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**Date: 13th May 2015**

Dear Sir/Madam,

A meeting of the **Cabinet** will be held in the **Sirhowy Room, Penallta House, Tredomen, Ystrad Mynach** on **Wednesday, 20th May, 2015** at **2.00 pm** to consider the matters contained in the following agenda.

Yours faithfully,

A handwritten signature in blue ink that reads 'Chris Burns'.

**Chris Burns**  
INTERIM CHIEF EXECUTIVE

## A G E N D A

	Pages
1 To receive apologies for absence.	
2 Declarations of Interest. Councillors and Officers are reminded of their personal responsibility to declare any personal and/or prejudicial interest(s) in respect of any item of business on the agenda in accordance with the Local Government Act 2000, the Council's Constitution and the Code of Conduct for both Councillors and Officers.	
To approve and sign the following minutes: -	
3 Cabinet held on 29th April 2015.	1 - 4
To receive and consider the following reports on which executive decisions are required: -	

A greener place Man gwyrddach



4	Improving Governance Programme Update.	5 - 22
5	Proposed Park and Ride for Ystrad Mynach Rail Station.	23 - 40

**Circulation:**

All Cabinet Members

And Appropriate Officers.



## CABINET

### MINUTES OF THE MEETING HELD AT PENALLTA HOUSE, TREDOMEN ON WEDNESDAY, 29TH APRIL 2015 AT 2.00 P.M.

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#### PRESENT:

Councillor K.V. Reynolds - Chair

#### Councillors:

D.T. Hardacre (Performance and Asset Management), K. James (Regeneration, Planning and Sustainable Development), R. Passmore (Education and Lifelong Learning), D.V. Poole (Community and Leisure Services), T.J. Williams (Highways, Transportation and Engineering), R. Woodyatt (Social Services).

#### Together with:

C. Burns (Interim Chief Executive), D. Street (Corporate Director Social Services).

#### Also in Attendance:

K. Cole (Chief Education Officer), G. Willington (Company Secretary/Head of Business Intelligence EAS), P.G. Davy (Head of Programmes), E. Lucas (Head of Procurement), G. Hardacre (Head of Workforce and Organisational Development), P. Elliott (Head of Regeneration and Planning), C. Campbell (Transportation Engineering Manager), P. Hudson (Events and Marketing Manager), S. Pugh (Communications Manager), S.M. Kauczok (Committee Services Officer).

#### 1. APOLOGIES FOR ABSENCE

Apologies for absence had been received from Councillors Mrs C. Forehead, Mrs B. Jones and G. Jones.

#### 2. DECLARATIONS OF INTEREST

Councillor D. Hardacre declared an interest in agenda item 4 in that he is a Director of the EAS Board.

#### 3. CABINET – 15TH APRIL 2015

RESOLVED that the minutes of the meeting held on 15th April 2015 (minute nos. 1-6) be approved and signed as a correct record.

## **MATTERS ON WHICH EXECUTIVE DECISIONS WERE REQUIRED**

### **4. THE EDUCATION ACHIEVEMENT SERVICE (EAS) BUSINESS PLAN**

Members congratulated Keri Cole on her recent appointment as Chief Education Officer, Caerphilly County Borough Council.

Councillor D.T. Hardacre declared an interest in this item as a Director of the EAS Board. Councillor Hardacre took no part in the discussion or voting thereon.

The Education Achievement Service (EAS) is required to produce and submit a detailed Business Plan to Welsh Government. The plan sets out the main priorities and actions to be taken during the coming year.

Following consideration and discussion, it was moved and seconded that the recommendation in the officer's report be approved. By a show of hands this was unanimously agreed.

RESOLVED that for the reasons contained in the officer's report, the content of the EAS Business Plan be endorsed.

### **5. WHQS AND SHELTERED HOUSING COMPLEXES**

The report, which sought the views of Members on a proposed WHQS programme delivery change relating to the sheltered housing complexes, had been considered by the Caerphilly Homes Task Group on 2nd April 2015 and the Policy and Resources Scrutiny Committee on 14th April 2015. The views of the Task Group and the Scrutiny Committee were reported to Cabinet.

Following consideration and discussion, It was moved and seconded that the recommendations at 1.9 and 1.10 in the covering report to Cabinet be endorsed. By a show of hands this was unanimously agreed.

RESOLVED that for the reasons contained in the officer's report:-

1. Subject to the removal of the option to outsource the tenant liaison role, the sheltered complexes be packaged into a separate programme and the management and delivery be outsourced to a suitable multi-disciplinary consultancy.
2. Consideration of recommendation 9.2 (the removal of 6 complexes from the WHQS Programme until a decision is made on the long-term future of these properties) be deferred pending further information from officers relating to these affected schemes.

### **6. NATIONAL PROCUREMENT SERVICE (NPS) FOR WALES PROGRESS REPORT**

The report was considered by the Policy and Resources Scrutiny Committee on 14th April 2015. The views of the Scrutiny Committee were reported to Cabinet.

The report advised Members of progress made with the National Procurement Services (NPS) for Wales and sought their views on the proposed future working arrangements.

Following consideration and discussion, it was moved and seconded that the recommendations contained in the officer's report be approved. By a show of hands this was unanimously approved.

RESOLVED that for the reasons contained in the officer's report:-

1. The Authority remain opted out of the commodity areas outlined in paragraph 4.2 of the report until such time that officers can demonstrate best value to opting in.
2. The Authority take forward the opportunity to opt in to the Legal Services framework currently being developed by the NPS.
3. The decision to opt in and or out of commodity areas in the future be delegated to the relevant member of CMT for the service area and Head of Procurement in consultation with the Cabinet Member for Corporate Services.

## **7. DRAFT SHARED PARENTAL LEAVE POLICY**

The report, which sought the views of Members on the introduction of a Shared Parental Leave Policy, was considered by the Policy and Resources Scrutiny Committee on 14th April 2015. The views of the Scrutiny Committee were reported to Cabinet.

The draft policy, attached as an appendix to the report, outlined the arrangements and notification requirements before a period of Shared Parental Leave (SPL) and the entitlement to pay during the SPL period.

Following consideration and discussion, it was moved and seconded that the recommendations in the officer's report be approved. By a show of hands this was unanimously agreed.

RESOLVED that for the reasons contained in the officer's report:-

1. Cabinet noted that the Shared Parental Policy is based on the statutory entitlement and in all aspects other than pay it mirrors the Council's Maternity and Adoption Policies.
2. The Council do not adopt an enhanced Occupational Shared Parental Pay Scheme.
3. The Maternity Pay scheme be not reduced to the statutory scheme only.
4. The Shared Parental Leave Policy attached at Appendix 1 to the report be adopted.

## **8. VELOTHON WALES 2015 – PROPOSED ROAD CLOSURES**

Following the Cabinet decision on 25th March 2015 to proceed with a public consultation exercise on the proposed road closures, Members were asked to consider the consultation responses and to determine whether or not to proceed with advertising the temporary road closure orders for the event.

A public consultation exercise on the proposed road closures was undertaken between 7th – 24th April 2015. The responses received at the time of preparing the report are attached as an appendix to the report. The additional responses received were circulated at the meeting.

Following consideration and discussion, it was moved and seconded that the recommendations in the officer's report be approved with an additional recommendation that a request be passed to the Event Organiser to pay for any additional costs. By a show of hands this was unanimously agreed.

RESOLVED that for the reasons contained in the officer's report:-

1. The Authority proceed to advertise the temporary road closure orders for the event.
2. A request be passed to the Event Organiser to pay for any additional costs.

The meeting closed at 3.11 pm.

Approved and signed as a correct record subject to any corrections made at the meeting held on 20th May 2015.

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CHAIR



## CABINET – 20TH MAY 2015

**SUBJECT: IMPROVING GOVERNANCE PROGRAMME UPDATE**

**REPORT BY: ACTING DIRECTOR OF CORPORATE SERVICES AND S151 OFFICER**

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### 1. PURPOSE OF REPORT

- 1.1 To advise Cabinet in respect of the progress of the Improving Governance Programme, which includes the following:
- the action plan resulting from the Wales Audit Office (WAO) Public Interest Report on the Chief Officers Pay published in March 2013 and the wider Improving Governance Programme (as presented to and approved by Council on 28<sup>th</sup> January 2014 and Cabinet on 19<sup>th</sup> February 2014) covering also the action plans resulting from the WAO Public Interest Report on Chief Officers Essential Car Users and Annual Leave Allowance published in December 2013 and the Special Inspection Report published in January 2014.
  - the more recent action plan approved by Council on 27<sup>th</sup> January 2015 following the Wales Audit Office Report *Follow up of special inspection and reports in the public interest* (January 2015).

### 2. SUMMARY

- 2.1 Following on from the latest report presented to Cabinet on 2<sup>nd</sup> October 2014 and subsequent one to Council on 27<sup>th</sup> January 2015, this report provides an account on the progress of the Improving Governance Programme (IGP) and subsequent additional action plan approved by Council on 27<sup>th</sup> January 2015 ensuing from the Wales Audit Office Report *Follow up of Special Inspection and reports in the public interest* (January 2015), as incorporated for monitoring in the IGP.

### 3. LINKS TO STRATEGY

- 3.1 Good governance is a pre-requisite of the activities of any Local Authority.

### 4. THE REPORT

- 4.1 Following on from the latest report presented to Cabinet on 2<sup>nd</sup> October 2014, the Improving Governance Programme (IGP) has continued the good progress achieved in 2014 and positively noted in the Follow-up CGI Inspection Report by Wales Audit Office (January 2015).
- 4.2 The list of the previously outstanding recommendations and relevant actions included in the original Improving Governance Programme (IGP), with information on the latest progress, is provided in **Appendix 1**. The document shows that since the last report to Cabinet (October 2014), a further 4 recommendations/improvements have been addressed, namely:

- Clarity and comprehensiveness of reports to committees
- Electronic Council (webcasting and committee documents system)
- Strengthening risk management processes
- clarification of roles and responsibilities for whistleblowing procedures

4.3 Furthermore actions relevant to 1 of 2 WAO outstanding governance improvements were also completed (Partnerships and Collaborations) and 2 recommendations (Scrutiny and HR Strategy) were closed here because they are included and will be monitored as part of the Follow-up CGI Inspection Action Plan as detailed in paragraph 4.5, 4.6 and 4.7 below.

4.4 The original IGP recommendations that are outstanding and therefore are the focus of the current activities are:

- Records of meetings, in particular the council intention to implement electronic voting
- Performance Management and self-evaluation
- Business Continuity
- The IGP Board monitoring of the outstanding actions

4.5 The more recent action plan approved by Council on 27<sup>th</sup> January 2015 following the Wales Audit Office Report *Follow up of special inspection and reports in the public interest* (January 2015) is available with the relevant indication of progress in **Appendix 2**.

4.6 The document shows that the single recommendation included in this latest WAO report (R1 – The Council should take a lawful decision on the annual leave and essential car user allowances) was addressed at the Full Council meeting on 27<sup>th</sup> January 2015.

4.7 Also, while 1 proposal for improvement was completed (Decision sheet), the remaining other 7 listed below are well in progress:

- Review of scrutiny arrangements (see report and detail action plan in **Appendix 3**)
- Raising awareness of whistleblowing policy amongst staff
- An updated and more relevant HR balance scorecard
- Programme of on-going risk management training for Members
- Robust action plan to improve Internal Audit (see detailed action plan and progress in **Appendix 4**)
- Implementation of a HR Strategy
- Self-evaluation

4.8 The Improving Governance Programme Board, following the recommendation of Cabinet, is continuing to meet regularly and to monitor the progress of the above outstanding actions. The next report to Cabinet is scheduled for October 2015 when it is anticipated that the majority, if not all, of the outstanding actions will be complete.

## 5. EQUALITIES IMPLICATIONS

5.1 The principles of good governance are directly linked to the Council's Strategic Equality Objectives, stemming from duties under the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 and the Welsh Language (Wales) Measure 2011. Equalities Implications are a standard part of all committee reports in order to ensure that due consideration has been given to the views of individuals and groups from the communities of Caerphilly county borough, regardless of their backgrounds and circumstances.

## 6. FINANCIAL IMPLICATIONS

6.1 There are no financial implications in respect of this report that are not included in current budgetary provision.



## **7. PERSONNEL IMPLICATIONS**

7.1 None going forward.

## **8. CONSULTATIONS**

8.1 All comments received are contained within the report.

## **9. RECOMMENDATIONS**

9.1 To note the progress described in the paragraphs above and appendices of the Improving Governance Programme in addressing recommendations and proposals for improvements by the Wales Audit Office included in the WAO Public Interest Report on the Chief Officers Pay published in March 2013, the WAO Public Interest Report on Chief Officers Essential Car Users and Annual Leave Allowance published in December 2013, the Special Inspection Report published in January 2014 and the WAO Report Follow up of special inspection and reports in the public interest (January 2015).

## **10. REASONS FOR THE RECOMMENDATIONS**

10.1 To ensure Cabinet is updated on the progress of the Improving Governance Programme in addressing recommendations and proposals for improvements by the Wales Audit Office included in the WAO Public Interest Report on the Chief Officers Pay published in March 2013, the WAO Public Interest Report on Chief Officers Essential Car Users and Annual Leave Allowance published in December 2013, the Special Inspection Report published in January 2014 and the WAO Report Follow up of special inspection and reports in the public interest (January 2015).

## **11. STATUTORY POWER**

11.1 Local Government Act 2000.

Author: Nicole Scammell, Acting Director of Corporate Services and S. 151 Officer  
Consultees: Cllr Christine Forehead, Cabinet Member for HR and Governance / Business Manager  
Corporate Management Team

Improving Governance Programme Board:

- Nicole Scammell, Acting Director of Corporate Services and S. 151 Officer
- Cllr Christine Forehead, Cabinet Member for HR and Governance / Business Manager
- Colin Jones, Head of Performance and Property Services
- Gail Williams, Interim Monitoring Officer
- Gareth Hardacre, Head of People Management and Development
- Lisa Lane, Solicitor
- Alessandra Veronese, Programme Manager

Background Papers:

- Programme Working Documents
- Report to Cabinet on 13<sup>th</sup> November 2013 - *Improving Governance Programme Update*
- Report to Cabinet on 16<sup>th</sup> October 2013 - *Improving Governance Programme Update*
- Report to Cabinet on 18<sup>th</sup> September 2013 - *Improving Governance Action Plan*
- Report to Cabinet on 11<sup>th</sup> December 2013 - *Improving Governance Action Plan*
- Report to Cabinet on 2<sup>nd</sup> October 2013 – *Risk Management Strategy and Guidance*

- Report to Council on 8<sup>th</sup> October 2013 – *Scrutiny Improvement Action Plan*
- Report to Cabinet on 30<sup>th</sup> October 2013 – *Corporate Planning and Performance Framework*
- Report to Council on 29<sup>th</sup> January 2014 - *Wales Audit Office Report – Public Interest Report on Chief Officers Essential Car User and Annual Leave Allowances*
- Report to Council on 29<sup>th</sup> January 2014 - *Wales Audit Office Report – Special Inspection Caerphilly County Borough Council*
- Report presented to the Scrutiny Leadership Group on 30<sup>th</sup> January 2014 - *Scrutiny Improvement Action Plan – Update*
- Report to Cabinet on 19<sup>th</sup> February 2014 - *Improving Governance Programme Update*
- Report to Cabinet on 5<sup>th</sup> March 2014 – *Corporate planning – self-evaluation*
- Report to Audit Committee on 5<sup>th</sup> March – *CCBC Partnerships and Collaborations.*
- Report to Audit Committee on 5<sup>th</sup> March – *Business Continuity Management*
- Report to Audit Committee on 5<sup>th</sup> March – *Internal Audit Services Annual Audit Plan*
- Report to Cabinet on 2<sup>nd</sup> April 2014 - *Improving Governance Programme Update*
- Report to Cabinet on 18<sup>th</sup> June 2014 - *Improving Governance Programme Update*
- Report to Cabinet on 2<sup>nd</sup> October 2014 - *Improving Governance Programme Update*
- Report to Council on 27<sup>th</sup> January 2015 - *Wales Audit Office Report Follow up of special inspection and reports in the public interest*

Appendices:

Appendix 1 – IGP - Outstanding Actions as of 14/04/2015

Appendix 2 – WAO Follow-up CGI Inspection Actions – Progress as of 14/04/2015

Appendix 3 – Report to Committee Services “Scrutiny Developments” dated 17/03/2015 (Includes Scrutiny Action Plan)

Appendix 4 – WAO CGI and Follow-up Inspection Audit Action Plan – Progress as of 14/04/2015

# Improving Governance Programme – Outstanding actions as of 14/04/2015

Item No.	Document	Original Recommendation / Improvement	Outstanding actions as of 22/08/2014 and SRO	Previous Status (22/09/2014)	IGPB Monitoring 2015 Status
1	WAO PIR March 2013 "Chief Officers Pay"	<p><b>Records of meetings</b></p> <p><b>R4</b> Records of meetings should be sufficiently detailed to provide information on the matters discussed. Any redactions should be the minimum necessary to address any exempt items. For sensitive matters, the record of a meeting should include a summary of any vote taken or state whether or not the vote was unanimous, so that members can agree with the accuracy of the minutes prior to their approval.</p>	<ul style="list-style-type: none"> <li>The electronic voting system available in the Council Chamber must be used for all council meetings held in the Council Chamber</li> </ul> <p>SRO: Interim Head of Democratic Services</p>	<p><b>In progress.</b></p> <p>The implementation is concluding. The system is expected to be live at the same time of Webcasting January 2015.</p>	<p><b>In progress</b></p> <p>There will be another attempt to use the system.</p>
2	WAO PIR March 2013 "Chief Officers Pay"	<p><b>Clarity and comprehensiveness of reports to committees</b></p> <p><b>R5</b> Where review work is undertaken, either by an external body or internally, to support a report to a committee or other decision-making body, then the covering report should explicitly address the matters raised as part of the review work.</p>	<ul style="list-style-type: none"> <li>Review the reporting template and consistency of reporting and format to include an executive summary and key decisions.</li> </ul> <p>SRO: Interim Chief Executive</p>	<p><b>On hold.</b></p> <p>The former Interim C Exec has determined not to review the reporting template or format at this stage. This could be reviewed after actions relevant to officers report training is addressed. CMT reviewing the quality of the reports and decision process, decision in early 2015 after sampling in October-December 2014.</p>	<p><b>Completed</b></p> <p>Discussed at CMT 2/4/2015, Report format and standard acceptable.</p> <p><u>Longer-term:</u> 6 monthly review. Scheduled 1<sup>st</sup> October 2015.</p>
3	Wider Improving Governance Programme	<p><b>Electronic Council</b></p> <p>Further improve transparency and efficiency by introducing Webcasting of Council Meetings and Committee Documents and Workflow system (with website and intranet updated and re-organised accordingly)</p>	<ul style="list-style-type: none"> <li>Webcasting the council meetings following the implementation of the relevant infrastructure.</li> <li>Replace the current system to manage and publish the committee documents integrated with the corporate website and intranet with a more efficient one.</li> <li>Following the introduction of electronic voting, webcasting and the new committee documents management system the website and intranet will have the relevant new content embedded and some content optimised/re-organised.</li> </ul> <p>SRO: Interim Head of Democratic Services</p>	<p><b>In progress.</b></p> <p>The implementation of the webcasting infrastructure is concluding. The system is expected to be live at the same time of electronic voting in January 2015.</p> <p>The implementation of the Committee Documents Management System (Mod.gov) and relevant integrated functionalities on the website and intranet is concluding. The system is expected to be live at the same time of the re-designed corporate website in October 2014.</p>	<p><b>Completed</b></p> <p>Mod.gov live October 2014 First webcasting 10/03/2015</p>

Item No.	Document	Original Recommendation / Improvement	Outstanding actions as of 22/08/2014 and SRO	Previous Status (22/09/2014)	IGPB Monitoring 2015 Status
4	<b>Wider Improving Governance Programme</b>	<b>Performance Management and Self-evaluation</b> Review, improve and further embed the current performance management and self-evaluation practices	<ul style="list-style-type: none"> <li>Self-evaluation service reviews, annual cycle and links</li> <li>Performance management framework, reporting cycle, report redesign and links to SE, SIP cycle and links with SE</li> </ul> <p>SRO: Head of Performance and Property Services</p>	<p><b>In progress.</b></p> <ul style="list-style-type: none"> <li>Self-evaluation - Drafted report to CMT for review of the submissions. CMT to determine how to progress with internal challenge after the establishment of the new Interim Chief Executive</li> <li>Performance Management framework – proposals to follow the establishment of new Interim Chief Executive</li> </ul>	<p><b>In progress.</b></p> <ul style="list-style-type: none"> <li>Self-evaluation process introduced. Next step the Challenge phase.</li> <li>The Service Delivery Plan report was reviewed to reflect introduction of self-evaluation. A comprehensive PM calendar will be launched starting week commencing 30/03</li> </ul>
5	<b>Wider Improving Governance Programme</b>	<b>Scrutiny</b> Review, improve and further strengthen the current scrutiny arrangements	<ul style="list-style-type: none"> <li>Scrutiny Development and Organisation</li> <li>Performance Management</li> </ul> <p>SRO: Interim Head of Democratic Services</p>	<p><b>In progress.</b></p> <p>The next update report is expected to be presented to Scrutiny Leadership Group in December 2014 after review by Centre for Public Scrutiny</p>	<p><b>Close here – will be monitored as part of the CGI Follow-up action plan</b></p> <ul style="list-style-type: none"> <li>Scrutiny to be monitored as part of CGI follow-up.</li> <li>PM included in Scrutiny Dev. – furthermore a matrix will be produced see IGPB meeting notes 30/03/2015</li> </ul>
6	<b>Wider Improving Governance Programme</b>	<b>Outstanding WAO Governance Improvements</b> P1 Improving how the Council monitors and evaluates the effectiveness of partnerships to ensure they are contributing to delivery of corporate priorities P2 Ensure there are robust and effective governance arrangements in place when creating integrated services and collaborations that are subject to regular evaluation of their impact. P3 The Council does not have a (Corporate) Business Continuity Plan	<ul style="list-style-type: none"> <li>Partnership and Collaboration (governance, effectiveness and evaluation) Strategy and Toolkit</li> </ul> <p>SRO: Acting Director of Corporate Services and S.151 Officer</p> <ul style="list-style-type: none"> <li>Business Continuity Action Plan</li> </ul> <p>SRO: Head of Public Protection</p>	<p><b>In progress.</b></p> <ul style="list-style-type: none"> <li>Proposed Collaboration and Partnership Protocol with action plan for delivery, and the proposed Partnership Governance Toolkit for referral being presented to Policy and Resources Scrutiny Committee on 30/9/14 and to Cabinet on 15/10/14 for decision.</li> <li>A report to update on the Business Continuity Action Plan being presented to Audit Committee on 10/09/2014</li> </ul>	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li><b>Partnership</b> – report to Audit committee in March, a second in June 2015</li> </ul> <p><b>In progress</b></p> <ul style="list-style-type: none"> <li><b>Business Continuity</b> – presented to Audit Committee in March. Expected to be signed off as addressed in June Audit Committee</li> </ul>
7	<b>WAO Special Inspection</b>	<b>R3</b> Continues to implement the Improving Governance Programme Board action plan to enhance governance arrangements for the future.	<ul style="list-style-type: none"> <li>The IGP Board continues to meet until work streams are completed.</li> <li>Current arrangements to continue in respect of reporting to CMT and Cabinet</li> </ul> <p>SRO: Acting Director of Corporate Services and S.151 Officer</p>	<p><b>In progress.</b></p> <p>The Programme Board intends to present a report to Cabinet to seek approval to handover the limited outstanding actions to appropriate monitoring bodies. Report to be presented on 1/10/2014</p>	<p><b>In progress</b></p> <p>Meetings scheduled and reports to Cabinet in progress</p>

Item No.	Document	Original Recommendation / Improvement	Outstanding actions as of 22/08/2014 and SRO	Previous Status (22/09/2014)	IGPB Monitoring 2015 Status
8	WAO Special Inspection	<p><b>R4</b> Strengthens its risk management processes further to embed risk management across the Council. Specifically there should be:</p> <ul style="list-style-type: none"> <li>• more frequent review of the corporate risk register by Corporate Management Team;</li> <li>• explicit action planning for the key risks identified;</li> <li>• more oversight of, and consistency in, approach to directorate risk registers;</li> <li>• clarification of the role and remit of the Risk Management Group; and</li> <li>• enhanced training for Audit Committee members.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Build "Risk Management Monitoring" into Scrutiny Forward Work Programme</li> <li>▪ Risk Management Group - Develop and agree Terms of Reference including membership, present proposals to CMT, establish group and arrange initial meeting, report progress to Audit Committee</li> </ul> <p>SRO: Head of Performance and Property Services</p>	<p><b>In progress.</b></p> <ul style="list-style-type: none"> <li>▪ Confirmation from Directors that Risk Management Monitoring is included in their respective scrutiny FWP to be requested</li> <li>▪ Re: Risk Management Group, proposal to Audit Committee on 10/09/2014 not to establish this Group given the extent of alternative and comprehensive risk management arrangements</li> </ul>	<p><b>Completed</b></p> <p>The action relevant to risk management monitoring by scrutiny is on hold in view of the review of scrutiny arrangements by the Interim Chief Executive. The DRR is not going to Scrutiny.</p> <p>The Risk Management Group will not be formed, as approved by Audit Committee on 29/9/2014</p>
9	WAO Special Inspection	<p><b>R5</b> Clarifies roles and responsibilities for whistleblowing procedures and ensures that the new policy is updated to reflect recent legislative changes.</p>	<p>Following a report to Audit Committee on 6 November 2013, requesting views on the new Confidential Reporting (Whistleblowing) Code, it was highlighted by WAO after the meeting that there were some concerns in respect of references to legislation within the code.</p> <p>As this "new" code is destined to be adopted consistently across Wales, these issues have been formally referred to the Lawyers in the Local Government Monitoring Officer Group who worked with the WLGA and external Lawyers to develop the All Wales Framework Constitution document. It is anticipated that these matters will be resolved collectively for all Welsh Authorities in readiness for the AGM in May 2014.</p> <p>SRO: Head of People Management and Development</p>	<p><b>In progress.</b></p> <p>Following the revised drafting of the new corporate policy based on the Public Concern at Work Model Policy and Code of Practice, a revised draft has been reported to Audit Committee and HR Strategy Group. We are in consultation with the Councils Trades Unions, which are nearing completion. Once the consultation is concluded and a draft policy is finalised, this will be brought forward for adoption by Cabinet / Council (as it forms part of the Council Constitution). P&amp;R will be consulted as part of the pre decision making scrutiny process.</p>	<p><b>Completed</b></p> <p>The policy with the relevant report was presented to Scrutiny on 11/11 then Cabinet on 12/11 and finally Council on 18/11. (Awareness outstanding monitored as part of CGI follow-up)</p>
10	WAO Special Inspection	<p><b>R7</b> Ensures that the actions, identified to improve the HR function and workforce planning, are implemented.</p>	<ul style="list-style-type: none"> <li>▪ HR Strategy and Plan</li> <li>▪ Workforce planning</li> </ul> <p>SRO: Head of People Management and Development</p>	<p><b>In progress.</b></p> <ul style="list-style-type: none"> <li>▪ HR Strategy and Plan – Draft Plan under development for consultation with HR Strategy Group in September.</li> <li>▪ Workforce Planning – Toolkit developed and being piloted in 4 separate areas for evaluation. High level document drafted for use with next year Service Delivery Plans.</li> </ul>	<p><b>Close here – will be monitored as part of the CGI Follow-up action plan</b></p>



## WAO FOLLOW-UP CGI INSPECTION – Actions for recommendation R1 and the eight proposals for improvement P1 to P8 – Progress as of 14/04/2015

Item ID	WAO Recommendation / Proposal for Improvement	ACTION	RESPONSIBILITY	Complete by	Status
1. RECOMMENDATION (R1)	<i>The Council should take a lawful decision on the annual leave and essential car user allowances.</i>	Prepare and present a report to Full Council on 27th January 2015 to ensure a lawful decision is made.	Chris Burns, Interim Chief Executive	27/01/2015	<b>Completed</b> Report presented and decision taken by Full Council on 27 <sup>th</sup> January 2015
2. PROPOSAL FOR IMPROVEMENT (P1)	<i>The Council should review the role and effectiveness of its Scrutiny Committees. There needs to be better prioritisation of Agenda Items and alternative mechanisms explored for information-only items to enable Scrutiny to focus on those areas where it may have the greatest impact.</i>	Review of Scrutiny arrangements to conclude with a report to full Council by October 2015.	Chris Burns, Interim Chief Executive	October 2015	<b>In progress</b> Report was presented to the Democratic Service Committee and recommendations approved 17 <sup>th</sup> March 2015  Workshops are being arranged.  [See Appendix 3 – Scrutiny Developments]
3. PROPOSAL FOR IMPROVEMENT (P2)	<i>The Council could consider including a summary table of all decisions taken at the end of CMT minutes setting out who made the decision and who is responsible for logging it on the decision log. Where CMT considers that a decision is “administrative” and does not require logging, this should also be noted.</i>	Include Summary Table of all decisions in CMT Minutes. This action has been undertaken and the arrangements will be implemented from 22nd January 2015.	Gail Williams, Interim Head of Legal Services and Monitoring Officer.	January 2015	<b>Completed</b> Since 22 <sup>nd</sup> January a decision sheet is produced for each meeting.
4. PROPOSAL FOR IMPROVEMENT (P3)	<i>The Council should consider how it can best raise awareness of its Whistleblowing Policy amongst staff and put in place an awareness and training programme to do this.</i>	Action already undertaken since the External Audit work was concluded, which has seen the adoption of a new Whistleblowing Policy developed in conjunction with Public Concern at Work (PCaW), the UK’s leading Whistleblowing Charity. A Training and Communication Plan is currently underway (presentations to Leadership Team, and Management Network have been completed), and will be rolled out before the end of the financial year. The Council has also been accepted to the “First 100 Campaign” run by PCaW, which is a commitment to work towards the principles of the Whistleblowing Commission’s Code of Practice.	Gareth Hardacre, Head of Workforce and Organisational Development	January 2015	<b>In progress</b>  Policy Launched to wider workforce through the HR Portal in January 2015. All User Communication issued to all on the 16th of January 2015. Follow up reminder e-mail to Management Network with Training slides and reminder to communicate the new policy where appropriate in February 2015. The Council has provided publicity material to PCaW, awaiting formal launch on First 100 Website – TBC by PCaW. Internal Publicity for “First 100” included Press Release including quotes from Leader and Chief Executive, and listed on CCBC External Website and Intranet News pages. Poster Campaign being finalised for Launch in April 2015. This will be followed by payslip inserts in June 2015 to promote the new policy. Report to be prepared for Standards / Audit Committees in October to provide update on first 6 months of experience (Q1 & Q2)

Item ID	WAO Recommendation / Proposal for Improvement	ACTION	RESPONSIBILITY	Complete by	Status
5. PROPOSAL FOR IMPROVEMENT (P4)	<i>The Council should revise the HR balanced scorecard. Members and CMT should be consulted on the content of the scorecard.</i>	A revised scorecard is being developed in conjunction with researching practice in other areas. This should be completed by May 2015.	<b>Gareth Hardacre,</b> Head of Workforce and Organisational Development	May 2015	<b>In progress</b>  Revision is in progress. Discussion with CMT scheduled for 30 <sup>th</sup> April
6. PROPOSAL FOR IMPROVEMENT (P5)	<i>The Council should develop a programme of on-going risk management training for Members taking into account the outcome of its Member training needs analysis</i>	Initial Risk Management training has been provided to Cabinet and Audit Committee Members on a mandatory basis. Training for other Members will be discretionary if identified via the Member training needs analysis. A refresh programme on risk management will be developed for Members for ongoing development.	<b>Colin Jones,</b> Head of Performance and Property	On-going	<b>In progress</b> <ul style="list-style-type: none"> <li>▪ Additional training session for Audit Committee scheduled for 30/03 – feedback will be collected to identify potential gaps</li> <li>▪ Training to be embedded by exposing members to the regular review of the Corporate Risk Register</li> </ul>
7. PROPOSAL FOR IMPROVEMENT (P6)	<i>The Council should develop a robust action plan for improving Internal Audit. This should take account of the outcome of the self-assessment against the Public Internal Audit Standards. Reporting and monitoring mechanisms need to be agreed to maintain momentum.</i>	A robust Action Plan will be developed and presented to Audit Committee in March 2015. The delivery of the Action Plan will be monitored by the IGPB.	<b>Stephen Harris,</b> Acting Head of Corporate Finance.	March 2015	<b>In progress</b> <ul style="list-style-type: none"> <li>▪ Action Plan presented to and approved by Audit Committee on 11<sup>th</sup> March 2015</li> </ul> <p>[see Appendix 4 – Audit Action Plan]</p>
8. PROPOSAL FOR IMPROVEMENT (P7)	<i>The Council should prioritise the development of a HR Strategy and Workforce Plan. These should form key elements of the Council's strategic planning framework.</i>	A revised H R Strategy has been developed with the support of the H R Strategy Group, and is currently being reviewed by CMT. This would then be the subject of wider consultation, with a view that this could be concluded by May 2015. Workforce Planning has been integrated into the new Service Delivery Process underway for the next Financial Year.	<b>Gareth Hardacre,</b> Head of Workforce and Organisational Development	May 2015	<b>In progress</b> <ul style="list-style-type: none"> <li>▪ HR Strategy discussed at CMT – will be reviewed according to feedback received. Expected back to CMT on 30th April.</li> <li>▪ Workforce plan is in the SDP. GH to review the Self Evaluations by other departments and then report back to CMT (September)</li> </ul>



Item ID	WAO Recommendation / Proposal for Improvement	ACTION	RESPONSIBILITY	Complete by	Status
9. PROPOSAL FOR IMPROVEMENT (P8)	<i>The Council needs to agree the purpose of self-evaluation and how this will be used to inform corporate, service and financial planning and to ensure that the process it adopts enables it to do this effectively.</i>	A self-evaluation template has been developed, following piloting in Summer 2014, and is being completed as part of the Council's service planning process. Service plans will be completed by the end of March 2015 for further consideration by Corporate Management Team.	Colin Jones, Head of Performance and Property	March 2015	<p><b>In progress</b></p> <ul style="list-style-type: none"> <li>▪ The purpose of self evaluation has been communicated throughout the senior levels of the authority via a number of workshops supported by the WLGA. A pilot self evaluation was trialled in 2014 and appropriate amendments to the process made following feedback. The self evaluation for 2015 is underway and is programmed as follows: <ul style="list-style-type: none"> <li>○ Individual Service Self Evaluation 2014/15 – Feb/March 2015</li> <li>○ Development of Service Plans 2015/16 – March 2015</li> <li>○ Director sign off of Self Evaluation/Service Plans – March/April 2015</li> <li>○ Self Evaluation/Service Plan Challenge – May 2015</li> </ul> </li> <li>▪ Although potentially subject to further discussions the current thought for the challenge sessions are that the Interim Chief Executive, accompanied by the Head of Performance and Cabinet Member for Performance, will hold meetings with the various Directorate SMTs to discuss the outcomes of the SE and what they mean to the service and the council as a whole.</li> <li>▪ Going forward (see draft Performance Management Calendar) it is proposed that: <ul style="list-style-type: none"> <li>○ Service Self Evaluation: Nov 15 – Jan 2016</li> <li>○ Development of Service Plans 2016/17: Dec 15 – Feb 2016</li> <li>○ Bringing forward the above process (as above) will improve the links with the council's budget setting process.</li> </ul> </li> </ul>

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## DEMOCRATIC SERVICES COMMITTEE– 17TH MARCH 2015

**SUBJECT: SCRUTINY DEVELOPMENTS**

**REPORT BY: ACTING DIRECTOR CORPORATE SERVICES & SECTION 151 OFFICER**

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### **1. PURPOSE OF REPORT**

- 1.1 To outline a work programme to identify improvement to the operation of scrutiny following the findings of the Wales Audit Office report 'Follow-up of the Special Inspection and Reports in the Public Interest', dated January 2015.

### **2. SUMMARY**

- 2.1 This report identifies the issues for improvement contained the WAO report, a suggested project group to oversee the improvement programme, how those issues can be explored, members and officers who will contribute to this review and the timeline of key milestones.

### **3. LINKS TO STRATEGY**

- 3.1 The operation of scrutiny is required by the Local Government Act 2000 and subsequent Assembly legislation.

### **4. THE REPORT**

- 4.1 The Wales Audit Office report 'Follow-up of the Special Inspection and Reports in the Public Interest', dated January 2015 has identified further improvements scrutiny. The report recognised the work carried out under the scrutiny improvement action plan and the structural arrangements put in place. However, the report identifies that the next stage is to develop the effectiveness of scrutiny and clarify its role.
- 4.2 The WAO's main findings can be summarised as:
- The Chairs and Vice Chairs of scrutiny committees have mixed views on the benefits of pre-meetings.
  - Effectiveness of scrutiny's challenge role is limited.
  - The role of scrutiny is confused.
  - Meetings are long and agendas lack focus.
  - 'For Information' agenda items could be handled more for efficiently outside of the formal scrutiny process.
  - The Regeneration and Environment Scrutiny Committee's terms of reference are very wide which restricts the time available to discuss subjects in depth.
  - Agenda items need to be prioritised and focused on the Council's priorities.
  - Information provided to scrutiny is good, however, Chairs and Vice Chairs would like more use of qualitative, historical and comparative information.

- Task and Finish Groups should be used more frequently to review specific issues in more depth.
- Members want to continue to improve their scrutiny role.

### **Responsibility and Oversight**

- 4.3 The Improving Governance Project Board (IGPB) have overall responsibility for overseeing the improvements to scrutiny recommended by the Wales Audit Office report 'Follow-up of the Special Inspection and Reports in the Public Interest', which is chaired by the Acting Director of Corporate Services and Section 151 Officer. The Chief Executive and CMT have also asked to be kept informed of progress.

### **Project Group**

- 4.4 In order to identify how improvements can be made it is proposed to set up a project group to oversee the improvement programme, they will report on the projects progress to the IGPB. The suggested members of the project group are:

- Gail Williams Interim Monitoring Officer & Head of Legal Services
- Angharad Price Interim Head of Democratic Services and Deputy Monitoring Officer
- Councillor Hefin David Chair Scrutiny Leadership Group
- Councillor Colin Mann Chair Democratic Services Committee
- Councillor Christine Forehead, Cabinet Member HR, Governance and Business

- 4.5 Democratic Services Committee is responsible for keeping under review the resources available for Democratic Services. Therefore, it is proposed that the Chair of Democratic Services Committee will Chair the project group, and the Vice Chair of Democratic Services, Councillor D. Tudor Davies to act as substitute. Scrutiny Leadership Group provide oversight for scrutiny, therefore, it is proposed that the Chair, Councillor H. David is a member of the project group and the Vice Chair, Councillor S Morgan to act as substitute.

- 4.6 It is proposed that a project team consisting of Jonathan Jones, Democratic Services Manager and Catherine Forbes-Thompson, Scrutiny Research Officer supports the Project Group.

### **Improvement Programme Workshops**

- 4.7 The aim of the improvement programme is to identify possible changes that may require recommendations to Council. In order to ensure that all interested parties are involved it is proposed to hold four workshops over a two-week period. Each workshop will consist of approximately 20 people made up of Members and Officers. The workshops will allow all the scrutiny issues identified in the WAO report to be debated within the context of what can be reasonably achieved in terms of capacity and resources. In order to ensure all Members and Officers are represented it is suggested that the following groups are invited to take part:

- Scrutiny Leadership Group and Democratic Services Committee Members = 23
- CMT, Heads of Services = 22
- Co-opted Members of Scrutiny Committees = 8
- Third Tier Officers (4 per directorate) = 16
- Backbench Members (4 per scrutiny committee) = 16
- Leader and Deputy Leaders = 3

- 4.8 There will be four workshop dates and each workshop will include, 1 Cabinet Member, 1 CMT representative and 1 Scrutiny Chair, the remainder to be mixed proportionately. Prior to the start of the workshops a briefing note will be circulated to all participants outlining the main findings of the WAO report (see 4.2 above) and also give an overview of the main issues facing scrutiny. These include Welsh Government proposals included in the White Paper Devolution, Democracy and Delivery – Reforming Local Government: Power to Local People.

4.9 The purpose of the workshop will be to discuss the WAO findings and to find a 'long list' of options to action those findings. At each workshop the attendees will be split into groups, and each group will debate the issues identified by WAO (see 4.2 above). The groups will be asked to consider the following questions with the assumption that there is likely to be reduced officer time available.

- What are we trying to achieve?
- How can we do it?
- What are the benefits/constraints?

4.10 The project group will consider and agree the outcomes of the workshops and will carry out consultation with all Members and Senior Officers. Following the consultation the project group will then report to the IGPB who will make recommendations in a report to Scrutiny Leadership Group and Democratic Services Committee who in turn recommend to Cabinet and then Council for a decision.

### Timetable

4.11 The deadline agreed by Council for the findings of the WAO report was agreed for October 2015. In order to ensure that sufficient time is allowed it is proposed that the following timeline is agreed at the outset.

Action	Responsibility	Deadline
Agree Project Plan	SLG Members, Democratic Services Committee & CMT	20 March 2015
Plan Workshop Programme	Project Group	31 March 2015
Arrange 4 Workshops	Project Team	30 April 2015
Agree Workshop Outcomes	Project Group	8 May 2015
Consultation with Members and Officers involved	Project Group	22 May 2015
Develop Recommendations	Project Group	29 May 2015
Agree Report with recommendations	IGPB	12 June 2015
Report to CMT 18 June 2015	IGPB	15 June 2015
Report to Democratic Services Committee 1 July 2015 (Special) – SLG to be invited	Project Group	22 June 2015
Covering report to include comments from SLG and Democratic Services Committee	Democratic Services	3 July 2015
Report to Cabinet 15 July 2015	IGPB	6 July 2015
Report to Council 21 July 2015	IGPB	6 July 2015

## 5. EQUALITIES IMPLICATIONS

5.1 This report is for information purposes, so the Council's EqIA process does not need to be applied.

## **6. FINANCIAL IMPLICATIONS**

6.1 There are no financial implications not contained in the report.

## **7. PERSONNEL IMPLICATIONS**

7.1 There are no personnel implications not contained in the report.

## **8. CONSULTATIONS**

8.1 There are no consultation responses not contained in the report.

## **9. RECOMMENDATIONS**

9.1 That Democratic Services Committee agree the project plan.

## **10. REASONS FOR THE RECOMMENDATIONS**

10.1 In order to respond to the recommendations in the follow up of the special inspection and reports in the public interest.

## **11. STATUTORY POWER**

11.1 Section 21 of the Local Government Act 2000

Author: Catherine Forbes-Thompson Scrutiny Research Officer  
Consultees: Chris Burns, Interim Chief Executive  
Sandra Aspinall Acting Deputy Chief Executive  
Nicole Scammell Acting Director of Corporate Services and Section 151 Officer  
Dave Street, Corporate Director Social Services  
Gail Williams Interim Monitoring Officer and Head of Legal Services  
Angharad Price Interim Head of Democratic Services and Deputy Monitoring Officer  
Jonathan Jones Democratic Services Manager

# WAO CGI & FOLLOW-UP INSPECTION – Audit Action Plan (Proposal for improvement P6)– Progress as of 14/04/2015

<p><i>(P6) The Council should develop a robust action plan for improving Internal Audit. This should take account of the outcome of the self-assessment against the Public Internal Audit Standards. Reporting and monitoring mechanisms need to be agreed to maintain momentum.</i></p>	<p>A robust Action Plan will be developed and presented to Audit Committee in March 2015. The delivery of the Action Plan will be monitored by the IGPB. <b>SRO: Stephen Harris, Acting Head of Corporate Finance. March 2015</b></p>	<p>The Action Plan below was presented to and approved by Audit Committee on 11<sup>th</sup> March 2015. The plan is being monitored by the IGPB</p>
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INITIAL REVIEW	FOLLOW UP REVIEW	INTENDED ACTIONS	Responsible officer & target date	IGPB Monitoring Status
Re-assesses its expectations of the Internal Audit service and puts in place a change programme to address the findings of this inspection	The Council is beginning to address aspects of our recommendations to improve Internal Audit but it lacks a robust action plan to ensure it can keep track of progress	Completion of action plan and presentation to Audit Committee.	RH - 11/3/15	<b>In progress</b>
<b>Strategy &amp; vision</b>				
Audit Charter & strategy.	Audit charter / strategy in place. Key challenge is to ensure that these are now translated into practice.	Audit Charter approved by Audit Committee 10/09/14.	RH - ongoing	<b>Completed.</b> <u>Longer-term:</u> <ul style="list-style-type: none"> <li>▪ continue the practice via Audit Committee Meetings, meeting with Members, meeting with CTM, DMT and Heads of Service.</li> <li>▪ Periodic review of Charter as &amp; when necessary</li> </ul>
<b>Engagement with Audit Committee</b>				
Greater interaction with the Audit Committee.		<ul style="list-style-type: none"> <li>▪ Interaction with the Audit Committee has already increased and is set to continue with IAM input into Audit Committee training programme and regular meetings with the Audit Committee Chairman.</li> </ul>	RH throughout 2015	<b>Completed.</b> <u>Longer-term:</u> <ul style="list-style-type: none"> <li>▪ continue the practice of new regular meetings and review when necessary</li> </ul>
Input into strategy and vision.		<ul style="list-style-type: none"> <li>▪ Audit Charter approved by Audit Committee 10/09/14.</li> </ul>	RH - ongoing	
<b>Planning</b>				
Greater interaction with the Directors & CEO.		<ul style="list-style-type: none"> <li>▪ Periodic attendance at Directorate Management Teams to supplement emails to Heads of Service.</li> </ul>	RH - Jan/ Feb 2015 and ongoing	<b>Completed.</b> <u>Longer-term:</u> <ul style="list-style-type: none"> <li>▪ continue the practice and review when necessary</li> </ul>
Available resource v. audit need.		<ul style="list-style-type: none"> <li>▪ This will be covered annually in the Annual Audit Plan report.</li> </ul>	RH - ongoing	<b>In progress</b>
Terms of reference agreed for each audit assignment.		<ul style="list-style-type: none"> <li>▪ This has already started to happen and is evolving with every piece of work.</li> </ul>	RH - ongoing	<b>Completed.</b> <u>Longer-term:</u> <ul style="list-style-type: none"> <li>▪ continue the monitor and evaluate the new practice (scoping meeting and TOR)</li> </ul>
<b>Risk based focus</b>				
Mapping strategic risk to audit plan.	Audit plan is evolving but still predominantly focussed on financial areas.	Audit plan will continue to evolve and develop in line with engagement with Management. Key risk areas discussed at Directorate Management Team meetings.	RH - ongoing but no later than June 2016	<b>Completed.</b> <u>Longer-term:</u> <ul style="list-style-type: none"> <li>▪ Continue to monitor emerging risks &amp; issues as well as needs of management</li> </ul>

# WAO CGI & FOLLOW-UP INSPECTION – Audit Action Plan (Proposal for improvement P6)– Progress as of 14/04/2015

INITIAL REVIEW	FOLLOW UP REVIEW	INTENDED ACTIONS	Responsible officer & target date	IGPB Monitoring Status
<b>Reporting &amp; communication</b>				
Not all reports signed out by IAM.		<ul style="list-style-type: none"> <li>To be reviewed and included within audit manual.</li> </ul>	RH/DG - March 2016	In progress.
Follow up mechanisms could be improved.		<ul style="list-style-type: none"> <li>To be reviewed and included within audit manual.</li> </ul>	RH/DG - March 2016	In progress.
Communication with stakeholders somewhat variable.		<ul style="list-style-type: none"> <li>Audit clients are to be briefed on the audit process at the commencement of each assignment.</li> </ul>	RH/DG - ongoing	<b>Completed.</b> <u>Longer-term:</u> <ul style="list-style-type: none"> <li>continue the monitor and evaluate the new practice (scoping meeting and TOR)</li> </ul>
		<ul style="list-style-type: none"> <li>Reporting protocols within the Audit Service will be defined within the audit manual.</li> </ul>	RH/DG - March 2016	In progress.
<b>Quality assurance &amp; performance mgt.</b>				
Quality review of files.	Has not assessed against PSIAS although is looking to participate in contract arrangement being established within South Wales.	A self assessment against PSIAS will be undertaken in order to identify areas for further development prior to the external assessment.	Staff group – Sept. /Oct. 2015	In progress.
	Working papers could be improved in terms of level of review & quality of documentation.	This will be reviewed and addressed in the new audit manual.	RH/DG - March 2016	In progress.
Inconsistency in the issue of reports.		This will be reviewed and addressed in the new audit manual.	RH/DG - March 2016	In progress.
Performance measures should be introduced & reported.		All wales annual benchmarking exercise is undertaken with quarterly data collected and recorded on Fynnon.	Ongoing on a quarterly basis	<b>Completed.</b> <u>Longer-term:</u> <ul style="list-style-type: none"> <li>Used as part of self-evaluation</li> </ul>
<b>Use of technology</b>				
No integrated mgt. system in place for audit planning, execution, documentation & reporting.		Cost and resource implications will need to be assessed against benefits. Have been using existing software since 1996 without major issues.	RH/DG - March 2016	In progress.
		<ul style="list-style-type: none"> <li>Audit manual to be re instated. Full rewrite to include the outcomes of the reviews identified above.</li> </ul>	RH/DG - March 2016	In progress.
		<ul style="list-style-type: none"> <li>Enhanced commitment to training of staff to increase knowledge of the requirements of the new standards.</li> </ul>	Courses already booked up to June 15	<b>In progress.</b> <u>Longer term:</u> Ongoing commitment to take up of suitable courses





## CABINET – 20TH MAY 2015

**SUBJECT: PROPOSED PARK & RIDE FOR YSTRAD MYNACH RAIL STATION**

**REPORT BY: DEPUTY CHIEF EXECUTIVE**

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### **1. PURPOSE OF REPORT**

- 1.1 To consider whether or not part of the Council owned land off Cedar Way in Ystrad Mynach, managed by Ystrad Mynach primary school, should be used towards the provision of an additional park and ride facility for Ystrad Mynach rail station.

### **2. SUMMARY**

- 2.1 The recently completed station improvements and access for all scheme at Ystrad Mynach rail station presented an opportunity to consider a park and ride car park extension to the existing oversubscribed car park. Welsh Government has expressed their strong support for the scheme and has engaged a consultant to develop a detailed proposal with a view to delivering it by April 2016, funded from their south east Wales Metro programme.
- 2.2 In order to facilitate the delivery of the scheme, a part of the recreational land currently used by Ystrad Mynach and Ysgol Gymraeg Bro Allta primary schools would be required to facilitate the access for the park and ride. The land in question provides less space than recommended in the building regulations but the proposed scheme would not impact on the current useable recreational grassed area. There is also the possibility of negotiating improvement and accommodation works as part of the scheme.

### **3. LINKS TO STRATEGY**

- 3.1 A key aim of the Council's adopted Local Development Plan (LDP) is to provide a modern, integrated and sustainable transport system that increases opportunity, promotes prosperity and protects the environment; where public transport, walking and cycling provide real travel alternatives.
- 3.2 The recently adopted SEW Valleys Local Transport Plan (LTP) for the county borough also reflects the LDP aim in its vision statement. It also includes the aim to protect the environment, by minimising transport emissions and consumption of resources and energy, by promoting walking, cycling, quality public transport, modal shift and minimising demand on the transport system.
- 3.3 Welsh Government's Vibrant and Viable Places (2013) reinforces the importance of an improved transport network and sets out the Welsh Government's Regeneration Framework, which seeks to establish a more integrated way of improving the prosperity of the country. Importantly it identifies an improved transport network as one of the key building blocks to reverse economic, social and physical decline.

## 4. THE REPORT

- 4.1 During 2014/15 Welsh Government (WG) and the Department for Transport (DfT) invested heavily in a station improvement programme/access for all scheme respectively at Ystrad Mynach rail station that greatly improves the station waiting and ticket office facilities and provided lift access between the platforms for rail passengers. This will improve the customer experience and increase passenger numbers.
- 4.2 In order to facilitate these works the contractor leased land from the Council to set up a site office and create a works access to Network Rail's (NR) operational land (refer to the hatched area on the plan in Appendix 1 and for the land that is the subject of this report). The land in question is used as a recreation area for pupils of Ystrad Mynach and Ysgol Gymraeg Bro Allta primary schools. The land required for the access road is not used for sports/physical activities by the school.
- 4.3 A site visit was extended to Members and officers in October 2014 and from the extensive clearance that had taken place to accommodate the construction of the new station facilities, an opportunity was identified to consider a park and ride (P&R) facility where the car park could be located on NR's southbound operational land with access provided across the Council's land. Officers approached WG and NR officials to discuss whether or not there was the potential to develop a proposal. From the initial discussions, the scheme was considered feasible and WG engaged their consultant to develop the scheme and design proposals with a view to funding being secured from WG's south east Wales Metro programme.

### Current Scheme Proposal

- 4.4 A copy of the latest scheme proposal is included in Appendix 2. This takes in to account issues raised by officers and the schools and tries to address them as far as possible. The proposed layout offers 121 car parking spaces in addition to the existing 93 spaces provided in 1999 (following an extension to the limited parking previously available) that are greatly oversubscribed. Since then, train frequencies on the Rhymney line have improved to provide a train every fifteen minutes between Bargoed and Cardiff. These improvements have generated significant growth in the number of passenger travelling, and the improvements at the station will accelerate the public demand for P&R facilities.
- 4.5 WG has confirmed that funding is available as part of their south east Wales Metro programme to deliver this scheme but that the funding would need to be spent by the end of March 2016. The scheme is estimated to cost in the order of £1.4m and would be fully funded by WG. However, WG would need confirmation by the end of May 2015 that the Council supports the scheme and would make the land required to provide the access road available, after which the funding would be at risk of being reallocated to another scheme.
- 4.6 This would allow them time to submit a planning application for the access road in June 2015 and deliver the scheme by March 2016 (note the car park on NR's land would be constructed under NR's permitted development rights). It should be noted that allowing use of a small part of the Council's land does not mean the scheme will go ahead as any planning application would need to stand or fall on its own merits.
- 4.7 The schools were initially advised of the P&R proposal by email on 5 December 2014 including a preliminary plan proposal. Officers subsequently attended a meeting of the Ystrad Mynach primary school Governing Body on the 27 January 2015 (where the Head Teacher of Ysgol Gymraeg Bro Allta primary school was also in attendance). The scheme proposals were discussed along with the issues and concerns raised by the school. The meeting concluded with the Schools stating they objected to the proposals, and were requested to submit their objection and detailed concerns in writing.
- 4.8 A letter was received via email on 23 March 2015 a copy of which is attached in Appendix 3. Officers again met with the Head Teacher of Ystrad Mynach primary school and representatives of the Governing Body on 21 April 2015. Details of the latest scheme

proposals at that time were shared and discussed at the meeting together with the proposed delivery timescale if the scheme were to go ahead. Each point of the school's letter was discussed in turn.

- 4.9 A summary of the responses given together with the potential mitigation offered by the scheme is also included in Appendix 3. A plan showing the land that would remain available for recreational activities is included in Appendix 4. The plan in Appendix 5 shows the land take necessary in the context of the existing recreational land. This shows that the available and usable grassed space would not be reduced if the scheme were delivered. In addition, WG has indicated they would be willing to consider mitigation and accommodation/ improvement measures for the recreational area as part of the scheme.

#### Comments from Education Services

- 4.10 In considering the request to make land available for the proposed P&R scheme, Cabinet must take account of The Control of School Premises (Wales) Regulations 2008 (regulation 3). This states the local authority may give such directions as to the occupation and use of the premises of a community or community special school or maintained nursery school as it thinks fit. However, full consideration needs to be given to the representations made by the school and also whether sufficient land is left to meet the school's needs.
- 4.11 The provision of spaces is governed by the building bulletin (BB) regulations. BB103 is the most recent (June 2014) area guidelines for mainstream schools and is produced by the Department for Education. As well as recommendations for inside areas, it also has recommendations for the following:
- Soft outdoor PE
  - Hard outdoor PE
  - Soft informal and social areas
  - Hard informal and social areas
  - Habitat areas
- 4.12 The total area of soft surfaced outdoor PE includes sports pitches laid out to suit team games and other soft-surfaced facilities that can provide for the PE and sports provision such as field sports areas, trim trails and bike tracks. This area does not include ecology areas or other general green spaces.
- 4.13 The location, size and shape of grassed outdoor PE areas should be based on a number of considerations including the statutory requirements, safety considerations, gradient, relationships between winter-games pitches and summer athletics and cricket provision (as appropriate), orientation of pitches and accessibility.
- 4.14 Based upon provision for both Ystrad Mynach Primary and YG Bro Allta pupils, the recommended area would amount to circa 11,000 sq m, based upon the combined 5-11 age range (as specified in the regulations). This is in excess of the recreational space available but the schools were built long before the regulations existed. Given the increasing importance of outdoor play to the curriculum and with regulations advising on recommended areas for outdoor play, CCBC has sought to make such provision when developing schools. Recent examples include Greenhill, St James and Cwm Ifor Primary schools. It is also proposed to make such provision with the new YGG Caerffili and the new Abertysswg/Pontlloftyn Primary.
- 4.15 Facilities for outdoor play were provided for YGG Penalltau when the school was built. They also have access to facilities closer to the school e.g. Lewis Girls school so is not deemed relevant to this report.

#### Strategic Considerations

- 4.16 Within the County Borough there is an existing network of well established settlements that are focused on key Principal Towns and Local Centres that acts as hubs for enterprise and

activity for those areas. The connectivity of these towns and centres is essential if the county borough is to have a thriving economy and if people are to access jobs and services within the area and within the wider Cardiff Capital Region.

- 4.17 Within the Mid Valleys Corridor the Principal Towns are Ystrad Mynach and Blackwood supported and complemented by the Local Centres of Nelson, and Newbridge. Ystrad Mynach is strategically located in the Rhymney Valley and the Mid Valleys Corridor and has in recent years attracted significant investment, from both the public and private sector. The town is now the home to the Council's headquarters, the Local General Hospital, the College and Ystrad Mynach Police Station and Custody Unit. More recently the Centre for Sporting Excellence has also located in the town.
- 4.18 The presence of all of these major services and facilities means that Ystrad Mynach is a significant employment and learning centre within not only the Mid Valleys Corridor but also for the wider region. Increasingly it is becoming a strategic location for investment and growth and thus the availability of an accessible public transport network is critical to service this important centre.
- 4.19 Looking forward, Ystrad Mynach will become increasingly important as a destination as it will be the Principal Town that will serve the proposed Strategic Development Site at Maesycwmmmer. The potential development of an additional 1700 houses in Maesycwmmmer will place additional pressure on the public transport network and there is a pressing need to improve capacity at nearby stations; in particular at Ystrad Mynach and Llanbradach.
- 4.20 Good public transport provision influences where people will choose to live and work and also where they visit and spend money when they interact with friends and family. It is important therefore stations within the county borough are attractive, accessible and offer a real alternative to private transport for residents.
- 4.21 The existing P&R car park is over subscribed and as a consequence the surrounding streets often experience overflow parking, so there is a need therefore to explore the opportunity to provide additional capacity at Ystrad Mynach and relieve pressure on the surrounding highway network, particularly for the longer term.
- 4.22 The improved connectivity delivered through enhancements to capacity in this area will have a positive impact on the ongoing development of Ystrad Mynach as a Principal Town. The regular frequency of the trains on the Rhymney Valley Line to Cardiff and the wider region, together with future enhancements e.g. electrification, provides the opportunity for residents to access a wide range of jobs, thus having a positive impact on the economic activity levels in the town. It is therefore important that provision is made for adequate P&R at Ystrad Mynach to enable residents to use public transport rather than accessing these job opportunities by car. This will in turn contribute to the reduction in congestion on the highway network and help to achieve national green house gas emission targets

## **5. EQUALITIES IMPLICATIONS**

- 5.1 An EIA screening has been completed in accordance with the Council's Strategic Equality Plan and supplementary guidance. No potential for unlawful discrimination and/or low level or minor negative impact has been identified therefore a full EIA has not been carried out.

## **6. FINANCIAL IMPLICATIONS**

- 6.1 There is no financial obligation on the authority regarding the delivery of the scheme as this would be fully funded by WG. The Council would be responsible for the maintenance of the access road (i.e. that part of the scheme on Council owned land), but this would be accommodated within the existing Engineering Services highway maintenance budget.

## **7. PERSONNEL IMPLICATIONS**

7.1 None.

## **8. CONSULTATION**

8.1 The schools have been consulted and a copy of their letter stating their objection and concerns is included in Appendix 3, together with officer responses.

8.2 All responses from consultations on this report have been incorporated in the report.

8.3 Should the scheme proceed the access road would require planning permission. A public consultation would be undertaken as part of the planning process and WG has indicated it would hold a public exhibition for the scheme for the local community, this being over and above the normal practice required.

## **9. RECOMMENDATIONS**

9.1 Cabinet consider the representations set out at Appendix 3 and subsequently determine whether or not part of the Council owned land off Cedar Way in Ystrad Mynach (as shown in Appendix 2) should be used to allow the provision of an additional park and ride facility for Ystrad Mynach rail station.

9.2 If Cabinet are minded to approve the use of the land for the park and ride facility Cabinet approve the transfer of operational responsibility for the land necessary to deliver the scheme to the Engineering Services Division and delegate officers to continue liaising with WG and their consultant/partners to progress the scheme, including the submission of the relevant planning application.

## **10. REASONS FOR THE RECOMMENDATIONS**

10.1 To fulfil the aspirations set out in the Council's LDP and LTP and to expand rail park and ride facilities in Ystrad Mynach as explained in paragraphs 4.16 to 4.22.

## **11. STATUTORY POWER**

11.1 The Local Government Acts 1972 and 2000 and The Control of School Premises (Wales) Regulations 2008 (regulation 3).

Author: Clive Campbell, Transportation Engineering Manager

Consultees: Cllr. Tom Williams, Cabinet Member for Highways, Transportation & Engineering  
Cllr. Rhianon Passmore, Cabinet Member for Education & Lifelong Learning  
Cllr. Alan Angel – ward Member for Ystrad Mynach  
Cllr. Martin James, ward Member for Ystrad Mynach  
Chris Burns, Interim Chief Executive  
Dave Street, Corporate Director Social Services  
Terry Shaw, Head of Engineering Services  
Huw Morgan, Team Leader – ITU  
Keri Cole, Chief Education Officer  
Bleddyn Hopkins, Assistant Director (Education Services)  
Jonathan Lloyd, Head Teacher – Ystrad Mynach primary school  
Delyth Williams, Head Teacher – Ysgol Gymraeg Bro Allta primary school  
Pauline Elliott, Head of Regeneration and Planning  
Rhian Kyte, Team Leader - Strategic & Development Planning

Tim Stephens, Development Control Manager  
Colin Jones, Head of Performance and Property Services  
Gail Williams, Interim Head of Legal Services and Monitoring Officer

Appendices:

- Appendix 1: Map of recreation area showing land leased to Network Rail's contractor
- Appendix 2: Plan of proposed P&R scheme for Ystrad Mynach rail station
- Appendix 3: Letter of objection from the primary schools with officer responses/comments
- Appendix 4: Plan showing the land that would remain available for recreational activities
- Appendix 5: Plan showing the land required from the existing recreational activities



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- NOTES**
- THIS IS A C.A.D. DRAWING AND SHOULD NOT BE AMENDED BY HAND.
  - ALL DIMENSIONS IN METRES UNLESS OTHERWISE STATED.
  - LAYOUT IS INDICATIVE ONLY TO PROGRESS INITIAL DISCUSSION WITH VARIOUS STAKEHOLDERS.
  - A RISK ASSESSMENT HAS NOT BEEN PRODUCED TO DETERMINE THE NEED FOR THE VRS. THIS WILL BE COMPLETED FOLLOWING AGREEMENT OF LAYOUT.
  - EXACT LOCATION OF STEPS & RAMP BETWEEN CAR PARK & PLATFORM TO BE CONFIRMED FOLLOWING A SITE VISIT.
  - PROPOSED CAR PARK TO HAVE 113 NO. PARKING SPACES, INCLUDING 8 NO. DISABLED BAYS. (5% AS NWR STANDARDS)
  - LOCAL HIGHWAY SIGNING TO BE REVIEWED & UPDATED TO REPRESENT NEW PARK & RIDE FACILITY.
  - FOR INITIAL PRICING ASSUME 6 NO. NEW CCTV COLUMNS WITH 12 NO. CAMERAS AND 17 NO. NEW LIGHTING COLUMNS TO COVER NEW ACCESS AND CAR PARK.
  - CAR PARK & ACCESS ROAD LIGHTING TO BE TWO SEPERATE SUPPLIES. CAR PARK FED FROM STATION & ACCESS ROAD FROM HIGHWAY.
  - NO HFS ANTICIPATED FOR THE ACCESS ROAD DUE TO LOW NUMBERS OF HGVS ANTICIPATED TO BE USING ROUTE.
  - FOR CROSS SECTIONS AND LONG SECTIONS REFER TO 35136900-HHC\_YST\_SK005
  - PROPOSED PARKING BAY DIMENSIONS TO BE 2.6m x 4.8m.

**KEY**

- CARRIAGEWAY / CAR PARK
- EXISTING CARRIAGEWAY TO BE RESURFACED
- PAVED AREA
- FOOTWAY
- BATTER SLOPE CUT
- BATTER SLOPE FILL
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- VEHICLE RESTRAINT SYSTEM (VRS)
- ACCESS GATE TO NETWORK RAIL LAND
- PROPOSED TRAFFIC SIGN

Rev	Date	Description	By	Chk	App
C	28/04/15	ACCESS ROAD RE ALIGNED TO REDUCE LAND TAKE. A472 BUS STOP REMOVED.	AM	GS	GS
B	17/04/15	PROPOSED AMENDED	AM	GS	GS
A	10/03/15	NOTES AND ACCESS TO P&R AMENDED	AM	GS	GS

**INFORMATION**

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Client: **WELSH GOVERNMENT**

Site/Project: **METRO STATION IMPROVEMENT PROGRAMME PHASE 1**

Title: **YSTRAD MYNACH STATION PARK & RIDE PRELIMINARY DESIGN**

Drawn: AM	Checked: GS
Designed: AM / RG	Approved: GS
Date: 05/03/2015	Scale: AS SHOWN   A1   Sheet: 1 OF 1
Project Number: 35136900-HHC	Drawing Number: SK004
	Revision: C

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LAYOUT PLAN  
SCALE 1:1000

INSET A  
1:500

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### Appendix 3: Letter of objection from the primary schools with officer responses/comments

Dear Mr Campbell

We would like to outline our huge concerns as to the proposed plans for our school field at Ystrad Mynach Primary School. We as a Governing Body would like to object for the following reasons. The school field is used predominantly by three schools and clubs from the area. The three schools are Ystrad Mynach Primary School, Ysgol Bro -alta and Ysgol Penallta. The schools have over 1100 children between them and they use the school field throughout the year for events including sports day, sporting festivals and curriculum based use.

The school field bar a few days has been used every day for curriculum and extra- curricular provision.

*Officer comment: a schedule of the schools' activities for use of the recreational space i.e. specific activities, dates/frequency and pupil numbers and map of the sports day carousel were requested at the meeting on 21 April 2015 (and subsequently confirmed by email on 23 April 2015). The information has since been received.*

If the school field was used for an access road under the current plans this would cause the following problems.

1. The pupils would not be able to have a full size football and rugby pitch as we do now and regularly have used for matches.

*Officers response: The designer has shown (from topographical surveys and plans) that a football or rugby pitch to appropriate WFA & WRU standards respectively can be provided in the land alongside the proposed access road.*

2. The noise pollution would be on three sides as opposed to one side of the field which is presently so.

*Officer response: WG's designer does not consider the scheme will generate any significant pollution but this issue would be properly considered as part of the planning application process.*

3. The foliage and trees would not house wildlife for field study owing to noise pollution and light pollution.

*Officer response: WG's designer does not consider the scheme will generate any significant noise or light pollution but this issue would be properly considered as part of the planning application process. WG are willing to consider mitigation/accommodation works to preserve such field study activities.*

4. Pupils would not have access to quiet areas for forest schools, pose and reflection activity.

*Officer response: WG's designer considers that such quiet areas can be maintained/re-provided and WG are willing to consider mitigation/accommodation works to preserve and possibly enhance such quiet areas. The schools' views on what mitigation/ improvements to the area they would like to see that would be of benefit were requested at the meeting on 21 April 2015 (and subsequently confirmed by email on 23 April 2015). The information has since been received.*

5. The 7ft or 8 ft fence which will no doubt be put up around the field will again disrupt the nature of the school field and take away the 'forest school elements of the curriculum.

*Officer response: no such fence is proposed. The details of any boundary treatment (including landscaping) would be discussed with the schools alongside any opportunity for accommodation and enhancement works.*

6. It reduces the capacity for housing sports day events where we use the whole of the school field for carousel activities and an audience to watch. Currently we may have over 700 people attend our sports day. This will greatly affect what we need to do. This is also the same for the Welsh schools.

*Officer response: WG's designer has shown that the usable grassed area would not be reduced and WG are willing to consider accommodation and enhancement works to improve the availability and efficient use of space.*

7. Our school is already landlocked and we have limited capacity for play. We do not have any current green field site. By reducing the school field you are cutting the square metre per child of open field for them to play on. In a time of obesity levels being at a premium you are taking away the wide open field that the children have.

*Officer response: WG's designer has shown that the usable grassed area would not be reduced and WG are willing to consider accommodation and enhancement works to improve the availability and efficient use of space.*

8. There is also a fight going on this week in the British Courts over the link of road pollution to close proximity of schools and the limiting affect that these toxins have on pupils. We already have huge congestion issues and traffic here at Ystrad and this will further add to the issue.

*Officer response: comments noted. WG's designer does not consider the scheme will generate any significant pollution but this issue would be properly considered as part of the*

*planning application process. Environmental Health services have confirmed that there are no current concerns over air quality in this area.*

9. The school day starts at 8-00am for Breakfast club and finishes at 4-15am for after school clubs. We have over 17 after school clubs a week. This will be peak time for the traffic to come and leave the park and ride adding further congestion and health and safety issues with children leaving and approaching the school site. It will also attract more people into Ystrad and again when parents bring their children into school this will actively affect the journey and wellbeing of children who may and will be dropped off further afield so as to avoid the well documented Ystrad Mynach Traffic.

*Officer response: the main use of the facility would be commuters travelling to Caerphilly and Cardiff who would generally be expected to travel before 8 am and arrive back after 5pm. Therefore there would be no significant overlap with the school start and finish times. The rail service offers a fifteen minute frequency so passenger arrivals and departures would be spread out. WG's designer has undertaken some preliminary traffic generation analysis that estimates that traffic generated by the rail P&R proposal would be less than 10% of the existing traffic flows on the A472 in this area. This assumes the worst case that all journeys to the P&R would be additional to the existing levels of traffic. In reality many journeys would be taken off the network and transfer to rail. In addition it would help to remove over spill parking in the surrounding residential streets.*

10. The school field is also used by the Beaver groups and Scouts who again use it for outdoor life skills, wildlife watch etc. This will be eroded by the placement of this road.

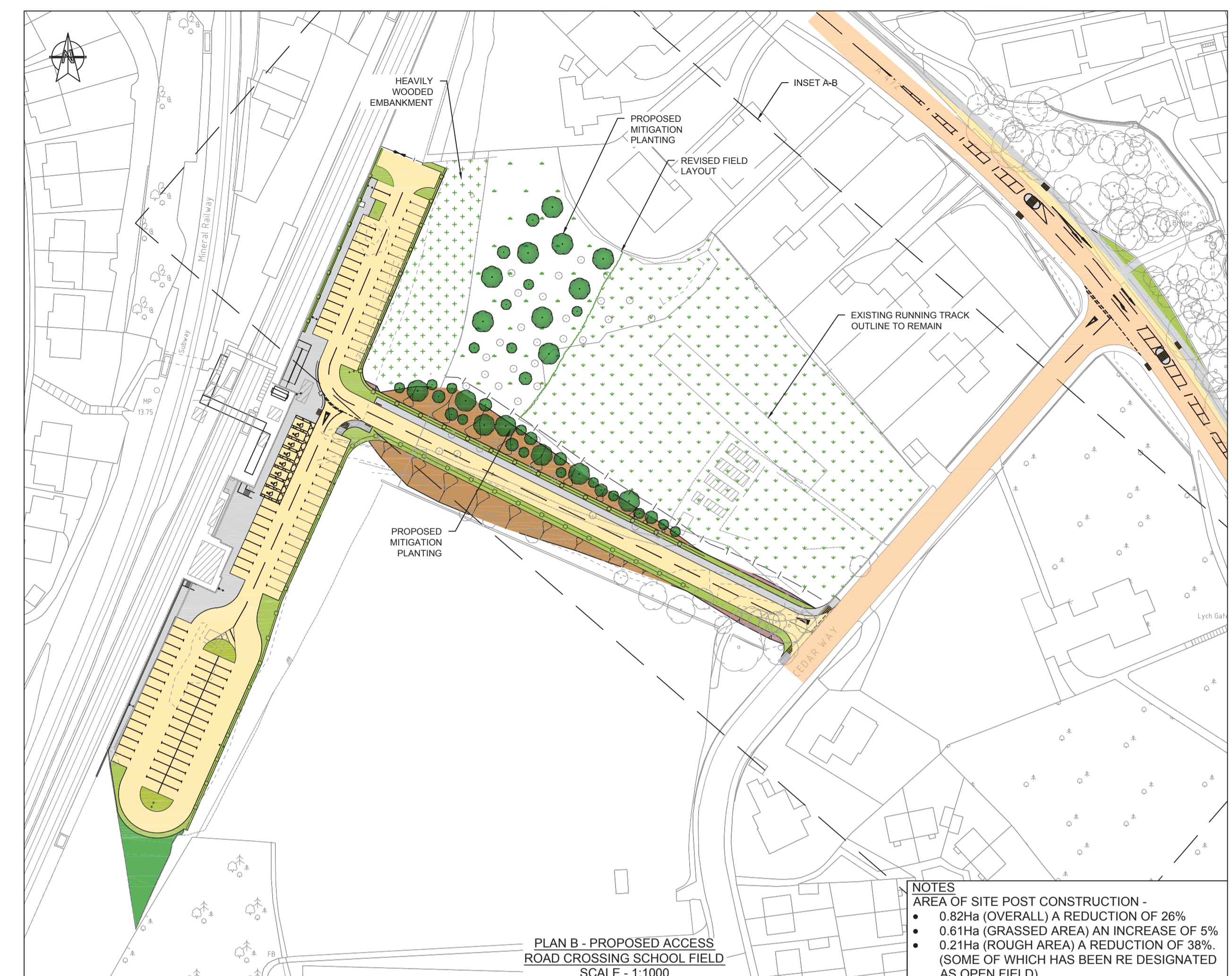
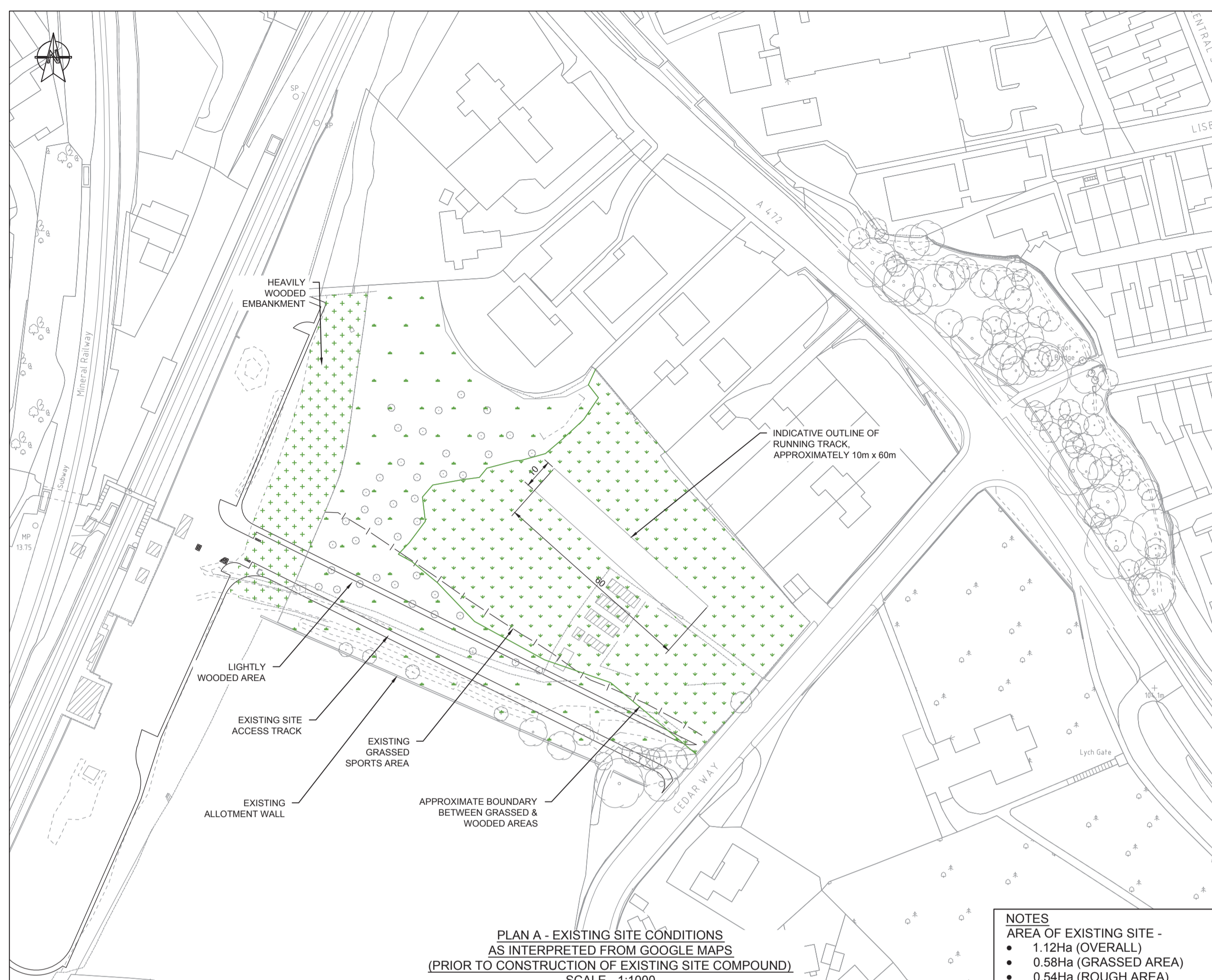
*Officer response: comments noted and further details were requested at the meeting on 21 April 2015 (and subsequently confirmed by email on 23 April 2015). The information has since been received. For the reasons given above no adverse impact is anticipated for these groups.*

11. The school field has actively been used by both schools for the best part of 40 years. Progress does not mean we have to go with the flow because it doesn't mean that progress is always good!! The well-being of our children and further generations is being compromised.

*Officer response: comments noted. The report states the wider development plan and sustainable travel issues that also need to be considered.*

Governing Body of Ystrad Mynach Primary School

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Rev	Date	Description	By	Chk	App
A	25/04/15	PROPOSED AMENDED	AM	GS	GS

FOR DISCUSSION

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Client:  
**WELSH GOVERNMENT**

Site/Project:  
**METRO STATION IMPROVEMENT PROGRAMME PHASE 1**

Title:  
**YSTRAD MYNACH STATION ACCESS RAMP IMPACTS**

Drawn: AM	Checked: GS
Designed: AM	Approved: GS
Date: 25/03/2015	Scale: AS SHOWN   A1   Sheet: 1 OF 1
Project Number: 35136900-HHC	Drawing Number: SK009
	Revision: A

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EXISTING NETWORK  
RAIL FENCELINE

PROPOSED  
FENCELINE OF  
ACCESS ROAD

EXISTING  
ALLOTMENT  
WALL

CEDAR WAY

Recreation Ground

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SK008  
YSTRAD MYNACH LAND  
SCALE 1:500

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