Education and Life Long Learning Service Improvement Plans 2014-15   APPENDIX A

Mid Year Update: April – September 2014

Learning, Education and Inclusion

Improvement Actions

1. Improve standards of attainment, particularly at key stage 2 in literacy and key stage 4 at the Level 2+ threshold

2. Review the Behaviour Strategy and implement recommendations

3. Review all data systems held within the Directorate and streamline as appropriate

4. Complete the ALN Review and implement recommendations

5. Review provision and outcomes for EOTAS pupils

Planning and Strategy

Improvement Actions

1. Identify, support and monitor young people and adults disengaged, or at risk of disengagement from learning.

2. To review and update the Directorate MTFP planning process to deliver the savings required on behalf of the Council.

3. Ensure service provision meets the formal, informal and non-formal learning needs of young people and adults.

4. Create opportunities to strengthen employability skills

5. Develop an effective and accessible Youth Service that supports the personal and social development of young people

6. To improve the recording of FSM pupil's entitlement in CCBC.

7. Implement tracking and transition arrangements between services, for the benefit of all learners

8. Review of Public Library Service and future delivery options

9. Implement new Management Arrangements for Library Service

10. Review of Community Centre Service and future delivery options

11. Take urgent action to reduce surplus capacity in schools generally and Secondary schools in particular.

12. Ensures facilities for formal, informal and non-formal learning are fit for purpose

Learning, Education and Inclusion

Improvement Actions

Action 1

Improve standards of attainment, particularly at Key Stage 2 in literacy and Key Stage 4 at the Level 2+ threshold				
Improvement Actions	**Success Criteria**	**Timescale**	**Resources**	**Progress**
Identify Catch Up team to deliver interventions. Identify groups of targeted learner groups on a cluster basis. Monitor and evaluate progress termly and adjust provision.	80% of pupils in year 7 have reached functional levels of Literacy and access the curriculum at key stage 3 with more ease and independence.	April 14 – March 15	£65k interventions budget	The Catch-up Literacy Team has implemented the programme across 26 primary schools, targeting 117 Year 6 pupils with Standardised Scores (SS) between 75-84 for the period May-July 2014. Within this 3 month intervention period, 43% of learners made a minimum of between 0-3 months progress. From Sept 14, Year 6 pupils are the target audience. SS have been changed to between 78-87 to address issues for pupils at the top end of the basic skills range to the lower end of average learner range. 220 Year 6 pupils across 33 schools have been identified to receive intervention over a 9 month time period.

Improve standards of attainment, particularly at Key Stage 2 in literacy and Key Stage 4 at the Level 2+ threshold				
Improvement Actions	**Success Criteria**	**Timescale**	**Resources**	**Progress**
Work with schools to identify target learners. Identify appropriate interventions. Monitor implementation of interventions and pupil progress on a termly basis. Work closely with EAS to ensure a synergy of approach.	50% of year 10 and 11 pupils identified for targeted interventions in year 10 (currently identified as not achieving the Level 2+ threshold) will achieve Level 2 +	April 14 – March 15	£120k intervention budget	There has been an improvement in the schools identification of target pupils which will continue to be refined in 2014/15.
Review provision for all EOTAS pupils on an individual basis. Set targets for all EOTAS pupils. Monitor progress.	Outcomes for EOTAS pupils improve.	April 14 – March 15		EOTAS – A review of all EOTAS provision is underway. Currently, there is a reorganisation in the management of the provision. Community Tuition arrangements have been improved. Pupil expectations have been raised with a minimum of 5 GCSEs on offer for pupils who are able to engage in learning at this level.
Identify vulnerable groups of learners across all schools and establish a tracking system. Review how progress is tracked.	Performance of pupils in vulnerable groups continues to improve.	April 14 – March 15		A Vulnerability Assessment Profiling (VAP) tool has been developed, which allows key pieces of data to be analysed

Improve standards of attainment, particularly at Key Stage 2 in literacy and Key Stage 4 at the Level 2+ threshold				
Improvement Actions	**Success Criteria**	**Timescale**	**Resources**	**Progress**
Ensure interventions are appropriate. Monitor progress. Work closely with EAS to ensure a synergy of approach.				collectively and scored to give a vulnerability score. The tool has been piloted in 2 schools, and alterations to the system are being implemented as a result of the initial findings. The process of monitoring and evaluating pupil progress through school tracking systems continues to be refined, and in future will be cross referenced with the VAP to provide a holistic view of the pupil.
Identify team to deliver interventions. Identify groups of targeted learner groups on a cluster basis. Monitor and evaluate progress termly and adjust provision.	Raising functional literacy for year 4.	April 14 – March 15		Literacy intervention provided for 129 Year 4 pupils with SS between 74-84 between Sept 2013 – Feb 2014, indicated a minimum of 4 months progress was achieved for 82% of the cohort. 23% made between 7 – 12 months progress during the 16 week block of intervention. Based on the rate of progress prior to intervention, pupils made double the rate of progress

Improve standards of attainment, particularly at Key Stage 2 in literacy and Key Stage 4 at the Level 2+ threshold				
Improvement Actions	**Success Criteria**	**Timescale**	**Resources**	**Progress**
				expected in 16 weeks.

September 2015 intervention is being implemented for 210 Year4 pupils with SS between 74-84 across 55 primary schools. |

Action 2

Review the Behaviour Strategy and implement recommendations				
Improvement Actions	**Success Criteria**	**Timescale**	**Resources**	**Progress**
LA to review policy and the model policy for schools. Review and evaluate Team Teach to identify areas for improvement. Revise the Toolkit to support managing behaviour. Produce a summary Behaviour Strategy for schools and settings. Produce guidance for working with parents using a Team Around the Family approach including delivering relevant parenting courses. Deliver training for governing bodies. Deliver NQT training.	Tier 1 – All schools and settings will be in receipt of Team Teach training and have access to the behaviour toolkit. A holistic approach is taken across all settings underpinned by a robust policy and is monitored for consistency in application. LA have a revised policy.	October 15	£5k	The progress against this area of work has been documented in the report "The Behaviour Strategy 2014-2016" which will reported to Scrutiny committee on the 4th November.
LA to collect and collate self-evaluation reviews from schools Training programmes are agreed and	Tier 2 – All schools have completed self-evaluation on behaviour and issues addressed are identified.	July 14	£20k	

Review the Behaviour Strategy and implement recommendations

Improvement Actions	Success Criteria	Timescale	Resources	Progress
delivered to headteachers and key staff in the first instance. Roll out of training to commence. As part of the ALN review, the function of Behaviour Support and the range of provision is reviewed and recommendations made. Review and re-launch managed moves policy. Build upon the pilots delivering short course family support through schools. Implement the recommendations from the Behaviour Support review. Monitor the impact of measures taken at each tier. As part of the ALN review, all relevant resource bases are regularly monitored and outcomes used to inform future planning.	Training is delivered in response to this and evaluations completed indicate a high level of satisfaction and confidence with the training. Recommendations from the review of Behaviour Support Service and provision are implemented and resources are targeted more efficiently. Tier 3 – The needs of pupils at this tier are identified and appropriately met. All relevant LA staff have received training and work together well in a consistent approach. Resources/ interventions are targeted in accordance with need. Reduction in numbers of days lost in accordance with performance indicator.	September 14		

Action 3

Review all data systems held within the Directorate and streamline as appropriate				
Improvement Actions	**Success Criteria**	**Timescale**	**Resources**	**Progress**
Review all data being gathered on pupils across the Directorate	Full evaluation of the current systems in place carried out	July 14		Review completed
Refine and merge all data into Tribal systems platform including Music Service and Youth Service	All information transported into the Tribal Systems platform. More efficient reporting of data achieved.	August 14 (Music Service) Jan 15 (Youth Service)		Music Service information imported. Music Service now continually entering data. Youth Service import has begun and is being reviewed.
Import all results data into Tribal systems platform	All results data imported. Reports generated for specific groups of pupils e.g. ALN, FSM, LAC etc to allow targeted intervention	August 14		Key Stage 2 and 3 data imported. Working with Tribal Systems to import FP and K4 and 5.
Establish a link with SIMS to enable the capture of all attendance data to be imported into the Tribal system platform.	All school attendance data captured accurately and timely	August 14		Attendance data being imported on a weekly basis.
Migrate Tribal Systems applications to a more stable server environment	All systems migrated successfully. More secure back up of data achieved.	August 14		Ongoing – awaiting support from Corporate IT Services.

Action 4

Complete the ALN Review and implement recommendations				
Improvement Actions	**Success Criteria**	**Timescale**	**Resources**	**Progress**
Complete phase 1 and feedback to stakeholder group and scrutiny. Implement recommendations made.	Phase 1 completed and recommendations implemented	April 14 to March 15		Phase 1 completed and recommendation made at Scrutiny September 14. Report to Budget Forum.
Commence phase 2 of review	Phase 2 completed and recommendations implemented	April 14 to March 15		Individual interviews with those Head teachers and governing bodies affected to commence in November 14.
Complete phase 2	Phase 2 completed and recommendations implemented	April 14 to March 15		As above
Complete phase 2 and feedback to stakeholder group and scrutiny. Implement recommendations made.	Phase 2 completed and recommendations implemented	April 14 to March 15		To be completed in the relevant timescales, as above.

Action 5

Review provision and outcomes for EOTAS pupils				
Improvement Actions	**Success Criteria**	**Timescale**	**Resources**	**Progress**
Review all EOTAS provision and the needs of all learners. Implement recommendations made.	Appropriate provision in place to meet the needs of all learners	July 14		A review of all EOTAS provision is underway. Currently, there is a reorganisation in the management of the provision.
Set challenging targets for all pupils in this group of learners which will be regularly monitored and reviewed.	Outcomes for these learners in line with their challenging targets	September 14		Pupil expectations have been raised with a minimum of 5 GCSEs on offer for pupils who are able to engage in learning at this level.
Review current system. Implement recommendations.	Effective tracking and monitoring in place. Reporting systems are efficient.	July 14		A review of all EOTAS provision is underway and there is currently a reorganisation in the management of the provision.

Planning and Strategy

Improvement Actions

Action 1

Identify, support and monitor young people and adults disengaged, or at risk of disengagement from learning.				
Improvement Actions	**Success Criteria**	**Timescale**	**Resources**	**Progress**
Increase the numbers of young people engaged by the Youth Service in comparison to the youth population (11-19 years)	- Increase from 7000 to 8000 - Increase from 15% to 20% of youth population engaged. - 10 case studies providing qualitative evidence of the value of youth work intervention and the progress of young people	March 2015	Officer time	The numbers of young people engaged is scheduled to increase with the introduction of new youth work methods. This includes youth workers in four schools, summer provision and an increase in outreach and detached work. The case studies are currently being developed to reflect the broad and progressive range of youth work methods.
Increase the numbers of young people benefitting from intervention within a school environment (11-19 years)	- 4 youth workers and 4 family worker based in 4 schools developing an early intervention process	September 2014	Communities First / Welsh Government / Schools	A total of 112 young people have been engaged within this programme to date. Youth Workers are currently identifying their needs and developing individual learning plans for each young person.

Identify, support and monitor young people and adults disengaged, or at risk of disengagement from learning.				
Improvement Actions	**Success Criteria**	**Timescale**	**Resources**	**Progress**
To establish a template and strategically guide and support schools in Caerphilly to develop the true concept of a Community Focused School and provide a valuable resource for the whole community.	- Map of current facilities and provision available for community - Effective 'Use of Premises' contract and protocol in place.	July 2014 December 2014	Officer time Officer Time	Data has been collated on the projects developed in each school, numbers of children and young people engaged and the amount of funding generated for schools through this strategy.
To ensure safe practice and equality of opportunity by improving access to information and services which are non-discriminative, foster citizenship and empower children, young people and adults to reach their full potential	- appropriate insurance is secured by all services delivered within the community focused schools - Welsh language opportunities have taken place in community focused schools	December 2014 March 2015	Officer time Officer time	Officers are ensuring that all activity is delivered in line with the policies and procedures of the authority which include Health and Safety guidelines.
Identifying young people most at risk of disengagement by developing a robust early identification data driven tool that will allow vulnerability profiling to be undertaken on pupils within mainstream and EOTAS provision	- Early identification system in place and fully operational at Key Stage 4 - Refine operating system to rollout across whole school	December 2014 March 2015		A Vulnerability Assessment Profiling tool has been developed, which allows key pieces of data to be analysed collectively and scored to give a vulnerability score. This will provide schools and key members of LEI staff with an early identification tool for

Identify, support and monitor young people and adults disengaged, or at risk of disengagement from learning.				
Improvement Actions	**Success Criteria**	**Timescale**	**Resources**	**Progress**
				those at risk of becoming NEET. The tool has been piloted in 2 schools, and alterations to the system are being implemented as a result of the initial findings.

Action 2

To review and update the Directorate MTFP planning process to deliver the savings required on behalf of the Council.				
Improvement Actions	**Success Criteria**	**Timescale**	**Resources**	**Progress**
Review all agreed savings proposals and develop a detailed Action Plan to ensure successful delivery thereafter.	- Action Plan prepared for all savings proposals for 2014/15 and beyond.	Apr – Aug 2014		The details for the Statutory Savings were presented to Special Scrutiny on the 19th June. Members asked for additional detail on specific areas within the presentation which was presented to them at a meeting on the 18th September.
Senior Managers review their service and present a discussion paper for the Director. This to include : a. All services analysed between Statutory; Essential and Choice. b. Then scored between 1-5 stars with 5 stars being the least "painful" savings and 1 star the most difficult. c. Impact of service reductions to be detailed. d. The staffing implications relating to the options to be detailed. e. Any VFM data to be made available to support services.	- Individual plans prepared by all Senior Managers.	August – October 2014	7 FTE from within Directorate	Managers have prepared and presented reports to Special Scrutiny Committees which took place on the 19th June and 18th September, presenting a number of options to be considered by members.

To review and update the Directorate MTFP planning process to deliver the savings required on behalf of the Council.				
Improvement Actions	**Success Criteria**	**Timescale**	**Resources**	**Progress**
Undertake "challenge" meetings with the Director to discuss priorities and actions.	- Meetings taken place and priorities agreed.	April 2015		Challenge meeting took place in the preparation of the Special Scrutiny reports, and amendments were made before final papers were presented for consideration by members.
Provide feedback to Service Managers to enable service changes to take place in a timely manner to provide a three year financial plan.	- Have an up-to-date robust and prioritised Directorate MTFP in place for 2014/15	April 2015		As above, managers were provided with an opportunity to make amendments to reports following challenge meetings. The reports were then presented to members, and options selected which will allow for more detailed budget planning.

Action 3

Ensure service provision meets the formal, informal and non-formal learning needs of young people and adults.				
Improvement Actions	**Success Criteria**	**Timescale**	**Resources**	**Progress**
Consult, publish and implement the Youth Service Strategy.	- Consultations with young people, staff, partners and elected Members completed and …	July 2014		A rigorous consultation process on the Caerphilly Youth Service Strategy was undertaken from April to Jun 2014. This included consulting young people, Elected Members, parents, partners and staff. The information is currently being utilised to revise the strategic document.
Expand youth work methodology and settings in order to meet the needs of young people.	- Embed broader youth work methodology within Service structure	March 2015		Youth work methods have been expanded to include youth work in schools, work based learning opportunities through the PASSPORT programme and a volunteering programme.
Enable partnerships with statutory and voluntary organisations in order to empower schools and the local community to maximise the use of resources, secure additional funding, avoid duplication and draw on expertise, to sustain high quality community provision in all community	- Connecting Communities Strategic Group engages specialists to improve working practice - Additional funding and resources secured from 10 sources	March 2015 March 2015		Officers have established partnerships with a range of organisations in order to broaden learning opportunities for young people. This includes Colleges, Universities and Radio Stations recently.

Ensure service provision meets the formal, informal and non-formal learning needs of young people and adults.				
Improvement Actions	**Success Criteria**	**Timescale**	**Resources**	**Progress**
focused schools in Caerphilly.				A total of £140,000 was raised for schools during the 2013/14 academic year.
Facilitate, guide and support the development of services and activities within community focused schools for the benefit of children, young people and adults in pursuit of community regeneration	- 4 Health Promotion events in school - Out of School Hours Learning programme inc. Holiday programmes for schools and members of the community	March 2015 September 2014		Derwendeg Primary School has hosted one event and a further three are planned for the new year. Contributions have been made to primary school programmes at Glyngaer, Hendre, Nant-Y-Parc, Pengam, Penllwyn, Phillipstown, Waunfawr and Ystrad Mynach.Alsoat all comprehensive schools with the exception of Oakdale and YG Cwm Rhymni.
Produce a baseline map of education, training and re-engagement provision mapped against the Careers Wales five tier model	- Map produced and used to inform gap analysis and future planning	July 2014		A baseline map was produced following the 5 Tier model.
Produce a SWOT analysis for EOTAS provision and proceed with identified actions to improve provision	- SWOT produced and action plans developed for individual programmes	September 2014		A SWOT analysis was produced and a review of the provision is current taking place to address the identified areas of opportunities.

Ensure service provision meets the formal, informal and non-formal learning needs of young people and adults.

Improvement Actions	Success Criteria	Timescale	Resources	Progress
Increase the number of basic skills enrolments and raise the level of basic skills through formal accreditation and informal assessment.	- Learner enrolments rise from 1463 to 1500 - 305 learners to achieve basic skills qualifications (This is a 10% increase on the achieved amount for 2012/13 academic year) - 422 learners to achieve individually set targets. (This is a 10% increase on the achieved amount for 2012/13 academic year)	Oct 2014 (Based on the 2013/14 academic year)	Current staff team. Coleg Gwent Franchise, Families First and Welsh Government FL funding.	Learner enrolments – 1403 enrolments in total, due to nearly 200 decrease in Family Learning enrolments (1132 down to 946) following change of provision from workshops and school programmes to individual home and small community groups with Families First funding. ABE enrolments increased from 303 to 388 and ESOL enrolments increased from 32 to 60. Basic skills qualifications – 344 learners achieved basic skills qualifications during 2013-14, over target by 39. Individually set targets – 447 learners achieved their individually set targets. This was an achievement rate of 88%.

Action 4

Create opportunities to strengthen employability skills				
Improvement Actions	**Success Criteria**	**Timescale**	**Resources**	**Progress**
Increase the numbers of young people securing non formal learning accreditation. • Local qualification • National qualification	- Increase the percentage of young people securing local accredited outcomes from 20% to 30% - Increase the percentage of young people securing national accredited outcomes from 2% to 4%	March 2015	Officer time	Managers have established a task group to increase the numbers of young people currently securing the Duke of Edinburgh Award Scheme. This will provide the drive to engage young people within schools, Youth Service and Voluntary Youth Organisations. Managers have set targets to increase nationally accredited outcomes in line with the expansion of youth work methods.
Increase the numbers of youth workers with professional qualifications in youth work.	- Increase numbers of staff holding appropriate qualifications 90%	March 2015	Officer time	Workforce development arrangements are being refined and an audit / survey is being developed in order to strengthen data collection and links in iTrent.
Develop and deliver a curriculum that provides a range of opportunities & qualifications that will enable learners to access job opportunities or progress within work	- The service will deliver 64 vocational courses to attract 817 learners. (10% increase on actual achieved in 2012/13)	Oct 2014 (Based on the 2013/14 academic year)	Existing resources	The service is currently working with a range of partners in order to deliver a wide and varied curriculum which will enable learners to apply for work or to progress in current employment

Create opportunities to strengthen employability skills				
Improvement Actions	**Success Criteria**	**Timescale**	**Resources**	**Progress**
				positions.
	- Successful completion of these courses will rise from 87% to 88%.			
Support residents into employment opportunities and to sustain employment by providing coaching, mentoring, skills training and accredited qualifications.	- Meet ESF BIW project target of supporting 374 people into work over the life of the project. (251 to end of March 2014)	December 2014	Existing resources	This target is a set ESF project target and cannot be changed it has already been exceeded. The actual number of gaining qualifications is 1279 as at the end of March 2014.
	- 1193 working people will gain qualifications throughout the life of the WSfA project.	December 2014	Existing resources	

Action 5

Develop an effective and accessible Youth Service that supports the personal and social development of young people				
Improvement Actions	**Success Criteria**	**Timescale**	**Resources**	**Progress**
Consult, publish and implement the Youth Service Strategy	- Youth Service Strategy consultation complete - Youth Service Strategy published	December 2014	Existing resources	A rigorous consultation process on the Caerphilly Youth Service Strategy was undertaken from April to Jun 2014. This included consulting young people, Elected Members, parents, partners and staff. The information is currently being utilised to revise the strategic document.
Increase the numbers of young people engaged by the Youth Service in comparison to the youth population	- Increase the percentage of young people engaged in the Youth Service from 35.1% to 35.8%. (Movement from 7848 young people to 8000 as a percentage of 22,351 10 - 19 aged Young People, Census 2011)	April 2015	Existing resources	As youth work methods are expanded, broadened and become more progressive, more young people will engage. This will include supporting young people who are at risk or are currently NEET.
Introduce a "Youth Work in Schools" project to engage young people experiencing poverty and deprivation, to improve attendance, behaviour and achievement.	- Increase the numbers of young people benefiting from intervention within a school environment. (No baseline as Youth workers in schools will be a new project)	April 2015	Grant funding through WG, Communities First	Project commenced with the onset of this academic term. A total of 112 young people have been engaged within this programme to date.

Develop an effective and accessible Youth Service that supports the personal and social development of young people				
Improvement Actions	**Success Criteria**	**Timescale**	**Resources**	**Progress**
Increase the numbers of young people securing non-formal learning qualifications	- Increase in % of Young People engaged by the Youth Service achieving local accreditations from 29.7% to 30% (2331 of 7848, to 2400 of 8000) - Increase in % of Young People engaged by the Youth Serivce achieving national accreditations from 5% to 5.5% (399 of 7484, to 440 of 8000)	April 2015	Existing resources	The number of local and national accreditations is recorded through the Youth Clubs and provisions. The data for Q2 is currently being collected and validated and progress against this action will be reported as soon as the information is available.
Improve equality of access to Youth Service provision, by widening delivery of Youth Work. *Expand youth work methodology and settings in order to meet the needs of young people.*	- Deliver the Youth Service Strategy and evidence how the needs of young people have been met by the service.	April 2015	Existing resources	Officers are working with managers on a regional basis to develop a logic table for ESF. This includes the potential to develop Apprentice Youth Workers who will increase the capacity to engage young people.
Refining methods of data collection, embracing current technology and aligning with other educational data, to better track the engagement and progression of young people. *Introduce a method of data collection, which embraces technological methods of collection, to track engagement and progression for young people.*	- Introduce a new electronic data collection system within youth clubs and projects - Work with education to develop a system that links with SIMS to improve tracking of young people from school to youth provision	April 2015	Existing resources	Managers have developed a system that enables services to track and target young people most at risk.

Action 6

To improve the recording of FSM pupil's entitlement in CCBC.				
Improvement Actions	**Success Criteria**	**Timescale**	**Resources**	**Progress**
Undertake a detailed review of the process for 2014/15.	- All issues highlighted and appropriate recommendations introduced.	Mar/Apr 2014	1 FTE from within the Directorate	Review of processes within admissions team i.e. validation and training COMPLETE Recommend review is now undertaken within FSM team based in the Directorate of the Environment.
To undertake a detailed training programme with schools to increase their understanding of the financial impact of this area to the Council.	- Training programme delivered effectively	Jun - Sep 2014 Dec 2014	1 FTE from within the Directorate	Training undertaken, significant improvement in number of errors found during validation process. 2015 training planned in line with PLASC deadline dates.
Initially review all PLASC returns re accuracy of data (both RSG and school performance data).	- All data returned from schools analysed for accuracy. - Any errors highlighted to schools and notified to WG thereby measuring RSG for coming year.	Jan 2015	1 FTE from within the Directorate	Data analysed and no major errors identified. The outcomes of the review are to be fed back into the training programme.

Action 7

Implement tracking and transition arrangements between services, for the benefit of all learners				
Improvement Actions	**Success Criteria**	**Timescale**	**Resources**	**Progress**
Establish a robust data collection process in order to make informed decisions about future delivery	- Pilot data collection system completed and evaluated. - Introduction of second phase of pilot to ensure system is fit for purpose.	August 2014 December 2014	Officer time	Managers have developed a system that records youth centre and club engagement and attendance. It also includes information on the quality of premises and staffing costs. This robust information provides managers with the opportunity to make decisions on the future delivery in communities throughout the Borough.
Better brokerage and coordination of support, through developing local proposals for allocating lead workers, including consideration of funding and resources, in partnership with local stakeholders	- Complete a lead worker mapping document to identify staff and provisions capable of undertaking lead worker function. - Establish Engagement and Progression multi-agency practitioner forum to ensure effective partnership working to provide support to vulnerable young people	July 2014 April 2014		The mapping document for lead workers has been developed. This has informed the multi-agency partnership which held its first strategic meeting in October 2014.

Implement tracking and transition arrangements between services, for the benefit of all learners				
Improvement Actions	Success Criteria	Timescale	Resources	Progress
Take a strategic approach to workforce planning and tackling youth employment by using the early identification information to inform and direct intervention from Careers Wales, school support team and wider employment, training and education programmes (Prevent, LIFT, Passport)	- Establish a Careers Wales placement agreement - Identify key staff to undertake Careers Wales Placement Officer role	May 2014 July 2014		The placement agreement with Careers Wales has been established. The identification of a key person has not yet been established due to transition of staff.
EOTAS pupils' achievement and attainment is tracked via monthly Care and Concern Meetings Coordinator, where attendance, behaviour, barriers, attainment and non formal support will be reviewed and remedial actions agreed as required and lead worker support is allocated as appropriate.	- Meetings established and appropriate actions agreed and recorded.	March 2015		This now falls within the remit of the Engagement and progression Framework which is being managed by Adult, Community and Youth.

Action 8

Review of Public Library Service and future delivery options				
Improvement Actions	**Success Criteria**	**Timescale**	**Resources**	**Progress**
Terms and scope of a review of future Public Library delivery options are agreed.	- Education for Life Scrutiny Committee and Cabinet receive reports as required on the scope of the review and delivery options they may wish to consider progressing.	June 2014 – October 2014	SA/TM/GE	Initial report of options available presented to Education for Life Scrutiny Committee on June 19th 2014. Members requested that further assessments be undertaken on option 3 'tiered library opening hour reductions' to progress matters further within the scope of the review of provision and wider MTFP requirements of the Authority.
Consultation undertaken with staff, trade unions, Public, Members, local Town and Community Councils on the future pattern of Public Library provision proposed. In line with the Council's Constitution and Statutory obligations.	- Effective consultation undertaken in accordance with Council's Constitution, Public Libraries and Museums Act 1964, and Welsh Government's Equality Impact Assessment requirements.	January 2015 to June 2015	GE/JL/TM	Preparatory work yet to be scoped and will be led by the Authority's future delivery/service option plans for Public Libraries and MTFP priority areas.

Review of Public Library Service and future delivery options				
Improvement Actions	**Success Criteria**	**Timescale**	**Resources**	**Progress**
A report on the future of Public Library provision within the County Borough is presented to Scrutiny and Cabinet for comment and approval as required.	- Education for Life Scrutiny Committee and Cabinet receive reports as required on future delivery options best suited for Public Library provision within the context of the financial constraints of the Council's MTFP 2014-2017.	July 2015	SA/TM/GE	Initial report presented to Education for Life Scrutiny Committee in June 2014. Further report being prepared at present on option 3, 'tiered reduction in opening times'. Reports will be prepared as required/requested as the process of service reconfiguration takes place – and in line with Member requirements.
Implement outcomes of Public Library review process and consultation.	- Decommissioning process commenced where and if required. - Redeployment consultation process with any staff effected undertaken. - Plans developed with appropriate partner bodies and local groups to establish sustainable alternative delivery options at the Library sites where such measures can be effective and are agreed.	September 2015 – March 2016	GE/JL/TM	Awaiting direction and action required from MTFP Scrutiny process and Cabinet budget setting priorities (Feb/March 2015).

Review of Public Library Service and future delivery options				
Improvement Actions	**Success Criteria**	**Timescale**	**Resources**	**Progress**
Investigate the option to merge Library and Customer Service teams, either in part or whole, to assist in reducing operating costs as part of the Council's MTFP 2014-2017 and to improve overall effectiveness of each area of delivery.	- Agree terms of reference for any merged service provision. - Joint task and finish group established between Library and Customer Service teams to consider merger options available with appropriate input from HR and trade unions. - Report prepared on timetable for any merger, cost savings achievable and best model for any merged provision. - Report presented to both respective Scrutiny committees for comment (Education for Life and Policy and Resources) and to Cabinet for approval.	January 2015 – June 2015 July 2015	GE/DT/TM/LJ GE/DT/TM/LJ	No progress to report, though initial scoping of Blackwood Library for a possible shared Customer Service Centre relocation is being investigated.
Implement any recommendations linked to the merger review of Library and Customer Service teams.	- Appropriate recruitment and appointment process instigated; - Redeployment options where required explored with those employees affected. - Merged service implemented.	September 2015 – March 2016	GE/DT/TM/LJ	This is not yet appropriate as above.

Action 9

Implement new Management Arrangements for Library Service				
Improvement Actions	**Success Criteria**	**Timescale**	**Resources**	**Progress**
Report outlining proposed new Library Management Arrangements prepared for Education for Life Scrutiny Committee and Cabinet	- Report presented and endorsed by Scrutiny on June 4th 2014 - Report presented and approved by Cabinet on June 18th 2014	June 2014 June 2014	GE/TM/SA Report preparation time =2-3 days	The County Borough Library Service's proposed new Management Arrangements Report was received and endorsed by Education for Life Scrutiny Committee on June 4th 2014. The new staffing arrangements were implemented ahead on schedule on August 1st 2014.
Recruitment and appointment process to ring fenced posts as part on new Management Structure	- Appointments made within agreed timescale - All remaining officers accommodated within new Management Structure	August to October 2014 October 2014 to March 2015	GE/JL/KD 2 weeks	Completed. New management arrangements adopted from August 1st 2014.
New Library Management Structure fully live	- Structure and officers all in post by April 1st 2015	April 2015	GE/JL	See above.

Action 10

Review of Community Centre Service and future delivery options				
Improvement Actions	**Success Criteria**	**Timescale**	**Resources**	**Progress**
Prepare options appraisal report on future delivery options for the Council's Community Centre Service as part of Authority's Special Scrutiny meeting arrangements.	- Options for future delivery of Community Centre Service at reduced operating cost to the Authority prepared.	June to September 2014	GE/TM/SH	An initial report scoping outlining a number of options that Members may wish to progress with regard to Community Centre provision was presented to Education for Life Scrutiny Committee on September 18th 2014. Members requested further information on options 3 and 4, relating to facility number reductions where an agreed set of criteria supported this approach and option 4 where some form of transfer to the community had potential for further exploration. Draft criteria for Community Centre review/utilisation assessment and the terms of reference in establishing a Member, Officer, and Management Committee

Review of Community Centre Service and future delivery options				
Improvement Actions	**Success Criteria**	**Timescale**	**Resources**	**Progress**
				representative team to lead on the options appraisal activity will form the next stage of the process and be reported to a forthcoming Education for Life Scrutiny meeting when prepared.
Report presented to Special Scrutiny Committee.	- Report delivered as planned and outcomes clearly agreed for future prioritisation.	October 2014	GE/TM	See above, completed.
Prioritisation of work streams and areas for additional savings linked to 2014-17 MTFP, identified through Special Scrutiny process and Member Seminar(s)	- Delivery plan for future of Community Centre Service agreed with clear objectives, milestones and arrangements for any volunteer sector action co-authored with the respective agencies and local resident input.	November 2014 ongoing	GE/TM/SH	N/A will be progressed as part of the overall MTFP planning and delivery requirements.

Action 11

Take urgent action to reduce surplus capacity in schools generally and secondary schools in particular				
Improvement Actions	**Success Criteria**	**Timescale**	**Resources**	**Progress**
Review and update capacity of all schools on an annual basis.	- 21st Century Schools Band A Programme met and both primary and secondary surplus places are below 10% by the end of Band A.	31 January 2015 & annually thereafter	Staffing 10 days	Programme of work on schedule, as planned.
Implement phase 1 of secondary rationalisation to reduce number of secondary schools places.	- 21st Century Schools Band A Programme met and both primary and secondary surplus places are below 10% by the end of Band A.	Formal processes autumn term 2013. Statutory Notice March 2014	Staffing 50 days, plus printing & postage 5k. Capital cost TBC	All formal processes completed.
Review primary school places in the medium term in the context of falling pupil rolls with a view to further rationalisation in Band B.	- 21st Century Schools Band A Programme met and both primary and secondary surplus places are below 10% by the end of Band A. -	April 2014 to July 2014	Staffing 20 days. Capital cost TBC	An updated School Places Plan is being reported to Scrutiny on 4 November 2014.
Review small primary schools (below 100 pupils) and those with more than 25% of their capacity unfilled with a view to further rationalisation in Band B.	- 21st Century Schools Band A Programme met and both primary and secondary surplus places are below 10% by the end of Band A.	31 December 2014	Staffing 5 days. Capital cost TBC.	Recommended as an action arising from updated School Places Plan.

Take urgent action to reduce surplus capacity in schools generally and secondary schools in particular				
Improvement Actions	**Success Criteria**	**Timescale**	**Resources**	**Progress**
Ensure all SOP2 bids are compliant to maximise £52m grant.	- 21st Century Schools Band A Programme met and both primary and secondary surplus places are below 10% by the end of Band A.	Ongoing process from now to March 2019 based on present timescales	Staffing 150 days. Capital cost up to £52m	Dates for all business cases advised to WG, together with spend profile anticipated.
Update of condition survey data – all schools.	- 21st Century Schools Band A Programme met and both primary and secondary surplus places are below 10% by the end of Band A.	Phased over 2014/15 financial year	Staffing 10 days	Circa 90% complete. Data to be uploaded into O Drive.
Prioritise scarce capital programme resources to deliver improvements in condition of school buildings and facilities.	- Improvements in condition and facilities in schools realised.	Ongoing via annual programmes	Staffing 10 days	Capital pro-forma circulated to schools re 2015/16. Programme likely to be finalised April 2015.

Action 12

Ensures facilities for formal, informal and non-formal learning are fit for purpose				
Improvement Actions	**Success Criteria**	**Timescale**	**Resources**	**Progress**
Improve the quality of premises to ensure fit for purpose facilities for young people.	- Utilisation of youth club banding system to inform the development of fit for purpose facilities	March 2015	Core/RSG budget Officer time	A banding system for all youth centres and clubs has been introduced. This has enabled managers to prioritise and upgrade key facilities. These include, Bedwas, Rhymney and Ynysddu Youth Centres
Support schools to develop facilities that help them engage their learners and their community	- Improvement made and examples of practice highlighted	March 2015		One example of this action is that the 4 pilot "Youth Workers in Schools" schools have had small facility developments to provide informal learning environments within the school site, as a place for the youth workers to engage with learners.
Ensure EOTAS facilities meet required Health and Safety standards, and are fit for purpose	- All EOTAS facilities satisfy Health and Safety Standards and support young people formal and non formal learning needs.	March 2015		A review of EOTAS is currently being undertaken.