	N/A	N/A	Annual Budget provided for.
Sheltered Schemes Improvements	1-10	Included in elements above	Included in elements above	160	100%	All internal elements improved as part of figures above. Communal Boilers, Fire Alarms, Warden Call, Lifts, etc replaced or Improved.

Appendix 1 - V2C Ballot Promises Report 2016

Page 28

Sheltered Bedsit Conversions Where Feasible	N/A	Ger Y Nant Bedsits removed	Lakeview Shower rooms incorporated	N/A	N/A	Nantlais decommissioned and Sold to Emmaus South Wales.
Continue to provide aids & adaptation for people with disabilities.	N/A	N/A	N/A	1-10	N/A	Annual Budgets have been provided in every year since transfer.
Gutters and outside pipework that need to be replaced	1-10	N/A	N/A	N/A	N/A	Repaired when identified
External Painting of homes that need it, in consultation with tenants over colour choices	1-10	N/A	N/A	N/A	N/A	Annual Painting Programme provided for (Cyclical Contracts – Painting) with choices given to tenants. EWI programmes also allowed in most case tenant choices of colour.
Provide some environmental improvements, such as:	1-10					
- Better car parking	1-10	N/A	N/A	N/A	N/A	Various schemes undertaken as part of NIF/EIP programmes (see below). Now Included as part of new Main Environmental Programme. E.g. Beach Road
- Improvements to estates generally Related Assets	1-10	N/A	N/A	N/A	N/A	Neighbourhood Improvement Fund (NIF) instigated for ad-hoc local community initiatives e.g. Bron Y Waur car park area. Environmental Improvement Programme (EIP) established for areas based improvements (Caerau, Wildmill, Tudor; Marlas; Chelsea Avenue.
- Repairs to fences and boundary walls	1-10	N/A	N/A	N/A	N/A	Annual Budget provided for fences and boundaries (Property Boundaries)
- Repairs to pathways and drives	1-10	N/A	N/A	N/A	N/A	Annual Budget provided for Walls and Paths (Slip N Trips)
Related Assets	1-10	N/A	N/A	N/A	N/A	Limited Improvements have been completed to garages, with the preferred strategy being to remove uneconomic garages and create parking which is open and available for all residents within an area and not just those able to pay an additional rental payment.

Appendix 1 - V2C Ballot Promises Report 2016

						New approaches to grounds maintenance, trees, planting & street lighting have resulted in improved delivery.
No Planned Demolitions over those already planned	N/A	N/A	N/A	N/A	N/A	Further demolitions have taken place in Marlas, Bettws, Tudor and Chelsea Avenue.
In early years, V2C would concentrate on repairs & improvements, but may consider building new homes in the future	N/A	N/A	N/A	N/A	N/A	V2C completed its first new build bungalow in 2009. By March 2016, V2C will have built, converted, or acquired 209 properties for social rent, intermediate rent and low cost home ownership, with plans to build or acquire a further 600 over the next 10 years.
Training & Employment Opportunities to Local People	N/A	95%	650+	N/A	N/A	95% of all workers on the improvement programme 2004-09 lived within 25 miles of Bridgend. Out TR&T programme has, since 2009, secured job & training opportunities for over 650 people. V2C have continued to support The Caerau Training Centre and Bridgend College in developing skills and training programmes since transfer.
No Service Charges to be introduced within the first 3 years after transfer.	N/A	0	2,477	2,477	43%	Service charges were introduced for new tenants in 2008. Service Charges will be introduced for all remaining tenants from April 2016.
5 Year Rent Guarantee	N/A	N/A	N/A	N/A	N/A	The 5 year Rent Guarantee was met. The convergence of rents was achieved in 2014/15, one year later than promised.

This page is intentionally left blank

Appendix 2

Transfer Contract and Offer Document Promises V2C Board Meeting 21st January 2016

1. Finance

The contract provided for £98.14m of expenditure on improvements.

Period	Offer Document	Actual Spend	Difference
Years 1-5	£46.2m	£60.6m	+£14.4m
Years 6-10	£51.9m	£53.7m	+£1.8m
Total	£98.14m	£114.3m	+£16.2m

More work was required to properties than originally envisaged as property condition was not as good as that indicated within the original Stock Condition Survey report.

The Offer Document also included a 5 year Rent Guarantee for tenants with an indication that rents would not exceed a guideline increase in the second 5 year period:

Period	Offer Document	Actual Increases	Difference
Years 1-5	Guarantee RPI + 1%	RPI + 1%	
Years 6-10	Guideline RPI + 2%	RPI + up to 2%	
Years 11+	Meet WG Policy Guidelines	Met	N/A
Rent Convergence	2013/14	Full rent convergence was achieved in April 2014	1 year later

No Service Charges were to be introduced within the first three years after transfer.

We introduced a Global Service Charge for new tenants in April 2008, four and a half years after transfer, and we now have 2,247 (or 43%) of our tenants paying these global service charges.

We are currently planning to introduce Service Charges for all remaining, transferring tenants from July 2016, twelve and half years after transfer.

2. Improvements

A number of specific promises were made to improve the condition of our properties. The principal ones were as follows:

Appendix 2

Offer Document Promise	Timescales	Number Completed Years 1-5	Number Completed Years 5-10	Total	% of Stock
Smoke Detectors	1-5	3,918	1,892	5,810	100%
Windows	1-5	5,598	212	5,810	100%
Doors	1-5	5,598	212	5,810	100%
Kitchens	1-5	3,478	1,450	4,928	85%
Bathrooms	1-10	3,471	2,329	5,800	100%
Over Bath Showers	1-10	3,512	2,245	5,757	99%
Rewiring	1-5	3,915	1,819	5,734	99%
Central Heating	1-5	3,493	2,283	5,776	99%
Thermal	1-5	1,241	4,463	5,794	100%
Door Entry Systems	1-5	144	128	372	N/A

Those elements that were planned originally for the first five years were incorporated where necessary with other work elements to create a revised 10-year programme. This was agreed by the Board in 2006 to reduce disruption to tenants and to smooth the expenditure profile to match available funding.

Offer Document Promise	Timescales	Number Completed Years 1-5	Number Completed Years 5-10	Total	% of Stock
Non-Traditional Properties	1-10	140	987	1127	92% (98% when current programme completed)
Structural Walls etc.	N/A	99	440	539	10%
Roof Coverings	N/A	336	833	20%	20%
Fascia & Soffits, RWG's etc.	N/A	592	1215	31%	31%

The Non-Traditional improvement plans and External Programmes were revised to years 3-13 in the first year following transfer due to business plan constraints. Further Non-Traditional properties were identified in V2C's own Non-Traditional survey in 2008.

The final programme of 56 properties is currently on site. We are likely to have three tenant refusals and four properties requiring rebuilding at the end of the programme.

Appendix 2

To support these improvements we have also provided annual budgets for asbestos surveys and removals, and painting programmes.

3. Demolition and New Development

The Offer Document stated that there were to be no further demolitions over those already planned and that, in the early years, V2C would concentrate on repairs & improvements, but may consider building new homes in the future.

Prior to Transfer the Council had planned to demolish 90 properties due to low demand as follows:

- 34 houses in Blaencaerau,
- 22 flats in Wildmill and
- 34 flats in Llangeinor

Since then V2C has demolished a further 177 properties:

- 13 houses in Oakwood, Maesteg to improve estate viability;
- 114 flats & houses in Chelsea Avenue to facilitate redevelopment into a new mixed tenure estate of 116 properties, now known as Wood Green.
- 37 flats & 2 houses in Marlas and
- 24 houses in Bettws in advance of estate regeneration plans which include new dwellings.

V2C completed its first development scheme in Ffordd Y Mynach, Pyle by completing four new bungalows in November 2009. By March 2016 V2C will have built, converted, or acquired 213 properties for social rent, intermediate rent and low cost home ownership. The majority of these are new build properties offering better design, spatial and energy efficiency standards. We are currently implementing our new Development Strategy to build or acquire a further 600 properties over the next 10 years.

4. Sheltered and Disabled Adaptations

Within the Offer Document an undertaking was given to improve sheltered housing within years 1-10, to undertake bedsit conversions where feasible and to continue contributing to the funding of disabled adaptations.

Within our stock we had three complexes which contained mainly bedsit flats or flats with shared communal bathing facilities. In the first 10 years we have:

- Completely refurbished and extended Ger Y Nant to create 15 self-contained one bedroomed flats;
- Refurbished and extended Lakeview to create self-contained bathrooms;

Appendix 2

- Sold Nantlais to Emmaus South Wales for refurbishment and conversion from 16 bedsits to 24 self-contained rooms for homeless people;
- Undertaken internal elemental improvements to kitchens, bathrooms, and wiring in sheltered schemes;
- Renewed lifts, fire alarms, communal heating boilers and warden call systems within schemes;
- Converted bathrooms to walk-in shower rooms in Merfield Close, Sarn and Lys Cynfig, Pyle.

In line with the agreement we have also provided an annual budget for disabled adaptations every year since transfer with an overall increase at a level higher than the inflation index required by the contract. For 2015/16 the expenditure for this budget will be £390,000.

5. Environmental Improvements

The Offer Document provided for some environmental improvements such as better parking, drives and pathways; fencing and walls; estate and related assets (e.g. garages).

We undertook extensive estate consultations in several of our larger estates (Caerau, Wildmill, Tudor, Marlas, Chelsea Avenue) with large open amenity areas during our first few years. These led to Community Action Plans which have since been partly implemented through an Environmental Improvement Programme (EIP) established for area based improvements. We also established a separate Neighbourhood Improvement Fund (NIF) for ad-hoc local community initiatives e.g. Bron Y Waur car park area.

We have also established separate annual budgets for Property Boundaries, and Slip 'n' Trips for footpaths and unadopted areas. Limited improvements have been completed to garages, with the preferred strategy being to remove uneconomic garages and create parking areas which are open and available for all residents within an area and not just those able to pay an additional rental payment.

New approaches to grounds maintenance, trees, planting and street lighting have resulted in improved service delivery.

6. Employment & Training

We also gave an undertaking to create employment and training opportunities for local people.

In our first five year contracts (2004-09) we negotiated local labour clauses. At the end of this five year period 95% of employees working on our contracts lived within 25 miles of Bridgend.

In our second five year contracts (2009-13) we utilised the Welsh Government and Chartered Institute of Housing's Targeted Recruitment &

Appendix 2

Training Toolkit (TR&T). Our TR&T programme has to date secured job & training opportunities for over 700 people. V2C has continued to support The Caerau Skills Centre and Bridgend College in developing skills and training programmes since transfer.

We have also directly employed 29 apprentices and 9 work placements in our direct labour force, The Housing Repairs Service, and a further 13 work placements in our offices.

7. Customer Satisfaction

Over the course of the improvement works we have regularly sought on-going customer satisfaction feedback on our activities.

At the end of our first five year contracts the cumulative satisfaction levels were 95% for Lovell Partnerships and 94.75% for Connaught. For our current contractors Wates have achieved 96.68%, United Living/Bullock 95.65%, and Keepmoat/FHM 95.74%.

V2C participated in the recent, national Welsh Government tenant satisfaction surveys. Overall our performance when compared to the Welsh average is good:

Survey Question	Wales Average	V2C Responses	Difference
Rent provides value for money	80.9%	84.5%	+3.6%
Service Provided by the landlord	83.7%	84.5%	+0.8%
Way landlord deals with repairs	76.7%	82.2%	+5.5%
Quality of your Home	82.9%	82.7%	- 0.2%
Neighbourhood as a place to live	83.5%	81.9%	- 1.6%
Listens to views and responds	69.0%	71.6%	+1.6%

8. Wider impacts on Crime, Poverty and Energy Efficiency.

Crime - *Duffryn Road flats, community safety project.*

V2C worked in partnership with local police officers to address a significant and rising ASB problem centred around a block of flats with open access communal space that was being misused by a gang of youths in the evenings. The project involved the erecting of gates and barriers indicating private space.

A police report in support of a Police Awards application stated:

“Through analysing data extracted from the Niche systems a peak in reported incidents of anti-social behaviour was seen for October/November 2008, significantly higher than the previous year.

Although anti-social behaviour ... is a seasonal issue affecting the Police Service annually, however, it was evident that the problem continued to

Appendix 2

fluctuate and therefore a more pro-active response was required. The levels of calls reported to Duffryn Road Flats have substantially decreased as measured by the (Police's) Niche Data system. The period October through to November 2009 saw a reduction in anti-social behaviour, inferring that the improvements undertaken had had a positive effect"

Poverty

Customers who require assistance are supported by V2C's Financial Inclusion Team to maximise income and reduce financial outgoings, thus releasing funds to spend on heating their homes. In excess of 700 customers have been assisted over the past two years with issues ranging from credit or utility debt to applications for welfare benefits, including Housing Benefit, Tax Credits, Disability Living Allowance and Pension Credits. Tangible income increases approaching £500,000 have been achieved to date.

Energy Efficiency

At transfer the average energy efficiency of each property was 50 as recorded by the Governments' Standard Assessment Procedure (SAP).

Since 2003 we have undertaken a whole stock energy efficiency programme such as new doubled glazed windows and doors and 'A' rated boilers. We also contracted with British Gas to develop their 'Here to Help' programme, which not only undertook energy efficiency improvements such as cavity, loft and hot water tank insulation, but also provided referrals to agencies such as the Family Welfare Association which were then able to provide new freezers, electric blankets, efficient kettles etc.

We have also secured over £5m in energy grants to assist in delivering External Wall Insulation, Solar PV and Thermal systems, Air Source Heat Pumps and Cavity and Loft Insulation. We have also included home owners in these improvements (where external finance enabled participation) securing over £1m of funding to undertake repairs and External Wall Insulation to 101 properties or 34% of the private owners within the estates being worked on.

The outcome of all this work is that the overall SAP rating has increased from 50 to 74, putting V2C in the top 25% of best performing associations in Wales.

For further information contact:

Andrew Smith, Head of Assets and Procurement, 01656 727928 - andrew.smith@v2c.org.uk

Stephen Cook, Chief Executive, 01656 762488 - stephen.cook@v2c.org.uk

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

12 MARCH 2016

REPORT OF THE HEAD OF FINANCE & ICT

INFORMATION AND COMMUNICATIONS TECHNOLOGY STRATEGY 2016-2020

1. Purpose of Report

- 1.1 This purpose of the report is to seek Cabinet approval for a revised Information and Communications Technology (ICT) strategy for the period 2016-2020.

2. Connection to Corporate Improvement Objectives/Other Corporate Priorities

- 2.1 The strategy aims to support all priorities and has been developed with specific regard to the Council's revised corporate priorities.

3. Background

- 3.1 The previous ICT strategy was in force April 2012- April 2015. The strategy was focused on the ICT service and successfully drove a workplan that has been delivered. This workplan has been extended during 2015-16 pending the development of the council's revised corporate priorities as well as emergent work to determine the Council's appetite around digital/channel shift and agile working, both of which have gathered significant momentum over the last year.

4. Current situation / proposal

- 4.1 The format of the ICT strategy has been significantly changed. The new document aims to form explicit links with the Corporate Plan and Medium Term Financial Strategy (MTFS). Furthermore, the purpose of the draft strategy is to set out the corporate approach to the delivery of ICT , in a way that is:

- easily understood by key stakeholders from across the council and its citizens: and
- sets a clear approach to address new challenges and opportunities which arise during the strategy period.

- 4.2 The duration of the strategy has been increased from three years to five. This is deliberately aligned to two key external factors which will influence its future development:

- The need to vacate Sunnyside House at the end of the strategy period as the lease expires. The building currently contains the Council's core ICT infrastructure. It is the Council's key access point to the Public Sector Network (PSBA) and is internally networked with Civic Offices and Raven's Court.

- The need to integrate and align systems with one or more potential partners under Local Government Reorganisation.

4.3 There will be a midpoint refresh during 2018, at which time it is expected there will be greater clarity around these factors, enabling appropriate solutions to be developed and executed during the second half of the strategy period.

4.4 As part of the strategy development consultation has been undertaken with Cabinet Members, Corporate Management Board (CMB) and the members ICT forum. Following formal signoff from cabinet, a communication and engagement plan will be designed and implemented with the ICT team and across the Council.

5. Effect upon Policy Framework & Procedure Rules.

5.1 None.

6. Equality Impact Assessment

6.1 There are no equalities impacts arising as a result of the strategy. Where specific projects/priorities may have equalities impacts, an Equality Impact Assessment will be carried out at the appropriate time.

7. Financial Implications

7.1 There are no direct financial implications delivering the ICT Strategy. The strategy itself has been developed in the context of continuing pressures on Council budgets and seeks to continue provision of high quality, resilient services with diminishing resources. It should be noted however that "Priority 4: Deliver Digital" will require significant investment which will be subject to a business case to justify this.

8. Recommendation.

8.1 Cabinet is asked to approved the ICT Strategy 2016-20 attached at Appendix A.

Randal Hemingway
Head of Finance & ICT
12 March 2016

Contact Officer: Martin Morgans
Group Manager ICT

Telephone: (01656) 642154

E-mail: martin.morgans@bridgend.gov.uk

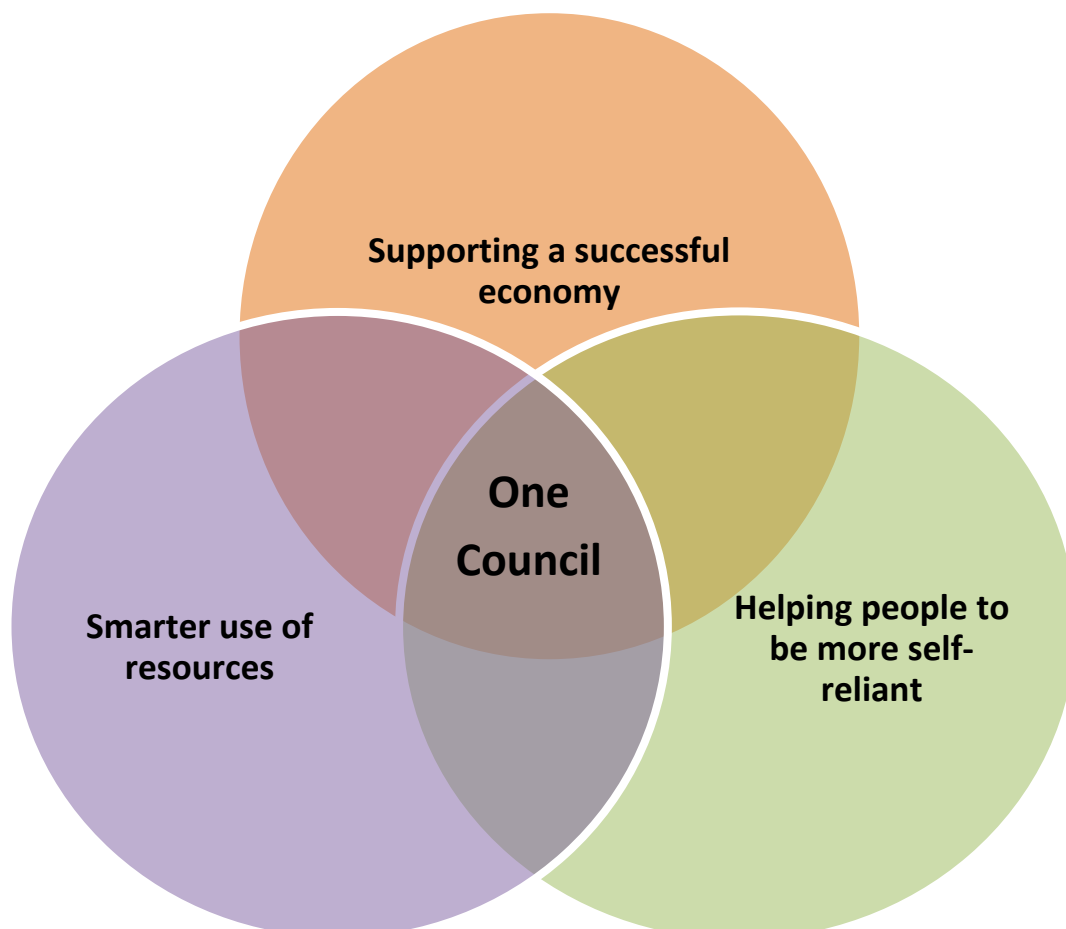
Postal Address: Sunnyside House
Sunnyside
Bridgend
CF31 4AR

This page is intentionally left blank

ICT strategy 2016 - 2020

1 Background / Context

- 1.1 The council is undergoing a period of unprecedented change. In an increasingly uncertain future, the organisation faces the following “trilemma”
- The driving force for continuous improvement in the delivery of high quality services which benefit citizens and deliver value for the council tax they pay
 - Increase demand for its services, driven by an ageing population and increasing legislative responsibilities
 - The need to reduce expenditure in response to ever reducing budget settlements from Welsh Government
- 1.2 Against this background, the council has reviewed its previous six corporate priorities and agreed to focus its efforts on the three new priorities



- 1.3 ICT has a key role to play in supporting the organisation in the delivery of these objectives. It must be an enabler for change, delivering the art of the possible and a key support for the transformation agenda. At the same time, ICT delivers existing capability to all areas of council services, and this delivery must meet current needs in reliable, safe and resilient way.

2 Mission Statement

- 2.1 The mission statement of the ICT service will be

**DELIVER TECHNOLOGY SOLUTIONS WHICH SUPPORT HIGH
QUALITY, RELIABLE SERVICES**

- 2.2 This means we will

- identify the needs of our different customer groups and deliver the right solution
- not deploy anything unless we can make it easy to use, reliable and secure

3 Vision Statement

- 3.1 The vision statement of the ICT service will be

**THE RIGHT TOOLS, DELIVERED RIGHT.
VALUED BY CUSTOMERS, ADMIRER BY OTHERS**

4 Principles

- 4.1 The service is guided by the corporate values of FACE:

- F - Fair
- A - Ambitious
- C - Citizen Focussed
- E - Efficient

- 4.2 Over and above this, there are a set of principles which the ICT service will be guided by and which will inform our approach to the future strategic decisions about service delivery and how we best deploy our resources towards supporting the council's priorities.

Pick what's right, not what's cheapest

ICT will always aim to deliver the best available technology according to our customers' needs. While upfront cost may be higher, this approach delivers a more reliable, higher quality offering to customers which typically outlasts poorer offerings, proving better whole-life Value for Money

Resilient & Reliable

We will only deploy solutions which are resilient and reliable. Customers must be able to rely on what we give them.

Warranty / support SLAs

We will always maintain warranty/support for tier one systems. Below this, we will take a risk based approach.

On Premise vs Cloud services

In principle, we are agnostic between inhouse hosting vs the cloud. We will decide on a case-by-case basis dependent upon the needs of the customer, risk profile and whole life costs.

Inhouse expertise

We will operate a hybrid model where we maintain inhouse expertise for core / tier 1 systems, but have external SLAs or call off contracts for bespoke/niche requirements. We will apply this approach for corporate projects – acting as a technical advisor and expert delivering the solution through external support, with ongoing support delivered according to other principles.

Leveraging existing technology solutions

We have chosen Microsoft as the foundation for our technology solution. Wherever possible we will seek to build on this in preference to other solutions in order to make the most of our existing products, reduce integration risk and deliver the highest level of support from our inhouse capability – both in terms of skills and software architecture.

Buy, don't build

We will always look for industry leading software solutions first. Internally writing bespoke solutions is higher risk and creates a future capability requirement which we may not be able to support with reducing resources.

Learn from others and share our experiences too

We're all on the same side – let's not reinvent the wheel. We will engage with other public sector organisations about how to do it best, and what opportunities there are to collaborate and use eachothers expertise.

5 Customers

5.1 This strategy recognises the need to support different customers, both internal and external. The key customer groups are:

- Public Citizens and Businesses who access council services
- Internal Council Colleagues & Councillors
- SLA customers – e.g. Schools & Awen Trust
- Other sector bodies/partners, e.g. Western Bay, Youth Offending Team,

6 Risks

6.1 This section sets out the overarching risks which the ICT service faces, and how we will approach them. A more detailed risk register will be maintained as a live document over the strategy period.

6.1.1 Local Government Reorganisation

At the time of strategy development, there remains significant uncertainty over Local Government reorganisation or what it might mean in terms of partner/s for Bridgend in particular. The timeline for any merger is equally uncertain, but on current proposals, it may be assumed to be around 2020. From an ICT perspective, the merger of myriad legacy council systems across two and possibly three organisations is highly complex, time consuming and involves significant risk. However, there are also significant potential advantages from increased scale in terms of purchasing power and the recurrent efficiencies of deploying and managing a single solution across a much larger user population. Bridgend will continue to take a pragmatic approach, seeking the best ICT solutions based on current needs. We will be mindful of any future Integration, not taking decisions to frustrate it, but neither be constrained by it.

6.1.2 Staffing/Skills Risk

Following a restructure implemented in 2016, the ICT service has carried a high proportion of vacancies which it has not been possible to recruit to either internally or externally. Strengthening demand from the private sector combined with restrictions on pay & grading have meant that for certain skillsets it is difficult for the council to compete. Consequently, the service has adapted by creating a number of apprentice roles, which provide the service

with capacity and growing capability. We will develop our apprentices, recognise their potential and offer them opportunities to grow their skillsets. It is early days, but we are already beginning to see the benefits of this approach and we will continue it on an as-needs basis.

More widely, the strategy recognises that it may not always be appropriate to deliver solutions in-house. This is enshrined in a number of the principles set out in paragraph 4.2.

6.1.3 Financial Risk

As a support function within resources directorate, the council's ICT budget faces a higher level of forecast budget reductions than some other areas of the council. At the same time, there is increasing demand in the form of public demand for online services and the support requirement for ICT input into the council's transformational projects. The service recognises that it cannot do everything for everyone, but needs to focus on its core offering whilst providing support and guidance to projects where it can add most value. The priorities set out in this strategy form a core response to managing this financial risk.

7 PRIORITIES

7.1 ICT PRIORITY 1: MAINTAIN THE RIGHT ENVIRONMENT

7.1.1 The Council will maintain our hosted infrastructure environment to provide a resilient platform for our systems – delivering a full and uninterrupted service for our customers. We will aim to operate at 99.9% availability and retain core expertise inhouse to deliver this. With the twin risks of Local Government Reorganisation and the need to vacate sunnyside house at the end of the strategy period, our approach to infrastructure will need to change. We will develop a coherent storage & infrastructure strategy to exit sunnyside house and leverage opportunities from collaboration.

7.1.2 The key tasks in delivering this priority are:

- Review the PSBA WAN with regards network choice
- Single cabling supplier for networks
- Manage 5 year rolling replacement for Devices
- Contract for hardware procurement framework
- Development of an “Exit Strategy” with regards the Data Centre environment
- Review opportunities for Cloud Technologies covering on premise, hybrid, public
- Backup infrastructure for business continuity
- Achieve firewalls expert standard
- Maintain security certifications and ongoing compliance for public sector network
- Maintain/enhance email security
- Review and implement revised server replacement strategy
- Review telephony environment

7.2 PRIORITY 2: FOCUS ON OUR CORE OFFERING & LEVERAGE FULL CAPABILITY

7.2.1 As our resources reduce, we will look to rationalise our software estate, making the most out of our core systems through:

- Working with our customers to understand their needs
- exploring and maximising potential of unused modules
- deliver training on core applications
- making the most of our leadership position on WCCIS implementation

7.2.2 The key tasks in delivering this are:

- Upgrade to the Cisco IPT providing Call Centre and Extension Mobility
- Continue Schools ICT delivery and develop the model and offering
- Work with customers and suppliers to identify and deliver opportunities to leverage Microsoft Enterprise Agreement
- Implement Exchange Messaging supporting the Microsoft Ecosystem Strategy
- Review & Update ICT structure in line with changing demand from across the council
- Implement support network to manage inhouse provision of finance system E5
- Support LLPG corporate address database
- Support corporate cash system
- Maintain inhouse skills and support of Microsoft SQL
- Review of software estate focussing on reductions to internal and external support
- Review of network support focussed on reductions to internal and external support
- Review service needs and retender for replacement to current Ocella system
- Decommission end of life Microsoft systems
- Support Awen Trust transition from corporate network to public domain

7.3 PRIORITY 3: DELIVER AGILITY

7.3.1 ICT has a key role to play in helping to modernise ways of working, and will be a key enabler to support the property strategy to reduce corporate overheads through the deployment of agile working.

- procurement/ installation/deployment/training to new laptop users/ new technology users
- delivery of follow me phone to allow low/no cost agile telephony
- exploring and delivering further access on personal devices
- maintaining secure authentication across new agility offering
- Further roll out of EDRM to work towards a more paperless office, supporting agility

7.4 ICT PRIORITY 4: DELIVER DIGITAL

7.4.1 The council will deliver a transformational shift towards:

1. digital access to services; and
2. digitisation of the most common internal processes.

The council recognise that this will not be for all of our citizens or all of our services, so there will be a need to maintain a good service for “traditional” communication methods. The council will deploy its ICT capability as follows:

- For Internal digital processes, act as a catalyst, champion the art of the possible and help create the conditions for success
- Provide technical support/expertise to support procurement processes
- Provide project technical support for integration issues with back office systems
- Ensure delivery of a secure platform/infrastructure mitigating security risks
- Explore and deliver against requirement for a citizen facing helpdesk/technical queries mailbox
- Support internal business process redesign, delivering building blocks to support transition to digital processes
- Leverage and grow existing digital office capability to permit inbound and outbound digital dataflow
- Development of Web GIS system
- ICT systems support for role out of Welsh Language standards
- Support review of council retention policies and procedures to support digital agenda

8 STRATEGY DEVELOPMENT

- 8.1 This ICT strategy is aligned to the 2016 revised corporate priorities of the council, to goals set out in the 2016-17 Corporate Plan and the financial forecasts in the councils 2016-17 – 2019/20 Medium Term Financial Strategy.

But it is a live strategy, which needs to evolve as the needs of the council and its residents change, the state of wider public finances evolve, and the picture around Local Government Reorganisation becomes clearer.

This document will be formally refreshed during 2018 at the mid-point of the strategy period, or earlier as required by changing circumstance

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

12 APRIL 2016

REPORT OF THE CORPORATE DIRECTOR – EDUCATION AND TRANSFORMATION & CORPORATE DIRECTOR - COMMUNITIES

SCHOOL MODERNISATION PROGRAMME: OUTCOME OF CONSULTATION ON APPROPRIATION OF LAND FOR EDUCATIONAL PURPOSES AT BETTWS ROAD, BETTWS

1. Purpose of Report

- 1.1 To consider the appropriation of land that is currently held for a Leisure Function for educational purposes at Bettws Road, Bettws that currently forms part of an open space.

2. Connection to Corporate Improvement Plan / Other Corporate Priorities

- 2.1 The school modernisation programme supports the following corporate priorities:

- Smarter use of resources
- Supporting a successful economy

- 2.2 In 2006, Cabinet considered a report entitled '*Learning Communities: Schools of the future – Strategy, Principles, Policy and Planning Framework*' and agreed to support the report as the basis for taking forward proposals for school modernisation. The framework was subsequently adopted by the Council in September 2006 ('*Learning communities – schools of the future – strategy, principles, policy and planning framework*').

- 2.3 On 3rd March 2015, Cabinet approved revised principles which were adopted as a framework for school organisation in Bridgend (Cabinet Report 3rd March 2015 '*Principles Document*')

- 2.4 The framework includes 5 key principles that inform the organisation and modernisation of our schools:

1. Commitment to high standards and excellence in provision
2. Equality of opportunity, so that all pupils can access quality learning opportunities, regardless of which school they attend
3. Inclusive schools, which cater for the learning needs of all their pupils
4. Community focused schools, where the school actively engages with its local community
5. Value for money

Particularly relevant to this report are 1 and 5. The framework provides that primary schools need to be large enough to secure the full range of necessary provision and that value for money and efficiency are achieved.

3. Background

- 3.1 The land hatched in red on the plan contained in Appendix 1 was acquired by the former Ogmore & Garw Urban District Council on 13 December 1957. An agreement was reached in late 1969 / early 1970 between Ogmore & Garw UDC and Glamorgan County Council that the land be developed for joint use by both Authorities as playing fields.
- 3.2 Council records indicate that Betws Primary School has had exclusive use of the open space during school hours for school activities since 1970.
- 3.3 The Council's Parks Department have inspected and maintained the play equipment located within the land shown hatched red on the attached plan and Betws Primary School has maintained the playing fields.
- 3.4 On 31st March 2015 Cabinet agreed to proceed with a replacement of Betws Primary School on the playing fields of the existing school site. On 1st September 2015 Cabinet approved the proposal to relocate Ysgol Gynradd Gymraeg Cwm Garw to the existing Betws Primary School site with effect from September 2018.
- 3.5 A planning application for the new schools (reference P/15/791/BCB) was submitted on 25th November 2015 that encompassed both the existing primary school site and the adjacent school playing fields and open space. As part of the planning process an objection has been received to the proposed loss of public open space.
- 3.6 Due to the existing dual use of the land, as playing fields and open space, appropriation of the land under Section 122 (1) Local Government Act 1972 for educational purposes was recommended by the Council's legal officer, as the land is currently held for Leisure purposes but used for educational purposes during the school day, and informal recreational space outside school hours.
- 3.7 Section 122(2A) of the Local Government Act 1972 provides that the Council may not appropriate land forming part of an open space unless before appropriating the land it has advertised its intention to do so in two consecutive weeks in a newspaper circulating in the area in which the land is situated, and considers any objections to the proposed appropriation which may be made to them
- 3.8 On 16th February 2016 Cabinet gave approval for the publication of the Section 122 (2A) Notices and to receive a further report considering any objections received, prior to any decision to appropriate the land for educational purposes.
- 3.9 Section 122 (1) Local Government Act 1972 states that the Council may appropriate land for any purpose for which the Council are authorised to acquire land by agreement and which belongs to the Council and is no longer required for the purpose for which it is currently held. In reaching a decision whether to appropriate the land, the legislation does not require the existing use ie as an area of open space, to fall into disuse before the Authority may appropriate it for some other purpose i.e. exclusively for an educational purpose. The legal test is whether at the

time of the appropriation the land is not needed in the public interest of the locality for Leisure purposes. In reaching a decision the Council must consider and balance the following matters. The land will be used to facilitate the relocation of Betws Primary School and Ysgol Gynradd Gymraeg Cwm Garw to the existing Betws Primary School Site and the area of land that is the subject of the proposed appropriation. Council records indicate that Betws Primary School has had exclusive use of the open space during school hours for school activities since 1970. In terms of alternative provision in the area, children's playgrounds are located at Heol Y Felin, Betws (near No.13), Betws North at Y Wern Betws (Near No.13) and a playing field and all weather pitch are located off Heol Richard Price, Betws. The replacement Betws Primary School and Ysgol Gynradd Gymraeg Cwm Garw will have all-weather pitches to serve the school and this provision may be offered for community use. In addition, both schools will have a school hall which may also be offered for community use.

3.10 In respect of Section 122 Local Government Act 1972 case law clarifies the following:-

1) whether land is still or is no longer required for a particular purpose, meaning no longer needed in the public interest of the locality for that purpose, is a question for the local authority, subject to Wednesbury principles (Associated Provincial Picture Houses Ltd v Wednesbury Corporation [1948] 1 KB 223, [1947] 2 All ER 680), and not the court.

2) the statute is concerned with relative needs or uses for which public land has been or may be put. It does not require it to fall into disuse before the authority may appropriate it for some other purpose.

3) the authority is entitled when exercising its appropriation power to seek to strike the balance between comparative local (public interest) needs: between the need for one use of the land another with the wider community interests at heart. It is for it to keep under review the needs of the locality and is entitled to take a broad view of local needs.

4. Current situation / proposal

4.1 A section 122 (2A) notice was published in the press on two consecutive weeks and copies were placed on site. The notice period commenced on Friday 26th February 2016 and closed on 30th March 2016.

4.2 No objections were received during the consultation period in respect of the proposed appropriation of land forming an open space for educational purposes.

5. Effect upon Policy Framework and Procedure Rules.

5.1 There is no effect upon the policy frameworks or procedure rules.

6. Equality Impact Assessment

6.1 An equalities impact assessment has been undertaken in respect of the proposal, the outcome of which has indicated that there is no differential impact on protected groups.

7. Financial Implications

- 7.1 Costs associated with the publication of the notice were met by the Education and Transformation Department's revenue budget.

8. Recommendations

Cabinet is recommended to:

- 8.1 Approve the appropriation of land shown hatched red on the plan in appendix 1 which includes land forming part of an open space currently held for a Leisure function, for educational purposes.

Deborah McMilan
Director of Education and Transformation

Mark Shephard
Corporate Director, Communities

Contact Officer: Nicola Echanis
Head of Strategy, Partnerships and Commissioning

Telephone: (01656) 642611

E-mail: ellen.franks@bridgend.gov.uk

Postal Address Angel Street
Bridgend
CF31 4WB

Appendix 1

Plan

Background documents

Council Report 13th September 2006, "LEARNING COMMUNITIES – SCHOOLS OF THE FUTURE – STRATEGY, PRINCIPLES, POLICY AND PLANNING FRAMEWORK".

Cabinet Report 12th December 2006, "LEARNING COMMUNITIES: SCHOOLS OF THE FUTURE" – SCHOOL MODERNISATION PROPOSALS.

Cabinet Report 3rd March 2015 "PRINCIPLES DOCUMENT"

Cabinet Report 31st March 2015 "SCHOOL MODERNISATION PROGRAMME: GARW VALLEY SOUTH SCHEME (BETWS PRIMARY AND YSGOL GYNRADD GYMRAEG CWM GARW)"

Cabinet Report 1st September 2015 "SCHOOL MODERNISATION PROGRAMME: OUTCOME OF PUBLIC NOTICE ON PROPOSAL TO MAKE A REGULATED

ALTERATION TO YSGOL GYNRADD GYMRAEG CWM GARW BY RELOCATING THE SCHOOL”

Cabinet Report 16th February 2016 SCHOOL “MODERNISATION PROGRAMME: PROPOSAL TO CONSULT ON APPROPRIATION OF LAND FOR EDUCATIONAL PURPOSES AT BETTWS ROAD, BETTWS”

This page is intentionally left blank



BRIDGEND COUNTY BOROUGH COUNCIL
RESOURCES DIRECTORATE

NESS YOUNG
CORPORATE DIRECTOR FOR RESOURCES

Civic Offices
 Angel Street
 Bridgend CF31 4WB
 Telephone (01656) 643643

Land at Betws Road
 Betws

Plot generated by:WTP
 Ref:Land at Betws Road

Scale 1 : 2500

Date 08/02/2016

©Crown Copyright and database right 2014. Ordnance Survey 100023405
 Contains Ordnance Survey data © Crown copyright and database right 2014.

Aerial Imagery: Cities Revealed
 aerial photography copyright
 The GeoInformation Group 2011.

Countryside Council for Wales,
 ©Crown Copyright and database right 2014. Ordnance Survey 100018813

Forestry Commission,
 ©Crown Copyright and database right 2014. Ordnance Survey 100025498

This page is intentionally left blank

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

12 APRIL 2016

REPORT OF THE MONITORING OFFICER

AMENDMENT TO THE SCHEME OF DELEGATION OF FUNCTIONS

1. Purpose of Report

- 1.1 To seek Cabinet approval to amend the Scheme of Delegation of Functions in relation to Council Tax.

2. Connection to Corporate Improvement Plan / Other Corporate Priority

- 2.1 The Scheme of Delegation of Functions provides the authority for Cabinet Members and Officers to undertake their respective duties. The Scheme therefore directly affects the ability of the Authority to process the Corporate Improvement Plan and all Corporate Priorities.

3. Background

- 3.1 The government has combined the investigation teams of the Department for Work and Pensions, HMRC and local authorities into the Single Fraud Investigation Service (SFIS). All matters relating to the investigation of benefit claims, including Housing and Council Tax Benefit, are now the sole responsibility of SFIS. However, investigations of potentially fraudulent Council Tax Reduction claims are the responsibility of Councils and they are able to impose financial penalties on those who fraudulently claim or fail to notify changes in their circumstances.

4. Current situation / proposal

- 4.1 As a result of the Council Tax Reduction Schemes (Detection of Fraud and Enforcement) (Wales) Regulations 2013, it is proposed that the following insertion is made to the Scheme of Delegations at Scheme B2 as a function allocated to the Corporate Director - Resources:

3.23	To take any steps which the Council is empowered to take for the administering of financial penalties in accordance with The Council Tax Reduction Schemes (Detection of Fraud and Enforcement) (Wales) Regulations 2013.
------	---

- 4.2 It is further proposed that Scheme B2 paragraph 3.3 be amended accordingly:

3.3	To recommend to the Assistant Chief Executive Legal and Regulatory Services the commencement of criminal proceedings in respect of The Council Tax Reduction Schemes (Detection of Fraud and Enforcement) (Wales) Regulations 2013.
-----	---

5. Effect upon Policy Framework & Procedure Rules

5.1 The Scheme of Delegation of Functions will require amendment as shown above.

6. Equality Impact Assessment

6.1 None.

7. Financial Implications

7.1 There are no financial implications arising from this report.

8. Recommendation

It is recommended that Cabinet:

8.1 Note the content of the report and approve the amendments to the Scheme of Delegation of Functions as set out at paragraphs 3.23 and 3.3.

Contact Officer: P A Jolley
Assistant Chief Executive Legal and Regulatory Services

Telephone: (01656) 643106
E-mail: Andrew.Jolley@bridgend.gov.uk

Postal Address Level 2,
Civic Offices,
Angel Street,
Bridgend,
CF31 4WB

Background Documents

None

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

12 APRIL 2016

REPORT OF THE ASSISTANT CHIEF EXECUTIVE - LEGAL AND REGULATORY SERVICES

INFORMATION REPORTS FOR NOTING

1. Purpose of Report .

- 1.1 The purpose of this report is to inform Cabinet of the Information Reports which have been published since its last scheduled meeting.

2. Connection to Corporate Improvement Objectives.

- 2.1 The report relates to the Corporate Priority working together to make the best use of our resources by improving the way we communicate and engage with citizens.

3. Background.

- 3.1 At a previous meeting of Cabinet, it was resolved to approve a revised procedure for the presentation to Cabinet of Information Reports for noting.

4. Current situation / proposal.

4.1 Information Reports

The following information reports have been published since the last meeting of Cabinet.

<u>Title</u>	<u>Date Published</u>
--------------	-----------------------

Monitoring Report of the Use of Regulation of Investigatory Powers Act 2000	6 April 2016
---	--------------

Coleg Cymunedol Y Dderwen - Post Inspection Action Plan	6 April 2016
---	--------------

4.2 Minutes for Noting

There have been no minutes of Joint Committees published since the last meeting of Cabinet.

4.3 Availability of Documents

The documents have been circulated to Elected Members electronically via Email and placed on the BCBC website. Hard copies of the reports have been placed in the Members Room for information and are available on request from Cabinet and Committee Services. The documents have been available from the date of publication.

5. Effect upon Policy Framework and Procedure Rules.

5.1 This procedure has been adopted within the procedure rules of the Constitution.

6. Equality Impact Assessment

6.1 There are no negative equality implications arising from this report.

7. Financial Implications.

7.1 There are no financial implications regarding this report.

8. Recommendation.

8.1 That Cabinet acknowledges the publication of the documents listed in this report.

P A Jolley
Assistant Chief Executive Legal and Regulatory Services
9 FEBRUARY 2016

Contact Officer: Andrew Rees
Senior Democratic Services Officer – Committees
Telephone: (01656) 643387
Email: cabinet_committee@bridgend.gov.uk

Postal address: Cabinet & Committee Services
Legal & Regulatory Services
Civic Offices
Angel Street
Bridgend
CF31 4WB

Background documents: Reports referred to in this covering report.

BRIDGEND COUNTY BOROUGH COUNCIL

INFORMATION REPORT TO CABINET

12 APRIL 2016

REPORT OF THE MONITORING OFFICER

MONITORING REPORT OF THE USE OF REGULATION OF INVESTIGATORY POWERS ACT 2000

1. Purpose of Report

1.1 The purpose of the report is to provide Cabinet with an update on the Authority's use of the Regulation of Investigatory Powers Act 2000 (RIPA) and assurance that its use is in compliance with the Authority's RIPA Policy and the related legislation.

2. Connection to Corporate Improvement Plan / Other Corporate Priority

2.1 There are no direct links to the Corporate Improvement Plan and Corporate Priorities.

3. Background

3.1 The Regulation of Investigatory Powers Act regulates and governs the use of investigatory powers such as covert surveillance activities carried out by the Authority to ensure compliance with legal requirements.

4. Current situation / proposal

4.1 The table below contains the number of authorisations made by the Authority in accordance with RIPA, from 1st April 2015 until 31st March 2016:

Directed Surveillance for purpose of the Detection of crime and Disorder:	<u>Authorisations</u>	<u>Renewals</u>	<u>Reviews</u>	<u>Cancellations</u>
Benefit Fraud	-	-	-	-
Public Protection	-	-	-	-

4.2 Members will note that there has been a reduction on the usage of RIPA over the years by the Authority. There are a number of factors that could explain this:

- The Protection of Freedoms Act 2012 imposes limitations to the use of RIPA by local authorities and there is now a requirement to obtain the prior approval of a Magistrate;
- Authorising Officers must be satisfied that the use of surveillance is both necessary and proportionate and the only reasonable way having considered all others of obtaining the necessary result;

- Officers have been carrying out investigations without seeking to deploy surveillance methods.

4.3 Under the revised Codes of Practice issued by the OSC, it is a requirement that a local authority should review its use of RIPA (at least annually) and set the Policy. To meet these requirements, it is proposed that Cabinet receives an annual report covering the Authority's use of RIPA powers and that Cabinet also reviews the Policy annually.

5. Effect upon Policy Framework & Procedure Rules

5.1 There is no impact on the policy framework and procedure rules.

6. Equality Impact Assessment

6.1 There are no equality implications arising from this report.

7. Financial Implications

7.1 There are no financial implications.

8. Recommendation

8.1 Cabinet is requested to note the report.

Contact Officer: P A Jolley
Assistant Chief Executive Legal and Regulatory Services

Telephone: (01656) 643106
E-mail: Andrew.Jolley@bridgend.gov.uk

Postal Address Level 2,
Civic Offices,
Angel Street,
Bridgend,
CF31 4WB

Background Documents

None

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

12 APRIL 2016

REPORT OF THE DIRECTOR OF EDUCATION AND TRANSFORMATION

COLEG CYMUNEDOL Y DDERWEN (CCYD) - POST INSPECTION ACTION PLAN (PIAP)

1. Purpose of Report

- 1.1 The purpose of this report is to inform Cabinet Members of Coleg Cymunedol Y Dderwen's Post Inspection Action Plan (PIAP) and the Local Authority (LA) Statement of Action.

2. Connection to Corporate Improvement Objectives/Other Corporate Priorities

- 2.1 The report is related to the Corporate Plan (2013-2017) and in particular Improvement Priority one:

Supporting a successful economy.

3. Background

- 3.1 Coleg Cymunedol Y Dderwen was inspected by Estyn in October 2015. As a result of the inspection the school was placed in the category of Special Measures because it had failed to provide a satisfactory level of education.
- 3.2 Following the inspection, the school was required to produce a Post Inspection Action Plan. The purpose of the plan is to address the areas of weakness which were recommended by Estyn with actions; timescales; personnel; resources and outcomes having been identified. Under the Schools Causing Concern Guidance the local authority should work closely with the head teacher and governing body of the school in drawing together the school's PIAP. The Senior Challenge Advisor and Schools Challenge Cymru Advisor have supported the school to develop the PIAP.
- 3.3 Under Section 40 of the Education Act 2005, the local authority is also required to prepare a written statement of any action it proposes to take in the light of the school inspection report that identifies a school as requiring special measures or in need of significant improvement. This written statement of action sets out the period within which it is proposed to take such action. The written statement of support must be produced within 10 working days from the date that the local authority received a copy of the school's Action Plan or within 12 working days from the date by which the appropriate authority is required to have distributed the school's Action Plan (whichever is the earlier). If the local authority does not propose to take action it must still produce a written statement setting out its reasons. The local authority must submit a copy of the statement to Her Majesty's Chief Inspector (HMCI), the Welsh Government. A copy of the LA Statement of Action is attached at Appendix B.

3.4 An initial PIAP and LA Statement of Action was sent to Estyn and Estyn provided constructive feedback on the plan and the Statement of Action. As a result, the school has produced a revised version of the PIAP which is referenced at Appendix A.

4. Current situation/proposal

4.1 Currently, Coleg Cymunedol Y Dderwen is working with its restructured Senior Leadership Team; the restructured Governing Body; the new Challenge Cymru Adviser; Accelerated Improvement Board; Senior Challenge Adviser and Local Authority Officers in order to achieve the improvements which are detailed within the PIAP and the LA Statement of Action.

4.2 The first recommendation identified in the school's Estyn Inspection Report is to raise standards, particularly in Key Stage 4 and improve literacy and numeracy skills. Early entry GCSE Mathematics and English results provide a high degree of confidence that the school will meet the Key Stage 4 level 2 threshold including English and Mathematics targets which is appropriately challenging. The school has begun to address that target setting is aspirational for all pupils. In order to address standards in pupils' books, work sampling success criteria has been produced. Work scrutiny will be conducted by the Senior Leadership Team, Team Leaders and Heads of College on a fortnightly basis. It is also a focus of the standards sub-committee of the governing body. This is an area to be developed.

4.3 Recommendation 2 in the school's Estyn Inspection report is to ensure that curriculum arrangements meet the needs of all pupils. An Associate Assistant Headteacher has been appointed to lead on curriculum developments. It has been agreed that as from September 2016, pupils will begin their option choices in Year 10. In order to address the effective co-ordination of literacy and numeracy across the curriculum, another Associate Assistant Headteacher has been appointed.

4.4 To improve the quality of teaching and the effectiveness of assessment is identified as Recommendation 3 in the school's Estyn Inspection Report. The Deputy Headteacher who was appointed during the recent re-structure, has established a teaching and learning group. The purpose of the group is to review whole school approach to improving teaching. In order to improve the quality of pupils' homework, pupil planners have been purchased which will improve communication with parents and enable school staff to monitor the quality of the communication.

4.5 The fourth recommendation in the school's Estyn Inspection Report is to strengthen arrangements for the care, support and guidance of pupils and meet the statutory requirement to provide a daily act of collective worship. The "Phoenix Centre" has opened with the aim of providing high quality support systems within the school, providing a graduated response to reduce the occurrence of poor behaviour. The school regularly attends the Fair Access Strategy Group which addresses the area of exclusions; admissions; managed moves and the sharing of best practice. Data indicates that there has been a reduction in the number of fixed-term exclusions during the period of September 2015- February 2016 compared to the same period last year.

The “Team around Y Dderwen” was established during the Autumn Term 2015. Local Authority Officers and key partners, such as the police, work in partnership with the school on a monthly basis. The purpose of the meetings is to discuss individual pupils and identify the appropriate pastoral interventions. Partnership working in this way is having an impact particularly with pupils being identified at an earlier stage.

- 4.6 Recommendation 5 of the school’s Estyn Inspection Report identifies the need to improve the effectiveness of leadership at all levels to ensure clear direction, high expectations and accountability in all areas of the school’s work. The restructure of the Senior Leadership Team is complete and key responsibilities have been allocated. The Senior Leadership Team comprises of an Executive Headteacher; Head of School (who takes up post in April 2016); Deputy Headteacher; two Assistant Headteachers; Director of Finance and three Associate Assistant Headteachers. Clear lines of accountability have been established with line-management responsibilities having been clearly identified within the key responsibilities. The Governing Body has received initial training regarding challenging data and target setting and further training will be identified. The Standards Sub-committee has been established and has met on three occasions with the consultant governor in attendance during the last meeting. The Chair and Vice Chair of the Standards Sub-committee attends the Accelerated Improvement Board and reports back to the full governing body.
- 4.7 To strengthen the self-evaluation and improvement planning arrangements is Recommendation 6 of the school’s Estyn Inspection Report. As highlighted in 4:2 of this report, work sampling success criteria and processes have been developed. A clear, concise Post Inspection Action Plan has been written which focuses upon the 6 key recommendations contained within the Estyn Inspection Report.
- 4.8 The Post Inspection Action Plan will be reviewed and refined to link in with the School Improvement Plan to ensure a sustainable approach to school improvement.
- 4.9 The LA Statement of Action sets out how the local authority has used its powers of intervention.
- 4.10 The LA has required the Governing Body to seek advice and collaborate with Central South Consortium, Bryntirion Comprehensive School as a partner institution, and with the Local Authority. Collaboration will include the continuation of the appointment of an Executive Head Teacher currently seconded from Bryntirion Comprehensive School.
- 4.11 The LA has appointed additional governors specifically to support the Chair of Governors and the Vice Chair of the Governing Body. This will provide additional expertise to the governors in key areas to support the school’s improvement.
- 4.12 The Local authority will work with the school to ensure the action plan is shared with stakeholders, specifically parents and children, by posting the plan on the school’s website, by sending a letter to every parent, and engaging with the school to seek to gain parent and children’s feedback on the plan in a creative and effective manner through representative groups.

5. Effect upon Policy Framework& Procedure Rules

5.1 There is no effect upon policy framework and procedure rules.

6. Equality Impact Assessment

6.1 There are no direct equality impact issues arising from this report.

7. Financial Implications

7.1 The following costs have been met from within the Education and Transformation Directorate 2015/2016 budgets in progressing the improvements described throughout this report- £150,000 contribution to deliver immediate Year 11 interventions and £238,000 relating to leadership re-structures. There are also on-going costs regarding the appointment of additional governors that will continue to be met through the Education and Transformation budgets moving into 2016/17.

8. Recommendation

8.1 It is recommended that Cabinet Members note the content of this report and the rapid improvements made to date.

Deborah McMillan
Corporate Director- Education and Transformation
March 2016

Contact Officer: Deborah McMillan

Telephone: (01656) 642612

e-mail: deborah.mcmillan@bridgend.gov.uk

Postal Address Bridgend County Borough Council
Civic Offices
Angel Street
Bridgend
CF31 4WB

Appendix A Coleg Cymunedol Y Dderwen Post Inspection Action Plan

Appendix B LA Statement of Action.

Appendix C Recommendation 1

Appendix D Recommendation 2

Appendix E Recommendation 3

Appendix F Recommendation 4

Appendix G Recommendation 5

Appendix H Recommendation 6

Background documents

Coleg Cymunedol Y Dderwen Estyn Inspection Report- October 2015.

This page is intentionally left blank



The school context

Level 2+ including English and Maths	Level 2+ FSM	Level 2	Level 1	CSI	English	Maths	Science
44% (40% in 2014)	34% (13% in 2014)	59% (63% in 2014)	94% (94% in 2014)	42% (40% in 2014)	59% (53% in 2014)	50% (48% in 2014)	81% (92% in 2014)

In 2014, the school was categorised as 'Red', judged to be group 4 for Standards and D for capacity to improve. In 2015, the performance of FSM students improved to % L2+ and every performance indicator improved. However, the improvements have not been significant enough as yet and therefore the school will continue to be categorised as 'Red' and 4D for the forthcoming year. National Reading and Numeracy test data is poor and sits mainly in quartile 4. Key Stage 3 benchmarking data also places the school primarily in the lowest quartile compared to similar schools.

The school has been financially stable, with well managed financial procedures in place. The balance at the end of the 2014-15 financial year was £54,939. The school population is fairly stable and staffing levels are also stable.

Staffing Levels	Teaching	LSAs	General Assistants	Admin.	Caretaker Cleaners	Midday Supervisors	Total
	81	37	11	21	20	-	170

No. on Roll	Y7	Y8	Y9	Y10	Y11	Y12	Y13	Total
All Pupils	207	218	210	242	233	84	76	1270
FSM	65	59	53	59	53	13	6	308

Ethnicity	White	Mixed Background	Asian or Asian British	Black or Black British	Chinese or Chinese British	Other Ethnic Groups
	1242	4	4	3	3	14

SEN Register	No. of pupils	FSM	No. of pupils
	313		308
	% of school roll		% of school roll
	25%		24%

Whole School Performance Indicators

Indicator	2015-16	2016-17
Level 2 including English and maths	54%	57%
Level 2 including English and maths (FSM)	38%	40%
Level 2	86%	90%
% 5 A*-G	99%	99.5%
CSI A*-C	54%	57%
Capped Points Score	345	355
Maths	62%	63%
English	63%	67%
Science	85%	92%
Attendance	93.2%	93.5%
Fixed term exclusions	270 days	160 days
All GCSE subjects	To achieve positive value added residuals through FFT Aspire analysis for A*-C, A*-A and average points score (tolerance of -5%)	To achieve positive value added residuals through FFT Aspire analysis for A*-C, A*-A and average points score (tolerance of -5%)

Y Gyfarwyddiaeth Plant

Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr
Swyddfeydd Dinesig
PEN-Y-BONT AR OGWR
CF31 4WB
Ffôn: 01656 **642612**
Gwefan: www.bridgend.gov.uk
Ebst: Deborah.McMillan@bridgend.gov.uk

**Education and transformation
Directorate**

Bridgend County Borough Council
Civic Offices
BRIDGEND
CF31 4WB
Telephone: 01656 **642612**
Website: www.bridgend.gov.uk
Email: Deborah.McMillan@bridgend.gov.uk

Statement of Action In Respect Of Coleg Cymunedol Y Dderwen January 2016

This statement of action takes account of the content of the school's post-inspection action plan. Senior officers of the local authority (LA) and the Schools Challenge Cymru Adviser (SCCA) have worked with the school to support and challenge the school and to provide an external perspective.

Coleg Cymunedol Y Dderwen (CCYD) is one of the Schools Challenge Cymru (SCC) schools. It has an assigned Schools Challenge Cymru Adviser and access to significant financial support from both SCC and the LA. As part of the SCC initiative the school has an ongoing SCC development plan. This plan will be incorporated within the post inspection action plan (PIAP) and will include the range of support available to the school from the LA, SCC and Consortium (CSC) in terms of enhanced services, additional capacity through partnership with another school and revenue funding.

The LA statement of action considers each recommendation and sets out the LA /CSC and SCC support that will be made available to the school. Partnership with a high performing school is already supporting the senior leadership team and governors of CCYD to bring about improvements in learning and teaching and to build leadership capacity across the school.

Local Authority assessment of the Governing Body's action plan.

It is the LA's view that the Governing Body's action plan as set out in the PIAP is a very comprehensive and detailed document. We consider that the document focuses on the right issues and sets the correct priorities for the school.

Progress of implementation of the PIAP will be monitored through the monthly accelerated improvement board meeting. This will be based on evidence provided by the lead members of SLT for each recommendation.

Progress of implementation of the LA statement of action will also be monitored through the monthly accelerated improvement board meetings. This will be based on evidence provided by the respective lead people for each aspect.

Local authority powers to Intervene

The local authority (LA) has used its powers of intervention.

The LA has required the Governing Body to seek advice and collaborate with Central South Consortium, Bryntirion Comprehensive School as a partner institution, and with the Local Authority. Collaboration will include the continuation of the appointment of an Executive Head Teacher currently seconded from Bryntirion Comprehensive School.

The LA has appointed additional governors specifically to support the Chair of Governors and the Vice Chair of the Governing Body. This will provide additional expertise to the governors in key areas to support the school's improvement.

The Local authority will work with the school to ensure the action plan is shared with stakeholders, specifically parents and children by posting the plan on the schools website, by sending a letter to every parent, and engaging with the school to seek to gain parent and children's feedback on the plan in a creative and effective manner through representative groups.

School's PIAP and inspection reference.	Actions to be taken	Resps.	Timescales	Resources and source	Outcomes
--	----------------------------	---------------	-------------------	-----------------------------	-----------------

R1 Raise standards, particularly in key stage 4 and improve pupils' literacy and numeracy skills	<p>Provide advice on planning for improvement that will strengthen the quality of the school's planning in these areas: the clarity of the actions taken, the relationship with clear targets and measurable outcomes, arrangements for monitoring and evaluation.</p>	<p>Challenge Cymru Adviser</p>	<p>March 2016</p>	<p>SCC visits WG funded</p>	<p>The PIAP sets out clearly and precisely the actions needed to address all recommendations and includes measurable outcomes to be monitored.</p>
	<p>Scrutinise the school's individual pupil targets and the school's tracking system to provide evidence of higher expectations, good progress by pupils and the impact of interventions. Including non core subjects.</p>	<p>Challenge Cymru Adviser</p>	<p>April 2016</p>	<p>SCC visits WG funded</p>	<p>Improved outcomes are evident at KS4 linked to pupil targets – including non-core subjects.</p>
	<p>Work alongside middle leaders to build their capacity, to scrutinise evidence from lessons and pupils' work about the impact especially in relation to pupils' literacy skills across the curriculum including foundation subjects. Link to R6.</p>	<p>Challenge Cymru Adviser</p>	<p>From April onwards.</p>	<p>SCC visits WG funded</p>	<p>Evidence from lessons and books shows a greater proportion of pupils writing at length using technical accuracy, paragraphing, good sentence construction, writing for purpose/audience, constructing well formed arguments and using subject specific vocabulary</p>
	<p>Allocate CSC mathematics/numeracy and English/literacy strategic advisers to build the capacity of the respective heads of department to implement the actions detailed in the PIAP.</p>	<p>CSC Strategic leads for English/literacy and mathematics/numeracy.</p>	<p>Spring term 2016 onwards</p>	<p>10 days mathematics, 10days English</p>	
	<p>Broker support to meet needs as identified by the school, from Curriculum Hubs and Lead Practitioners, in order to build the capacity of the school to meet actions identified in the PIAP in relation to subjects other than English/literacy and mathematics.</p>	<p>CSC Strategic lead for teaching and learning.</p>	<p>April 2016 onwards.</p>	<p>Hub and Lead Practitioner time to be negotiated based on the needs of the school and amount of</p>	

				resource available.	appropriately, in all subject areas. Evidence from lessons and books shows a greater proportion of pupils using calculations and graphs accurately, using data more effectively and employing measuring skills correctly, in all subject areas.
--	--	--	--	---------------------	--

R2 Ensure that curriculum arrangements meet the needs of all pupils	<p>Provide training and guidance on curriculum planning to ensure all schemes of work, including Welsh, are in line with statutory requirements, LNF and new GCSE specifications.</p>	<p>CSC curriculum Qualified for Life advisers. Welsh in Education Team in partnership with Cowbridge comp.</p>	<p>From spring term 2016</p>	<p>5 Days of support from CSC/Hub school curriculum leads.</p>	<p>Schemes of work progressively and coherently build pupils; knowledge, understanding and skills from Year 7 to Year 13. Evidenced by improved outcomes at KS3 and KS4 against targets in the school's PIAP.</p>
	<p>Support the school to analyse strengths and weaknesses in post 16 performance and broker support needed to improve performance at the level three threshold and value added performance across underperforming subjects.</p>	<p>LA Post 16 lead.</p>	<p>From spring term 2016.</p>	<p>5 days of support from LA Post 16 lead.</p>	<p>Reduction in NEETS from 7.8% in CCYD Yr 11 for 2014/15 to less than 6% in 2015/16</p>
	<p>Improve the school's capacity for reducing NEETS by providing Team Around the School support for identified 'complex cases'.</p>	<p>LA Group Manager for Integrated Working and Family Support.</p>		<p>Lead Worker (29 hours per week)</p>	
	<p>Support cluster transition work to improve curriculum progression from year six to year 7.</p>	<p>CCYD Primary Cluster Challenge Adviser.</p>	<p>Ongoing from autumn 2015</p>	<p>5 Days of challenge adviser time.</p>	<p>New curriculum leads to improved outcomes at KS3 as evidenced in national test progression scores.</p>

R3 Improve the quality of teaching and the effectiveness of assessment	<p>Add capacity by supporting the school SLT lead for teaching and learning to implement the actions identified in the PIAP.</p>	<p>CSC Strategic Adviser for Learning and teaching.</p>	<p>From april 2016 onwards.</p>	<p>5 Days of strategic adviser time.</p>	<p>Proportion of good and better teaching improves from 40% to at least 75% by the summer term 2016.</p>
	<p>Provide an objective external perspective alongside senior and middle leaders' first-hand monitoring and evaluation of the progress and impact of key actions to improve learning, teaching and pupils' progress in lessons and over time as set out in the school's action plan.</p>	<p>Challenge Cymru Adviser.</p>	<p>March 2016 onwards.</p>	<p>WG funded.</p>	<p>Evidence from lessons and books demonstrate that many (75%+) teachers plan effective lessons that show planning for: pace; challenge; high expectations; suitable opportunities to develop literacy and numeracy skills; more consistent use of subject specific formative feedback in marking.</p>
	<p>Broker additional targeted support for designated departments where monitoring suggests the need - in consultation with the school's senior leadership team (SLT)</p>	<p>CSC Strategic Adviser for Learning and teaching.</p>	<p>Summer 2016 onwards.</p>	<p>Negotiated based on schools needs against available Hub, Lead Practitioner time.</p>	<p>Improved outcomes are evident at KS3 and KS4 (linked to R1 and school targets).</p>

<p>R4 Strengthen arrangements for the care, support & guidance of pupils and meet the statutory requirement for daily act of collective worship.</p>	<p>Work with the school to develop a strategy to effectively promote healthy eating and drinking.</p> <p>Include the school in the work with the Anti-Bullying Network in relation to how SIMS might be used for standardising the recording and reporting of bullying incidents in all primary and secondary schools.</p> <p>Provide improved data and analysis of exclusions at both pupil and school levels for use by the Inclusion Service, individual schools and the Fair Access Panel on both an operational and strategic basis.</p> <p>Deploy LA staff to support the schools work in developing their anti bullying policy and practice.</p> <p>Deploy LA staff to support the school's work in developing positive approaches to behaviour management and strengthen links with The Bridge Alternative Provision.</p> <p>LA inclusion service to provide guidance on best practice in relation to developing and monitoring individual education plans.</p>	<p>LA Group Manager – Business Strategy and Support</p> <p>LA Group Manager for Integrated Working and Family Support.</p> <p>LA Group Manager Inclusion.</p> <p>LA Group Manager Inclusion.</p> <p>LA Group Manager Inclusion.</p>	<p>Summer term.</p> <p>Summer term onwards.</p> <p>Spring and summer terms.</p> <p>Spring and summer terms.</p> <p>Spring and summer terms.</p>	<p>Resourced by LA</p> <p>Resourced by LA</p>	<p>A greater proportion of pupils have a better understanding of the benefits of healthy eating/drinking.</p> <p>Reduced fixed term exclusions – 427 (14-15) to 250 (15-16).</p> <p>Outcomes of reported incidents of bullying are comprehensively recorded and reported.</p> <p>Targets in IEPs are sufficiently specific to ensure pupils achieve in line with their abilities.</p> <p>Improved attendance and progress made by</p>
---	---	---	---	---	---

	Deploy LA family intervention staff to support the needs identified in the PIAP including issues linked with school attendance and wider family support issues. Specifically, there will be an attendance drive focusing on persistent absenteeism.	LA Group Manager for Integrated Working and Family Support.	Spring and summer terms.		the pupils subject to Family Intervention work.
R5 Improve the effectiveness of leadership at all levels to ensure clear direction, high expectations and accountability in all areas of the school's work	<p>Mentor and coach senior leaders to enable them to implement effectively their responsibilities identified in the PIAP.</p> <p>Increase the capacity of the school to meet identified training needs of middle leaders at all levels by brokering/providing bespoke CPD.</p> <p>Audit the effectiveness of the governing body and provide bespoke training to address weaknesses.</p> <p>Support the development of the GB Standards Committee to scrutinise evidence about the impact of the school's strategies for raising standards as set out in the school's action plan.</p>	<p>Challenge Cymru Adviser</p> <p>Strategic lead for leadership development.</p> <p>LA appointed additional governor.</p> <p>Senior Challenge Adviser.</p>	<p>From May 2016</p> <p>Summer term 2016 onwards.</p> <p>Summer term onwards.</p> <p>From second half of spring term and the summer term. 5 Days.</p>	<p>Leadership programmes and or on-the-job coaching.</p> <p>Resourced by LA</p> <p>Resourced by CSC</p>	<p>Clearer lines of accountability amongst SLT carried out effectively which impact positively on standards (see R1).</p> <p>Senior leadership meetings focus on standards and progress. Line management meetings carried out consistently with clear agendas and action points. Link to R1.</p> <p>Greater consistency in the quality of middle leadership, which impacts on standards as evidenced in lesson observations, books and</p>

					<p>progress tracking against targets.</p> <p>Reports to full GB on progress made against the PIAP are evidence based and evaluative.</p>
<p>R6 Strengthen self-evaluation and improvement planning arrangements</p>	<p>Provide advice on planning for improvement that will strengthen the quality of the school's planning in these areas: the clarity of the actions taken, the relationship with clear targets and measurable outcomes, arrangements for monitoring and evaluation. Link to R1.</p> <p>Provide support for SLT to improve self evaluation processes in relation to using pupils' and parents' views; book scrutiny and lesson observation more effectively and making better use of comparative analysis with similar schools.</p> <p>Provide additional CSC Challenge Adviser time to support middle leaders to effectively evaluate standards and provision and develop effective departmental PIAPS. Linked to R5.</p> <p>Develop the ability of the governing body to</p>	<p>Challenge Cymru Adviser</p> <p>Challenge Cymru Adviser</p> <p>Additional Challenge Adviser</p>	<p>March 2016</p> <p>From spring term.</p> <p>5 days starting in the Summer term 2016.</p>	<p>Resourced by WG.</p> <p>Resourced by CSC</p>	<p>PIAP leads to improved outcomes, more effective teaching and learning and better quality of pupils' work in evidence provided (see R1; R3; R5).</p> <p>Completed work scrutiny provides evidence of improved quality in pupils' work (see R1; R3)</p> <p>Findings from monitoring are used effectively to help review and revise school improvement</p>

	<p>use data, including comparisons with similar schools, to evaluate the performance of the school.</p>				<p>planning, which impacts positively on standards in books, lesson observations and pupil progress against targets.</p> <p>The governing body can hold the school to account for its performance by comparing it to the performance of similar schools.</p>
--	---	--	--	--	--

This page is intentionally left blank

Recommendation 1: Raise standards, particularly in key stage 4 and improve pupils' literacy and numeracy skills

Actions	Timescales			Resp.	Resources	Success Criteria/Outcomes
	Start	Review	Compl			
1.1 standards KS4						
1.1.1 core Subjects						
<ul style="list-style-type: none"> Ensure target setting is aspirational for all students (also for 1.1.2) 	Jan 16	Termly	Oct 17	NB/RE	Pupil targets	<ul style="list-style-type: none"> Aspirational target setting underpins improvements in outcomes at KS4 (see school targets) Improved quality of pupils' work, as evidenced in books, outcomes and lesson observations (link to R1.3; 1.4). Interventions programme is successful in raising standards at KS4 (see school targets for English and Maths). Stakeholder surveys demonstrate increased positivity and improved outcomes (75% positive responses).
<ul style="list-style-type: none"> Support and challenge team leaders in raising standards in their subject areas (also for 1.1.2). 	Jan 16	½ termly	Dec 17	NB/RE	Records of meetings	
<ul style="list-style-type: none"> Ensure intervention programme is effective in raising standards. 	Jan 16	½ termly	Dec 17	RE	Record of interventions	
<ul style="list-style-type: none"> Work collaboratively with other partners to share effective practice in raising standards. 	Mar 16	½ termly	Dec 17	RE	Evaluations	
<ul style="list-style-type: none"> Provide increased support for improvement in mathematics and English. 	Jan 16	½ termly	Dec 17	NB/RE	Staffing plan	
<ul style="list-style-type: none"> Increase curriculum hours in core subjects (see R2). 	Sept 16	Oct 16	Nov 16	JJ	Curriculum plan	
<ul style="list-style-type: none"> Utilise expertise of Challenge Cymru advisor to review core departments (link to R6). 	Mar 16	June 16	July 16	NB/IT	QA reports	
<ul style="list-style-type: none"> Conduct regular scrutiny of pupils' work in core subjects (see R3) (also for 1.1.2), with a particular focus on A*-A, A*-C and FSM. 	Mar 16	F/nightly	Dec 17	RE	Work scrutiny	
<ul style="list-style-type: none"> Carry out student stakeholder surveys. 	Mar 16	½ termly	Dec 17	RE	Surveys	
<ul style="list-style-type: none"> Provide revision packs, GCSE Pod and intensive revision sessions prior to examinations. (also for 1.1.2) 	Mar 16	Apr 16	May 16	MH/TW	Support documents	
1.1.2 non-coreSubjects						
<ul style="list-style-type: none"> See relevant actions above (1.1.1). 	Jan 16	½ termly	Oct 17	NB/RE	Records of meetings	<ul style="list-style-type: none"> Improved outcomes at KS4 (see school targets).
<ul style="list-style-type: none"> Ensure Welsh Baccalaureate programme is effective and contributes to the improvement in capped points score 	Jan 16	½ termly	Oct 16	TW	WBQ programme	

Recommendation 1: Raise standards, particularly in key stage 4 and improve pupils' literacy and numeracy skills

and Level 2.							<ul style="list-style-type: none"> Improved quality of pupils' work, as evidenced in books, outcomes and lesson observations (link to R3 and R1.3; 1.4).
<ul style="list-style-type: none"> Provide targeted support to FSM students to raise Level 2 and capped points score. 	Jan 16	½ termly	Oct 17	TW	Learner support records		
<ul style="list-style-type: none"> Provide additional support to potential NEETS (see R2 and R4) 	Jan 16	½ termly	Oct 16 Oct 17	GP/TM	Records of support		<ul style="list-style-type: none"> Reduction in NEETS from 6.6% to <3% for 2016/17.(link to R2)
1.2 standards KS3							
1.2.1 core Subjects							
<ul style="list-style-type: none"> Utilise lesson observations and scrutiny of pupils' work to focus on progress in learning, poor presentation and missing/incomplete work (also for 1.2.2). 	Mar 16	½ termly	Dec 17	RE	Lesson obs forms		<ul style="list-style-type: none"> Improved standards are evident, demonstrated by the quality of pupils' work, lesson observations and pupil outcomes (see 1.3; 1.4).
<ul style="list-style-type: none"> Ensure aspirational target setting process is effective for all students (also for 1.2.2). 	Sept 16	½ termly	Dec 17	NB/RE	Work scrutiny Pupil targets		
<ul style="list-style-type: none"> Utilise CSC Curriculum Hubs to support raising of standards at KS3 (link to 3.1.1). 	June 16	½ termly	July 17	NB/RE	CSC Hub support		
1.2.2 non-core Subjects							
<ul style="list-style-type: none"> Provide support to Welsh department through CSC Hub programme (see R2) 	Mar 16	½ termly	Sept 17	RE	CSC Hub support		<ul style="list-style-type: none"> Improved standards in Welsh, as evidenced by the quality of pupils' work, lesson observations and pupil outcomes.
1.3 literacy							
1.3.1 standards in books and lessons (also see R3)							
<ul style="list-style-type: none"> scrutinise evidence from lessons and work sampling, particularly focused on: <ul style="list-style-type: none"> spelling, punctuation and grammar. accurate use of subject-specific vocabulary. Ability to articulate ideas in confident manner, both orally and in writing. Using inference effectively to develop understanding. 	Mar 16	½ termly	Dec 17	RE	Work scrutiny records		<ul style="list-style-type: none"> Evidence from lessons and books shows a greater proportion of pupils writing at length using technical accuracy (SPAG), paragraphing, good sentence construction, writing for purpose/audience, constructing

Recommendation 1: Raise standards, particularly in key stage 4 and improve pupils' literacy and numeracy skills

<ul style="list-style-type: none"> ○ Fluency of reading. ○ Use of extended writing. ○ Writing for a range of purposes and audiences. 						<p>well-formed arguments and using subject specific vocabulary appropriately.</p>
1.4 numeracy						
<p>1.4.1 standards in books and lessons (also see R3)</p> <ul style="list-style-type: none"> • scrutinise evidence from lessons and work sampling, particularly focused on: <ul style="list-style-type: none"> ○ Calculations and use of graphs, specifically using multiplication and division correctly. ○ Collecting and recording data, presenting data and analysing results. ○ Using measuring skills effectively. 	Mar 16	½ termly	Dec 17	RE	Work scrutiny records	<ul style="list-style-type: none"> • Evidence from lessons and books shows a greater proportion of pupils using calculations and graphs accurately, using data more effectively and employing measuring skills correctly.

This page is intentionally left blank

Recommendation 2: Ensure that curriculum arrangements meet the needs of all pupils.

Actions	Timescales			Resp.	Resources	Success Criteria/Outcomes
	Start	Review	Compl			
2.1 Curriculum arrangements						
2.1.1 KS3 curriculum <ul style="list-style-type: none"> Review and revise KS3 curriculum, including SoW and assessments to fully meet learners' needs: <ul style="list-style-type: none"> Plan, develop and implement a new Year 7 curriculum. Develop a refined provision for Year 8 and 9. Introduce options process into Year 9. Ensure literacy and numeracy are co-ordinated effectively across the curriculum (see R3). 	Jan 16	½ termly	Sept 17	JJ	Good practice visits Records of meetings Curriculum plans	<ul style="list-style-type: none"> New curriculum leads to improved outcomes at KS3, as evidenced in pupils' work, attitudes to learning and teacher assessments (link to R1).
2.1.2 KS4 curriculum <ul style="list-style-type: none"> Review and revise KS4 curriculum, including SoW and assessments to fully meet learners' needs. Introduce greater focus on literacy, numeracy and pupil outcomes at A*-A and A*-C (see R1). Review alternative provision and ensure appropriate monitoring is implemented. 	Feb 16	Apr 16	June 16	JJ/NB	Curriculum plans	<ul style="list-style-type: none"> Improved outcomes are evident at KS4 in all indicators (link to R1 – school targets).
	Sept 16	½ termly	Sept 17	JJ/NB		
	Mar 16	Termly	Sept 17	JJ/RM	Evaluation of provision	
2.1.3 Interim curriculum model <ul style="list-style-type: none"> Ensure all Year 11 students are provided with opportunities to gain accreditation through the curriculum provision. <ul style="list-style-type: none"> Maths, English and Science interventions. Additional qualifications. Welsh Baccalaureate. Provide appropriate pathways for Year 10 students to choose for 2016-17 and improved outcomes or 2016-17. 	Jan 16	½ termly	Aug 16	JJ/NB	Curriculum model	<ul style="list-style-type: none"> Improved outcomes in all indicators at KS4 in summer 2016 and 2017 (link to R1).
	Mar 16	Termly	Sept 17	JJ/NB	Options programme	
2.1.4 Transition development <ul style="list-style-type: none"> Work with primary colleagues to ensure transition from Year 6 to7 is effective. Provide secondment for primary trained specialist to support the development of the new Year 7 curriculum and transition. 	Dec 16	Termly	Oct 17	GP	Records of meetings	<ul style="list-style-type: none"> Improved evaluations of transition from primary staff and students. New Year 7 curriculum supports improved standards, as evidenced by pupils' work.
	Mar 16	½ termly	Sept 17	GP	Funding	

Recommendation 2: Ensure that curriculum arrangements meet the needs of all pupils.

<p>2.1.5 Welsh provision and cultural development</p> <ul style="list-style-type: none"> Review the curriculum to ensure that provision for Welsh language development is appropriate. Access support from Welsh department at Cowbridge Comprehensive (CSC Welsh Hub). Plan, develop and implement more opportunities to learn about Wales (see R2.1.1 for KS3; R2.2.1 for KS4) and celebrate Welsh culture. 	Mar 16	Apr 16	May 16	NB/RE	Curriculum plans	<ul style="list-style-type: none"> Standards of Welsh are improved, as evidenced by lesson observations, pupil outcomes, work scrutiny and pupil voice.
<p>2.1.6 Alternative curriculum</p> <ul style="list-style-type: none"> Review and revise current arrangements for alternative curriculum. Develop robust quality assurance systems for monitoring provision. Develop and implement a clear strategy for reducing NEETS. 	Mar 16	Apr 16	May 16	JJ/RM	Curriculum plans	
<ul style="list-style-type: none"> Develop and revise current arrangements for alternative curriculum. Develop robust quality assurance systems for monitoring provision. Develop and implement a clear strategy for reducing NEETS. 	Sept 16	½ termly	Sept 17	JJ/RM	Quality assurance systems	
<ul style="list-style-type: none"> Develop and implement a clear strategy for reducing NEETS. 	June 16	½ termly	Sept 17	GP/TM	Strategy	<ul style="list-style-type: none"> Improved outcomes for Level 2 and capped points score at KS4 (link to R1). Reduction in NEETS from 6.6% to <3% for 2016/17.
<p>2.1.7 Strategic approach to literacy and numeracy development</p> <ul style="list-style-type: none"> Strengthen the co-ordination of literacy and numeracy across the school, ensuring roles and responsibilities are clearly defined. Develop a whole school approach to the improvement of literacy and numeracy. Strategic departments to make a strong contribution to supporting literacy and numeracy where appropriate: <ul style="list-style-type: none"> Literacy – English, RS, History, PE. Numeracy – Maths, D&T, Science, Geography, ICT. Work with primary school cluster to improve continuity and progression of pupils' skills development. Review and revise catch-up programmes to develop literacy and numeracy skills (see R1). 	Mar 16	Apr 16	May 16	TW NB	Lit and Num structure	
<ul style="list-style-type: none"> Develop a whole school approach to the improvement of literacy and numeracy. Strategic departments to make a strong contribution to supporting literacy and numeracy where appropriate: <ul style="list-style-type: none"> Literacy – English, RS, History, PE. Numeracy – Maths, D&T, Science, Geography, ICT. Work with primary school cluster to improve continuity and progression of pupils' skills development. Review and revise catch-up programmes to develop literacy and numeracy skills (see R1). 	June 16	½ termly	Dec 17	TW	Records of meetings	
<ul style="list-style-type: none"> Strategic departments to make a strong contribution to supporting literacy and numeracy where appropriate: <ul style="list-style-type: none"> Literacy – English, RS, History, PE. Numeracy – Maths, D&T, Science, Geography, ICT. Work with primary school cluster to improve continuity and progression of pupils' skills development. Review and revise catch-up programmes to develop literacy and numeracy skills (see R1). 	June 16	½ termly	Dec 17	TW	LNF planning	
<ul style="list-style-type: none"> Work with primary school cluster to improve continuity and progression of pupils' skills development. Review and revise catch-up programmes to develop literacy and numeracy skills (see R1). 	June 16	½ termly	Dec 17	GP TW	Transition meetings	<ul style="list-style-type: none"> Evidence from examination outcomes, books, observations and work scrutiny shows an improved strategic approach to the development of literacy and numeracy. Evidence from books and lessons demonstrates improved continuity and progression of pupils' skills development.
<ul style="list-style-type: none"> Review and revise catch-up programmes to develop literacy and numeracy skills (see R1). 	Mar 16	May 16	June 16	JW	New support structure	

Recommendation 3: Improve the quality of teaching and the effectiveness of assessment.

Actions	Timescales			Resp.	Resources	Success Criteria/Outcomes
	Start	Review	Compl			
3.1 Improve the quality of teaching.						
3.1.1 Range and quality of teaching approaches						
<ul style="list-style-type: none"> Establish an effective teaching and learning group to review whole school approach to improving teaching. 	Jan 16	½ termly	Dec 17	TW	Records of meetings	<ul style="list-style-type: none"> Proportion of good/excellent in lesson observations improves from 40% to 75%. Evidence from lessons and books demonstrate that many (<75%) teachers plan effective lessons that show planning or pace, challenge and high expectations. CPD provision impacts positively on the quality of teaching (>75% Good to Excellent). IRIS technology enhances teaching quality, as evidenced by progress in books, outcomes and teaching observations (>75% Good to Excellent). Improved outcomes are evident at KS3 and KS4 (link to R1 and school targets).
<ul style="list-style-type: none"> Establish clear procedures for lesson observations (see R6). 	Jan 16	Apr 16	May 16	TW	Lesson obs guidance	
<ul style="list-style-type: none"> Liaise with team leaders to plan for challenge, pace, range of abilities and engaging activities (use outcomes of whole school observation cycle – see 6.1). 	Apr 16	½ termly	Dec 17	TW	Records of meetings	
<ul style="list-style-type: none"> Develop 'Growth Mindset' approach to support the development of more resilient learners. <ul style="list-style-type: none"> Assemblies/tutor time. Lesson approaches. Target setting. Parents' evenings. 	Jan 16	½ termly	Dec 17	TW	Growth Mindset resources	
<ul style="list-style-type: none"> Provide high quality CPD provision, focused on expectation, pace and challenge (see R5). 	June 16	Termly	Dec 17	TW/ID	CPD records	
<ul style="list-style-type: none"> Develop the use of 'IRIS' technology to support the development of teaching. 	Sept 16	Termly	Dec 17	TW	IRIS video	
<ul style="list-style-type: none"> Provide training and networking in line with the Bridgend Good to Excellent strategy. 	June 16	Termly	Dec 17	TW	Training records	
<ul style="list-style-type: none"> Work collaboratively with other schools, including Cowbridge (Welsh curriculum hub), Bryntirion and Pencoed (English curriculum hubs) and Bryntirion for Maths. 	May 16	½ termly	Dec 17	TW	Plans and evaluations of support	
3.1.2 Planning for literacy and numeracy						
<ul style="list-style-type: none"> Develop clear planning for literacy and numeracy within SoW and lessons. 	Jan 16	Termly	Dec 17	TW	SoW & lesson planning	<ul style="list-style-type: none"> SoW and pupils' books show clear evidence that a greater proportion of students are developing literacy and
<ul style="list-style-type: none"> Provide CPD for literacy and numeracy across the 	Jan 16	½ termly	Dec 17	TW	CPD records	

Recommendation 3: Improve the quality of teaching and the effectiveness of assessment.

<p>curriculum (see R5).</p> <ul style="list-style-type: none"> Monitor the quality of planning for literacy and numeracy through: <ul style="list-style-type: none"> SoW Work scrutiny Lesson observations Thematic review Departmental reviews (see R6) 	May 16	½ termly	Dec 17	TW	Monitoring records	<p>numeracy skills effectively (see R1.3; 1.4).</p> <ul style="list-style-type: none"> High quality CPD results in improved delivery of literacy and numeracy (as evidenced in pupils' work, lesson obs and outcomes – link to R1.3; 1.4) Monitoring procedures show improved outcomes for the literacy and numeracy development (see above).
3.2 Improve the effectiveness of assessment						
3.2.1 Quality of written and verbal feedback						
<ul style="list-style-type: none"> Develop clear monitoring procedures to assess the quality of written and verbal feedback, through lesson observations, work scrutiny and pupil voice. Provide CPD for staff focused on providing high quality written and verbal feedback (focus on immediacy of feedback and reflection on learning). Develop high quality written feedback opportunities for students to reflect on their learning (see 6.1.1) Review and revise departmental approaches to self and peer assessment, with a clear focus on quality and purposeful activities. 	May 16	June 16	July 16	TW	New procedures	<ul style="list-style-type: none"> Quality of written and oral feedback is improved and contributes to positive outcomes for students (see R1). Evidence from lessons and books shows improved quality of self and peer assessment.
	June 16	Termly	Dec 17	TW	CPD records	
	June 16	½ termly	Dec 17	TW	Work scrutiny	
	June 16	Sept 16	Oct 16	TW	Records of meetings	
3.2.2 Quality of departmental assessments						
<ul style="list-style-type: none"> Develop structured assessments for all departments, in line with whole school tracking procedures (link to R5). 	May 16	July 16	Sept 16	MH	Assessment records	<ul style="list-style-type: none"> Greater consistency in assessing pupil progress, which is evident in books, lessons and outcomes. Improve outcomes at KS3 and KS4 (see R1). Data is utilised intelligently by all teachers to inform planning, as evidenced through book monitoring, lesson observations and outcomes.
<ul style="list-style-type: none"> Introduce whole school end of year examinations. 	June 16	July 16	Sept 16	MH	Exam timetable	
<ul style="list-style-type: none"> Use line management systems to develop consistency in departmental assessments. 	Sept 16	½ termly	Dec 17	MH	Records of meetings	
<ul style="list-style-type: none"> Revise and refine whole school assessment procedures and use internal data/tracking effectively. 	June 16	½ termly	Dec 17	MH	Data tracking	

Recommendation 3: Improve the quality of teaching and the effectiveness of assessment.

<p>3.2.3 Improve the quality of homework</p> <ul style="list-style-type: none"> • Develop consistent approaches to the setting of homework to: <ul style="list-style-type: none"> ○ Consolidate and extend learning from class. ○ Revisit previously taught work. ○ Research/prepare next phase areas of learning. ○ Revise for key assessments. • Raise parental awareness of the importance of homework. • Re-introduce the pupil planner to improve communication with parents. • Monitor the quality of communication through the pupil planner. 	Sept 16	Termly	Dec 17	TW	Homework policy and practice	<ul style="list-style-type: none"> • The quality of written work in books is improved, with more effective literacy development (see R1.3 for detail). • Progress in learning is evident in work scrutiny (see R 1.3; 1.4) • More effective communication with parents contributes to improved outcomes, as evidenced by higher proportion of positive responses from parents.
	Sept 16	Termly	Dec 17	TW	Guidance for parents	
	Mar 16	Termly	Dec 17	TW	Planners	
	Apr 16	Termly	Dec 17	TW	Monitoring of planners	
<p>3.2.5 Moderation of teacher assessments</p> <ul style="list-style-type: none"> ○ Review procedures for moderation of teacher assessments at each key stage. ○ Monitor the quality of teacher assessments across departments. 	Mar 17	May 17	June 17	MH	Records of meetings	<ul style="list-style-type: none"> • Improved moderation procedures lead to greater consistency and increased outcomes, as evidenced by lesson observations, examination results and work scrutiny (see R1.3;1.4).
	Mar 17	May 17	June 17	MH	Teacher assessments	

This page is intentionally left blank

Recommendation 4: Strengthen arrangements for the care, support and guidance of pupils and meet the statutory requirement to provide a daily act of collective worship.

Actions	Timescales			Resp.	Resources	Success Criteria/Outcomes
	Start	Review	Compl			
4.1 Improve the promotion of healthy eating and drinking.						
4.1.1 Catering provision <ul style="list-style-type: none"> Liaise closely with catering service to develop a strategy to effectively promote healthy eating and drinking. Explore the possibility of bringing catering services in-house, to ensure provision is of high quality and meets the needs of students. 	Apr 16	July 16	Sept 16	TM	Visits to other schools	<ul style="list-style-type: none"> A greater proportion of students have a better understanding of the benefits of healthy eating/drinking. Better quality provision for catering.
	Apr 16	Sept 16 Mar 17	Dec 17	TM	Planning meetings	
4.1.2 Other opportunities to promote healthy eating and drinking <ul style="list-style-type: none"> Highlight opportunities to promote healthy eating and drinking, through the PSE programme and vertical periods. Work closely with the School Council to promote healthy eating and drinking. 	Apr 16	July 16 Dec 16 July 17	Sept 17	TM	PSE programme	<ul style="list-style-type: none"> More effective PSE provision. A greater proportion of students have a better understanding of the benefits of healthy eating/drinking.
	May 16	July 16 Dec 17	Sept 17	TM	School Council minutes and activity	
4.2 Improve student behaviour, to reduce fixed term exclusions and reduce bullying.						
4.2.1 Reduce the frequency and impact of bullying. <ul style="list-style-type: none"> Review and revise anti-bullying procedures to ensure that incidents of bullying are recorded effectively. Liaise closely with the LA anti-bullying network to support the reduction in bullying. 	Feb 16	½ termly	Dec 17	GP MD	Bullying log forms	<ul style="list-style-type: none"> Subsequent actions and outcomes are recorded and monitored in a systematic way.
	Feb 16	½ termly	Dec 17	GP MD	Records of meetings	
4.2.2 Reduce the number of fixed term exclusions <ul style="list-style-type: none"> Develop the 'Phoenix Centre' to provide high quality support systems to reduce the occurrence of poor behaviour. Provide alternative curriculum opportunities within the 'Phoenix Centre' (see R2). 	Jan 16	½ termly	Dec 17	GP	Exclusions data	<ul style="list-style-type: none"> Reduction in fixed term exclusions – 427 (14-15) to 250 (15-16). Improved capped points score and Level 2 (see R1).
	Jan 16	½ termly	Dec 17	GP	Pupil outcomes	

Recommendation 4: Strengthen arrangements for the care, support and guidance of pupils and meet the statutory requirement to provide a daily act of collective worship.

<ul style="list-style-type: none"> Work closely with the 'Team around Y Dderwen', Fair Access Panel, Early Help Team and other support agencies, to ensure that students are provided with appropriate pastoral interventions. Develop restorative approaches to reduce poor behaviour and reduce exclusion rates. 	Dec 15	½ termly	Dec 17	GP	Records of interventions	
	Mar 16	½ termly	Dec 17	GP	RA training	
4.3 Additional areas of Care, Support and Guidance						
4.3.1 Improve careers guidance for students/parents						
<ul style="list-style-type: none"> Develop a calendar of careers guidance events to support students in making appropriate choices. Liaise closely with the careers advisor to provide careers guidance to all students. 	Mar 16	Termly	Dec 17	TM	School calendar	<ul style="list-style-type: none"> Improved careers advice provided to parents and students.
	Mar 16	Termly	Dec 17	TM	Records of advice given	<ul style="list-style-type: none"> Reduction in NEETS (see R2).
4.3.2 Daily Act of Collective Worship						
<ul style="list-style-type: none"> Provide high quality resources and themes through the TFTW programme. Evaluate the quality of the provision, through monitoring of TFTW and pupil voice, ensuring that 'reflection' time is provided. 	Nov 15	½ termly	Dec 17	GP	TFTW resources	<ul style="list-style-type: none"> DACW is adhered to consistently across the school.
	Mar 16	½ termly	Dec 17	GP	Pupil voice Monitoring records	<ul style="list-style-type: none"> Time for reflection is provided in all tutor sessions.
4.3.3 Improve the quality of individual education plans						
<ul style="list-style-type: none"> Liaise with the LA inclusion service to access best practice guidance in relation to developing and monitoring individual education plans. Review and revise current system for individual education plans, to ensure they are effective and high quality. 	Dec 15	Jan 16	Mar 16	JW	Best practice documents	<ul style="list-style-type: none"> Improved use of IEPs.
	Jan 16	Mar 16	Apr 16	JW	Review plans	<ul style="list-style-type: none"> More effective IEPs ensure students are provided with higher quality support.
4.3.4 Catch-up programmes						
<ul style="list-style-type: none"> Review and revise interventions programme at key stage 3, to ensure catch-up programmes are effective and high quality. Monitor the effectiveness of catch-up programmes. 	Jan 16	Mar 16	Apr 16	JW	Interventions records	<ul style="list-style-type: none"> More effective interventions programme.
	Jan 16	½ termly	Dec 17	JW	Evaluation records	<ul style="list-style-type: none"> Higher proportion of students make significant progress following interventions.

Recommendation 5: Improve the effectiveness of leadership at all levels to ensure clear direction, high expectations and accountability in all areas of the school's work

Actions	Timescales			Resp.	Resources	Success Criteria/Outcomes
	Start	Review	Compl			
5.1 Effectiveness of senior leadership						
5.1.1 SLT re-structure						
<ul style="list-style-type: none"> Re-structure the senior leadership team, to ensure roles and responsibilities are balanced and clearly defined. 	Nov 15	Mar 16	Apr 16	NB	HR support	<ul style="list-style-type: none"> Roles/responsibilities clearly defined and impact positively on standards, evidenced by improved outcomes at KS4 (see R1) and quality of books and lesson observations (see R1; R3)
<ul style="list-style-type: none"> Ensure job descriptions are specific and focused on areas of responsibility. 	Jan 16	Apr 16	May 16	NB	Job descriptions	
<ul style="list-style-type: none"> Develop an emerging leadership team, to improve distributed leadership. 	Mar 16	May 16	June 16	NB	New structure	
5.1.2 Accountability of senior leadership						
<ul style="list-style-type: none"> Ensure senior leadership performance management systems are effective. 	Mar 16	Apr 16 Nov 16	Dec 17	NB	PM documents	<ul style="list-style-type: none"> Improved performance management arrangements, which impact on outcomes (see R1) Clearer lines of accountability amongst SLT, which impact positively on standards (see R1). More effective CPD for senior leaders. Improved standards in lesson observations and work scrutiny (see R3).
<ul style="list-style-type: none"> Provide clear lines of accountability for all areas of school. 	Feb 16	Mar 17 Mar 16	Apr 16	NB	SLT structure	
<ul style="list-style-type: none"> Develop opportunities for senior leaders to develop their leadership skills. 	Feb 16	½ termly	Dec 17	NB	CPD/CSC support	
<ul style="list-style-type: none"> Ensure senior leaders regularly monitor the quality of lessons, students' work and student attitudes, to improve the quality of experience (see R3). 	Feb 16	½ termly	Dec 17	NB	Lesson obs Work scrutiny Pupil surveys	
5.2 Middle Leadership development						
5.2.1 Improve consistency of middle leaders						
<ul style="list-style-type: none"> Review and revise job descriptions for middle leaders, with a clear focus on the leadership standards. 	May 16	July 16	Sept 16	NB/RE	Job descriptions	<ul style="list-style-type: none"> Specific job descriptions are provided for middle leaders. Greater consistency in the quality of middle leadership, which impacts on standards as evidenced in observations, books and outcomes.
<ul style="list-style-type: none"> Ensure line management systems focus on developing greater consistency in the quality of middle leadership and teaching and learning. 	Mar 16	½ termly	Dec 17	NB/RE	LM records	
<ul style="list-style-type: none"> Review and revise quality assurance procedures for monitoring the quality of middle leadership. 	Mar 16	Apr 16	May 16	NB/RE	QA documents	
<ul style="list-style-type: none"> Ensure middle leaders focus on quality of teaching in their 					Work	

Recommendation 5: Improve the effectiveness of leadership at all levels to ensure clear direction, high expectations and accountability in all areas of the school's work

<p>departments, regularly undertaking lesson observations, work scrutiny and pupil voice activities.</p> <ul style="list-style-type: none"> Develop middle leadership fortnightly meetings with SLT links and half-termly leadership forum meetings. Provide support to middle leaders in improving quality of leadership and focus on teaching and learning, including leadership programmes. 	<p>Mar 16 Jan 16 May 16</p>	<p>½ termly ½ termly ½ termly</p>	<p>Dec 17 Dec 17 Dec 17</p>	<p>NB/RE NB/RE NB/RE</p>	<p>scrutiny and pupil voice Records of meetings CSC support</p>	<ul style="list-style-type: none"> Quality assurance processes are more effective, as evidenced by observations, books and outcomes. Improved standards in lesson observations and work sampling (see R1; R3; R6).
<h4>5.3 Whole school Performance Management and CPD</h4>						
<h4>5.3.1 Performance management for middle and senior leaders</h4> <ul style="list-style-type: none"> Provide high quality training to senior and middle leaders to support the development of effective performance management. Ensure performance management processes are robust and focus on improving quality for senior leaders and middle leaders. 	<p>May 16 May 16</p>	<p>May 16 Oct 16 June 16 Oct 16 Oct 17</p>	<p>Nov 16 Dec 17 Nov 16 Dec 17</p>	<p>NB/ID NB/ID</p>	<p>Training materials PM procedures</p>	<ul style="list-style-type: none"> Improved performance management arrangements, which impact on outcomes (see R1).
<h4>5.3.2 Performance management for all teaching and support staff.</h4> <ul style="list-style-type: none"> Provide training to all staff on developing effective high quality performance management. Develop robust systems for teacher performance management. Review and revise procedures for support staff, to ensure high quality performance management processes are developed. 	<p>Oct 16 Oct 16 Oct 16</p>	<p>Nov 16 Nov 17 Nov 16 Nov 17 Nov 16 Nov 17</p>	<p>Dec 17 Dec 17 Dec 17</p>	<p>NB/ID NB/ID NB/ID</p>	<p>Training PM documents</p>	<ul style="list-style-type: none"> Improved performance management arrangements, which impact on outcomes (see R1).
<h4>5.3.3 CPD</h4> <ul style="list-style-type: none"> Review and revise whole school CPD programmes to ensure all professionals have access to appropriate opportunities for professional development, clearly linked to performance management. 	<p>Sept 16</p>	<p>Nov 16 Mar 17 Oct 17</p>	<p>Dec 17</p>	<p>NB TW ID</p>	<p>CPD programme</p>	<ul style="list-style-type: none"> CPD is high quality and impacts positively on the quality of teaching and learning, leadership and quality of pupils' work (see R1; R3)

Recommendation 5: Improve the effectiveness of leadership at all levels to ensure clear direction, high expectations and accountability in all areas of the school's work

5.4 Role of the Governing Body						
5.4.1 Governing body structures <ul style="list-style-type: none"> Review and revise existing governing body committee structures, to ensure effectiveness. Establish a standards sub-committee to monitor the development and implementation of the post-inspection action plan. 	Mar 16 Feb 16	Apr 16 Mar 16	May 16 May 16 Dec 16 Sept 17	JM/RH JM	LA consultant time Meeting time	The governing body: <ul style="list-style-type: none"> Can explain how to compare the performance of the school to similar providers. can explain how to set targets based on the performance of the highest performing similar schools. Minutes of AIB will include examples of the GB challenging senior and middle leaders. Termly evidenced based and evaluative reports from the standards committee to full GB.
5.4.2 governing body roles <ul style="list-style-type: none"> Provide training to the governing body on being effective. Work closely with a consultant governor to improve the quality and effectiveness of the governing body. Involve members of the standards committee in the newly developed standards review meetings, as observers. Also in scrutiny of work and pupil interviews. Copies of minutes of senior and middle leadership meetings will be provided to the standards group. The standards group will report back to the full GB on to what extent middle and senior leadership meetings focus closely enough on raising pupils' standards or on developing their literacy and numeracy skills. And, how well areas in need of development and agreed actions are recorded. 	Jan 16 Mar 16 Mar 16 Mar 16 After each meeting.	Termly ½ termly ½ termly ½ termly ½ termly	Dec 17 Dec 17 Dec 17 Dec 17 Dec 17	PW JM St. group MH St. group	Training session resourced by CSC. Member of staff to coordinate. Admin time. GB member time.	

This page is intentionally left blank

Recommendation 6: Strengthen self-evaluation and improvement planning arrangements.

Actions	Timescales			Resp.	Resources	Success Criteria/Outcomes
	Start	Review	Compl			
6.1 Self Evaluation						
6.1.1 Work scrutiny and lesson observations						
<ul style="list-style-type: none"> Review and revise processes for work scrutiny across all key stage, to ensure high quality monitoring is in place. 	Jan 16	31.03.16	April 16	RE TW	Work scrutiny processes	<ul style="list-style-type: none"> Procedures and processes for work scrutiny and robust and focused on quality (see R1).
<ul style="list-style-type: none"> Ensure that work scrutiny focuses on the quality of pupils' work, specifically written skills, presentation, missing/incomplete work and development of literacy and numeracy. 	Jan 16	½ termly	Nov 17	RE TW	Completed work scrutiny documents	<ul style="list-style-type: none"> Completed work scrutiny provides evidence of improved quality in pupils' work (see R1;R3)
<ul style="list-style-type: none"> Develop a whole school lesson observation cycle, focused on progress in learning, with challenge, pace and expectation. 	Jan 16	½ termly	Nov 17	TW RE	Lesson obs cycle and procedures Evidence of obs	<ul style="list-style-type: none"> The quality of teaching improves from approx. 40% good/excellent to greater than 75% good/excellent (see R3).
6.1.2 Pupil/parent surveys						
<ul style="list-style-type: none"> Develop systems for systematic gathering of parent and pupil perspectives. 	Mar 16	31.03.16	April 16	NB MH	Surveys	<ul style="list-style-type: none"> Comprehensive systems are in place for gathering the views of parents/pupils.
<ul style="list-style-type: none"> Utilise information gathered to review and refine school systems, to support progress in learning. 	Mar 16	½ termly	Nov 17	NB/RE	Findings of surveys	<ul style="list-style-type: none"> Findings are used effectively to help review and revise school improvement planning, which impact positively on standards in books, observations and outcomes.
6.1.3 Audit of interventions						
<ul style="list-style-type: none"> Review and revise systems for auditing whole school interventions programmes, to include: <ul style="list-style-type: none"> Catch-up provision. Maths/English KS4 interventions. 	Mar 16	31.04.16 then ½ termly	Nov 17	JW	Review systems	<ul style="list-style-type: none"> Students receiving catch-up support make better than expected progress (see R1) High proportion of students receiving maths/English intervention achieve A*-C grades at GCSE (see R1 and school targets)

Recommendation 6: Strengthen self-evaluation and improvement planning arrangements.

6.1.4 Standards reviews and examination analyses <ul style="list-style-type: none"> Develop high quality systems for analysing comparative data at all levels. Develop regular reviews with team leaders, focused on pupil performance at all key stages. Ensure reviews focus heavily on first-hand evidence of teaching and learning, including work scrutiny. 	June 16 Mar 16 Mar 16	Sept 16 then ½ termly Termly termly	Nov 17 Nov17 Nov17	NB/RE NB/RE NB/RE	Core data sets Reviews Work scrutiny documents	<ul style="list-style-type: none"> Comparative data is used effectively to provide challenging targets (see R1) Reviews provide clear evidence of improved pupil performance, as evidenced in books, lesson observations, pupils' attitudes and outcomes (see R1; R6.1).
6.1.5 Quality of CPD <ul style="list-style-type: none"> Review and refine CPD arrangements, in line with the school calendar to ensure all staff are provided with high quality professional development. Further develop systems for evaluation of CPD and utilise findings to further improve provision. Ensure CPD links clearly to performance management and whole school priorities. 	Mar 16 May 16 Oct 16	April 16 Sept 16 Termly Nov 16 Nov17	Oct 16 Dec 17 Dec 17	TW/ID TW/ID NB/ID	Calendar CPD records PM documents	<ul style="list-style-type: none"> More effective high quality CPD provision. High quality CPD impacts positively on the quality of leadership and teaching and learning (see 6.1.1)
6.1.6 self evaluation reports <ul style="list-style-type: none"> Review and revise whole school self evaluation report. Provide training to middle leaders on writing high quality effective self evaluation reports. Ensure middle leaders self evaluate leadership within their areas. Develop robust systems for quality assurance of self evaluation reports. 	July 16 July 16 Jan 16 Sept 16	Oct 16 Oct 17 Oct 16 Mar 16 Oct 16	Nov 16 Dec 17 Nov 16 Dec 16 Dec 16	NB NB NB NB	SER Training material Evaluations QA systems	<ul style="list-style-type: none"> Self evaluation report is high quality and effective and impacts on standards, as evidenced by improvements in standard of books, observations and outcomes (see R1). Greater consistency in the quality of self evaluation reports. Quality of leadership is improved.
6.2 Improvement planning						
6.2.1 whole school improvement planning <ul style="list-style-type: none"> Develop a clear and coherent post inspection action plan to support school improvement. Review and refine the PIAP and link systematically to the 	Dec 15 Sept 16	Feb 16 Mar 16 ½ termly	Dec 17 Dec 17	NB NB	PIAP PIAP	<ul style="list-style-type: none"> PIAP is clear, concise and focused on the 6 key recommendations.

Recommendation 6: Strengthen self-evaluation and improvement planning arrangements.

<p>school improvement plan.</p> <ul style="list-style-type: none"> • Monitor the implementation of the PIAP, working closely with other bodies (see R5). • Monitor the planning, implementation and review of the school improvement plan. 	<p>Jan 16</p> <p>Sept 16</p>	<p>½ termly</p> <p>½ termly</p>	<p>Dec 17</p> <p>Sept 17</p>	<p>NB</p> <p>NB</p>	<p>SIP</p> <p>Records of meetings</p> <p>Reviews</p>	<ul style="list-style-type: none"> • The PIAP and SIP are used effectively to drive school improvement, as evidenced by greater quality in evidence provided (see R1; R3; R5). • Improved standards are evident from KS4 outcomes (see R1)
<p>6.2.2 middle leadership improvement planning</p> <ul style="list-style-type: none"> • Develop departmental post inspection action plans, focused on inspection priorities. • Monitor the effectiveness of departmental PIAPs, to ensure they are high quality and a consistent approach is evident. • Further develop departmental improvement plans, in line with the PIAP. 	<p>Jan 16</p> <p>Feb 16</p> <p>Sept 16</p>	<p>Mar 16</p> <p>½ termly</p> <p>½ termly</p>	<p>April 16</p> <p>Dec 17</p> <p>Sept 17</p>	<p>NB</p> <p>NB</p> <p>NB</p>	<p>Dept plans</p> <p>Reviews of plans</p> <p>DIPs</p>	<ul style="list-style-type: none"> • PIAPs lead to improved outcomes, more effective teaching and learning and better quality of pupils' work (see R1; R3) • School improvement planning is effective in raising standards (see R1).

This page is intentionally left blank

By virtue of paragraph(s) 14, 16 of Part 4 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 14, 16 of Part 4 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank