

**REPORT A**

**Department for Education and Children**

**Heads of Service Overview**

**This is a brief overview of performance  
from each Head of Service who report  
data to this Scrutiny Committee**

**Gareth Morgans - Chief Education Officer**  
**Andi Morgan - Head of School Effectiveness**  
**Aeron Rees - Head of Learner Programmes**

**School Improvement/Education through Regional Working (ERW):**

All aspects of school-based 'Regional Working' continue to be centrally coordinated through the ERW Delivery Board and Heads of School Effectiveness. Our Chief Education Officer, Head of School Effectiveness (Western Hub- Carmarthenshire & Pembrokeshire) and Principal Challenge Adviser have full representation on the ERW Delivery Board which ensures the opportunity to guide and influence key priorities for Carmarthenshire.

The 2014-15 academic year witnessed success with both Welsh Government and Estyn Autumn reviews acknowledging the progress and impact of our work. The role of Challenge Advisers in brokering appropriate support and challenge for schools has developed well. This key role continues to gain momentum, producing effective results and outcomes within a range of schools and circumstances. In particular, we have undertaken the following defined activities to further support and challenge standards, provision and leadership across all of our schools:

**ERW Core Visits-** the Head of School Effectiveness, with the support of the Challenge Adviser Team and Inclusion Officers, ensured the effective implementation of the two scheduled ERW Core Visits:

**ERW Autumn Core Visit One:** this visit focuses on analyses of school performance data and brokered support, challenge and intervention for future school performance targets and improvement priorities. In addition, the visits enable discussion at individual school level on the implementation of the National Categorisation model. All schools are now categorised within one of four categories of varying levels of support\*. This is based on analyses and discussion of both their performance data and capacity to improve (as evidenced through their leadership and provision). Processes for reporting all findings from the visit have recently been updated (September 2015) via the provision of a valuable electronic resource. This welcome resource enhances the process of reaching and recording a collaborative, agreed view of the school's performance and support category. Core Visit One also continues to support the Headteacher Performance Management programme in partnership with school governors.

\*National Category Levels of Support:

**GREEN SUPPORT CATEGORY**

A highly effective school which is well run, has strong leadership and is clear about its priorities for improvement. These schools have a track record in raising the standards that pupils achieve and have the capacity to support other schools to do better.

**YELLOW SUPPORT CATEGORY**

An effective school which is already doing well and knows the areas it needs to improve. By identifying the right support and taking action, it has the potential to do even better.

**AMBER SUPPORT CATEGORY**

A school in need of improvement which needs help to identify the steps to improve or to make change happen more quickly. Through discussions with the regional school improvement service and local authority, the school will receive a tailored package of support.

**RED SUPPORT CATEGORY**

A school in need of greatest improvement and will receive immediate, intensive support. Progress will be closely monitored to make sure that the necessary improvements take place as quickly as possible.

**ERW Spring/Summer Core Visit Two:** the 2016 visits have maintained a clear focus on standards via the scrutiny of provision and leadership within our schools. Challenge Advisers and school-based leaders have collaborated on bespoke analyses of standards, provision and leadership through detailed scrutiny of school self-evaluation and improving quality processes. Collaborative scrutiny of this nature enhances each school's practice and in particular, enables all partners to take stock of its performance within an individual setting and context. All key strengths and improvement recommendation (including the sharing of good practice as agreed during these visits) are then shared with governors via the Headteacher's Report to the Governing Body.

The Head of School Effectiveness and Western Hub Team continue to facilitate further levels of 'School-to-School Support.' We have emphasised the development of the national agenda for a 'self-improving school system' with our work has including:

- a) the commissioning of experienced, effective Headteachers and senior practitioners (leading specific interventions, ERW core visits etc) in support of both individual school needs and those of particular clusters
- b) enhancing school collaboration through 'Triad Working' (clusters of schools collaborating together on an agreed set of improvement issues and benefiting from recognised 'good practice' within the system)

### **Ensuring quality and consistency across Hub working:**

Challenge Advisers continue to participate in national and regional training activities to ensure high levels of quality and consistency across their work. The revised National Standards for Challenge Advisers form an integral part of each adviser's professional development programme and have been used as a common theme within all new appointment processes. Quality Assurance activities across both the Hub and Region have continued to support 'best practice' providing useful systems and materials for the benefit of officers and therefore our schools. The Western Hub QA process includes valuable input and scrutiny from the Chief Education Officer, Head of Learner Programmes, ERW Managing Director, Head of School Effectiveness and Principal Challenge Adviser.

### **Inclusion/SEN/ALN Section**

The terms 'additional learning needs' (ALN) or 'special educational needs' (SEN) refer to children who have learning difficulties or disabilities that make it harder for them to learn or access education than most children of the same age. Many children will have ALN of some kind at some time during their education.

The Inclusion Service is an integral part of the school improvement service and contributes to raising standards in our schools and supporting them to ensure that learners with additional needs succeed. The team of experienced ALN officers provide bespoke advice and guidance to schools and work with teachers, learners and their parents.

Based on the 2016 PLASC data there were 7,630 learners on the SEN Register. In March 2016, Carmarthenshire had 918 learners with Statements of Special Education Needs (SEN). This figure has decreased since March 2015 when we had 1,007 statements. Approximately half of these statements are amended every year.

The Inclusion Panel considers requests for statutory assessments of special educational needs and requests for amendments to existing statements. In the last 6 months up until March 2016, the Inclusion Panel considered 119 cases, 38 of which were requests for statutory assessments.

## **The Minority Ethnic and Traveller Achievement Service**

In Carmarthenshire there are over 1,105 pupils on the English as an Additional Language (EAL) register. 324 primary school pupils and 165 secondary aged pupils are in receipt of support in 45 Primary schools and 10 Secondary schools.

There are currently 166 Gypsy/Traveller children on roll in schools across the county. The service works with 6 secondary schools and 8 primary schools to raise the attendance and achievement of eligible Gypsy and Traveller children and young people. Close working with families and other agencies helps to support with these key areas.

### **Behaviour Support:**

The Behaviour Support Community Team (BSCT) works with schools to support them in changing the behaviour of individual pupils by working with the pupil, their parents/carers and school staff. The Team provide advice and support on group/whole class management techniques and whole-school policy development. The Team provides training and professional development opportunities. It works with individual schools to devise bespoke training in response to need.

During the 2014/15 Academic Year 68 cases were worked with either directly or in an advisory capacity with 99 referrals in total (80 referrals from primary schools and 19 from secondary schools).

In addition to supporting schools currently using the interventions, members of the BSCT have undertaken-

- Training in 13 schools for Thinking Detectives
- Three schools are using Thinking Detectives strategies rather than the whole package
- 18 schools have had an introduction to Positive Play
- Another 15 schools have been supported with setting up the location.

### **Education Otherwise than at School (EOTAS):**

During Academic Year 2015/16 there were 6 new referrals to the KS3 Centre at Pwll, 9 new referrals to the KS4 Centre at Llwynhendy and 25 new referrals for the Home Tuition Service. The provision for pupils with emotional difficulties at Canolfan y Gors had 6 new referrals and now caters for 24 pupils.

The EOTAS Service monitors the education of children whose parents choose to educate them at home (Elective Home Education). In March 2016 there were 246 children being educated by their parents. The geographical spread is fairly even across the county.

### **Curriculum Reform & Learning Transformation**

The '*Palmantu'r Ffordd / Paving the Way*' report went through the corporate process last year and is the County Council's response to impending curriculum and assessment reform, guided primarily by national developments, namely the *Successful Futures* Report (2015) and the *New Deal* (2015) for The Teaching Profession. The ensuing curriculum developments in Carmarthenshire have entered the operational phase, with local initiatives being mindful, where pertinent, of ongoing developments at Consortium and Welsh Government levels. A parallel and complementary 11-19 review is currently undergoing internal consultation. Cross-border and cross-sector partnership activity has been ongoing. Leadership and change management of curriculum reform is being developed as the strategic vision is rolled out.

## **Youth Engagement and Progression Framework**

The Department for Education and Children continues to lead on the local implementation of the six elements of the Welsh Government's Youth Engagement and Progression framework, the flagship programme to reduce the number of young people who become NEET on leaving school. For the 2016-2017 year, the major focus of this work will be the full embedding of use of the Vulnerability Assessment Profile (VAP) in schools that enables the identification of young people likely to become NEET. Linked to this work, the Carmarthenshire elements of the Regional Cynnydd ESF bid overseen by the authority and Coleg Sir Gar will bring £2.21M of additional ESF funding to support up to 1008 young people aged 11-24's. This delivery will include additional educational programmes, work experience, personal support and transition arrangements to ensure that as many young people as possible can progress to further education, training or work on leaving school and college.

## **Adult Community Learning (ACL)**

The emphasis of the Authority course provision continues to be the long-term personal development of learners to enable them to progress to further education, training or employment. Due to budgetary constraints the service has been remodelled however we will concentrate on support for literacy, numeracy and English for Speakers of Other Languages.

- As of February 2016 the **Adult Community Learning Service** has 218 active enrolments enrolled on approximately 19 courses. 281 learners completed on 27 courses at the end of the Autumn term
- The Welsh for Adults provision currently has 292 individual learners enrolled on 31 courses. Welsh for Adults provision across Wales will be subject to major change in the 2016-2017 year, with a new all Wales entity established to oversee provision, replacing the existing four regional centres.
- The changes in enrolments match a decreasing trend in learner numbers across Wales in this sector. Local factors affecting enrolment include the current economic climate and the provision of free courses by some providers particularly for IT provision.

## **Curriculum Systems Development**

Over the past year we have developed and implemented several innovative Curriculum Systems within the Department. These have ensured consistency of approach by all users of the systems e.g. During Lesson Observations by School Improvement and Reporting on Pupil progress by the Music Service. We now have in place electronic systems that allow users to gain valuable feedback from their stakeholders and provide a baseline for improvement in certain areas e.g. Pupil voice questionnaire for schools and the "Codi Caerau" Welsh Charter questionnaire. We have also developed a secure 'cloud' based document store that allows all users access to the most current policies and guidance, and facilitates collaborative working on documents from any location. These new systems will facilitate the measurement of the impact of initiatives and training across the Authority as they provide statistical as well as visual feedback to managers.

## **Carmarthenshire Music Service 2015-2016**

Carmarthenshire Music Service has provided peripatetic music support to 95 schools across the county of Carmarthenshire (approximately 83%). Currently over 6,000 pupils receive tuition on a weekly basis across a range of instrumental and vocal tuition as well as curriculum support at Key Stage 2. Schools are offered a range of support via an annual Service Level Agreement (SLA) for a wide range of disciplines: Upper Strings, Lower Strings, Brass, Woodwind, Guitar, Drums, Harp, Keyboard, Recorder (including PPA cover), Curriculum Support (including PPA

cover), Vocal and Piano Accompaniment. Due to the current financial climate, and despite the range of provision outlined, the service is reducing its staffing in accordance with SLA requirements for the 2016-2017 academic year.

The service also currently offers 24 extra-curricular activities to learners across all Key Stages (*Junior* – Key Stage 2, *Intermediate* – Key Stage 3 and *Senior* – Key Stages 4 & 5). There have been a number of excellent performances during the academic year, most notably from the County Orchestra and the Secondary Schools' Girls Choir. Both groups have reached the finals of the *Festival of Music for Youth* and will be performing at *Symphony Hall* in Birmingham in July. All staff and pupils are encouraged to support and develop community music-making across the County of Carmarthenshire.

Pupils have represented their schools and county at a number of regional and national activities including *ERW - 6 Counties* and the ensembles of the National Youth Arts Wales (NYAW). Last year, Carmarthenshire had the second highest number of pupils in Wales performing with groups such as the National Youth Brass Band of Wales and the National Youth Orchestra of Wales.

### **Youth Support Service**

From April 2015, the Youth Justice and the Youth Service were accountable to a single Service Manager who created an integrated management structure to promote an ethos of working together to deliver targeted youth support to those young people who are in greatest need and who present the highest likelihood of engaging in anti social behaviour and youth offending. Since this time a phased re-structure has taken place to establish the Carmarthenshire Youth Support Service:

Phase 1: achieved the appointment of a Principle Youth Support Service Manager to oversee the Carmarthenshire Youth Support Service from 1/01/16.

Phase 2: achieved the appointment of 4 Youth Support Managers responsible for the management of 4 teams from 28/1/16, and have been in post from 01/02/16.

- By March 2016, the Youth Service had provided support services for 19% (4102 individual young people) of Carmarthenshire young people aged 11-19 and 14% (4397 individual young people) of the 11-25 population, a more targeted approach towards one to one and family support.
- Young people gained 610 Duke of Edinburgh Awards (DofE) in 2015/16 with approximately 4.0% of all eligible young people taking part in the Award.
- There is on-going development of partnership working to increase the number of young people in employment, education and training linked to a shared action plan with Pembrokeshire to implement the Welsh Government's Youth Engagement and Progression Framework.

The Crime and Disorder Act 1998 established Youth Offending Teams by creating a duty for local authority Chief Executives to secure the cooperation of statutory partners, Police, Probation Service and Health, to contribute resources to create a multi-disciplinary team with the primary aim of preventing offending by children and young people.

In Carmarthenshire we have seen a trend develop over a number of years which confirms that fewer children and young people are committing less crime, year on year. This reflects the investment and focus on prevention of youth crime and the YOPS has developed strong partnerships with a wide range of stakeholders who all recognise the contribution they can make to preventing youth offending. The consequences of this trend are wide-ranging and

include, a falling number of young people, entering the youth justice system, attending the youth court and being sentenced to custody, and importantly fewer victims.

When children and young people first come to the attention of the police for an offence, the response in Carmarthenshire is now a multi agency one, which allows the YOPS to assess young people, engage with all victims and parents/carers, in order to put in place interventions and support that will prevent further offending.

This continued investment in prevention and effective early intervention is critical to ensure that young people experience their adolescence without drifting into crime and antisocial behaviour and thereby sabotaging their own futures and creating misery for victims and parents alike.

### **School Governance Services**

- Ensures Governing Bodies are constituted, and governors appointed/ elected correctly.
- Supports the Federation process and prepares revised Articles and Instruments of Government.
- Provides advice and guidance to Governing Bodies across a broad range of areas.
- Consult with Governors to develop a focussed training package

### **School Organisation and Modernisation**

#### **Dinefwr Transformation:**

Work in **Ysgol Dyffryn Amman** was completed in readiness for September 2015.

Construction at **Ysgol Maes Y Gwendraeth** has progressed well with the new sports hall, science block and bus bays completed. The scheme continues at pace in readiness for full occupation by the school in September 2016.

Construction at **Ysgol Bro Dinefwr** has been completed in readiness for occupation by the Pantycelyn campus and Garreglwyd pupils. Tregib campus pupils currently will transfer in September 2016.

#### **21st Century Schools/MEP:**

The Authority's Modernising Education Programme (MEP) is making good progress. The biennial review of the MEP has been completed. A draft version of the updated programme has been discussed with Officers, a consultative group of Headteachers and a Member's seminar was held in October 2015. The revised MEP is currently being presented for approval via the democratic process.

Carmarthenshire's Band A Programme continues at pace with development progressing well. Four business cases have been approved by the Welsh Government enabling construction to commence on the **Coedcae, Llanelli Vocational Village, Seaside** and **Trimsaran** schemes.

The programme for the construction of an extension at **Ysgol Y Strade** as a central part of the County Council's Strategy to meet increasing demand for Welsh medium education in Llanelli was completed on time during the year.

Construction has been completed on the **Burry Port** and **Carreg Hirfaen** construction scheme and the new buildings handed over to the schools on time.

The MEP capital plan invested around **£34 million** across school infrastructure improvement projects in 2015/16, in varying stages of project development or delivery.

Additional temporary accommodation to address immediate space pressures was installed at two schools and another one is in planning for installation in the summer 2016.

#### **School Rationalisation:**

The County Council determined to discontinue **Llanfynydd Voluntary Aided School** and completed statutory procedures under the New School Organisation Code to legally discontinue

**Llansawel CP School.** The County Council formally approved a proposal to reorganise **Copperworks** and **Lakefield** Schools in Llanelli to facilitate the construction of a new dual stream primary school in South Llanelli.

### **School Capacity Calculations and Estate Management:**

The school reorganisation activities referred to above were supported through modelling revised capacity/admission numbers. An exercise on the wholesale revision of 3-11 capacity calculations was completed during the year and a number of capacities have been re-calculated on an ad-hoc basis in instances where schools were experiencing specific difficulties. The production of new updated block plans for all secondary schools were commissioned during the year.

### **Pupil Forecasting:**

An annual exercise to predict the number of pupils expected to attend each of the County Council's maintained schools in the coming years has been in place since 2002. Since then the forecast numbers for the primary sector as a whole compared to actual numbers have varied between +0.05% and -0.4%, a very reliable statistical outcome. The actual FTE number of primary pupils for January 2015 exceeded estimated numbers by 0.73% (110.5 pupils). In the secondary sector the forecast pupil population for January 2014 exceeded actual numbers by 0.9% (101 pupils). Pupil forecasting methods are continually monitored and reviewed with comparisons made between different methods and actual numbers. The 2016 exercise is currently on going.



## **Stefan Smith - Head of Children Services**

### **Children in Need and Prevention:**

We have been implementing the Child and Family Unit (CFU) systemic model of working. Dinefwr Childcare Team (DCCT) has been operating a systemic 'Pod' approach since September 2015. Each pod is led by a senior practitioner/assistant team manager and consists of 2 social workers, a family support worker and 0.5 admin assistant. The pods hold weekly meetings to discuss cases with input from the Educational Psychologist. This system of working appears to be going well with West Child Care Team (WCCT) commencing a Pod approach from April 2016 and roll-out to other child care teams in a phased approach during the year..

The Family Information Service (**FIS**) has built excellent relationships with schools. Through the successful Schools Award scheme, schools have helped to promote FIS to families and professionals to ensure families know there is one point of contact if they require information. This is in line with the Social Services and Well-being Act (SSWBA) which focuses on prevention reducing the need for statutory services to become involved.

The expansion of **Flying Start** has continued in Carmarthenshire with 1832 children now being able to benefit from this early intervention service. The planning and redefining for extending existing boundaries is continuing and data has been gathered in respect of potential new areas. Challenges continue throughout Wales in the availability and recruitment of sufficient Health Visitors to the posts. 95% of families with additional social welfare needs linked to poverty, living in a Flying Start area are receiving time specified interventions from the wider Flying Start Team

There is an on-going training and support programme in respect of Team Around the Family (**TAF**) approach, and including Police, schools, primary healthcare teams, voluntary sector in order to promote the model and how to access TAF support. All Families First (FF) commissioned projects are using the Joint Assessment Families Framework (JAFF) as an early assessment tool to help identify families strengths and needs and plan the most appropriate ways to meet them. 476 requests for support have been received from April to March (2015/16) resulting in 285 TAF cases. To date FF commissioned projects supported a total of 5,299 individuals (5,203 new to the service).

Our three Integrated children's centres (**ICC's**) have been busy during the year delivering Fun days, Free Play Clubs, Open Access Play, Disability Clubs, Parent/carer and toddler sessions, parenting courses with a focus on children's behaviour and emotional needs, midwife clinics, language and play, number and play, and children's sport development programmes.

We are continuing to raise awareness of young carers. A National **Young Carers** Awareness day took place on 28<sup>th</sup> January 2016. An e-learning package has been developed in collaboration with Hywel Dda Health Board, Powys Teaching & Health Board and 4 local authorities including Carmarthenshire, Ceredigion, Pembrokeshire and Powys. It is aimed at all staff in all departments across the authority as well as staff in the independent sector to help improve understanding and access to information and services for carers.

### **Assessment and Safeguarding:**

The Central referral Team (**CRT**) has been operating for 2 years ensuring one central point for referrals and a consistent approach delivered. Regular quarterly meetings take place to monitor thresholds for intervention to ensure preventative services are utilised wherever possible. Alongside this our Multi Agency Safeguarding children Hub (**MASH**) was set up at the same time enabling improved information sharing and decision-making at the point of referral.

Unfortunately commitment by other agencies to base staff within MASH hasn't yet materialised and this is now being taken forward by CYSUR on a regional basis. A 3 day Continuous Improvement workshop was held in October to look at how processes can be improved between agencies and these actions are being taken forward.

**CYSUR** (Mid and West Wales Region) continues to be embedded as part of the regionalisation of Local safeguarding Children Boards in Wales. CYSUR has devised a regional policy in relation to Child Sexual exploitation (CSE) and the first regional conference took place on 18<sup>th</sup> March 2016 which was very successful and well attended.

We are continually working on improving the quality of care plans, to focus more on outcomes, and engagement of children and families in line with the new Social Services and Well-being Act. From April we are piloting the '**Signs of Safety**' outcome measurement framework as part of our child protection conferencing. It is a strengths-based and safety-focused approach to child protection work grounded in partnership and collaboration.

We are continuing our work with housing partners to improve accommodation options and housing support for all vulnerable young people. We do not have any young vulnerable people in Bed and Breakfast and have developed services alongside Supporting People to ensure that this is sustainable. This work will continue as part of the supporting people working group.

**Safeguarding in Education** remains a key priority with a rolling programme of training in place, along with structured audits.

#### **Looked After Children (LAC) and Care Leavers:**

Following agreement with WG, the Pupil Deprivation Grant (PDG) to schools has been taken back centrally (PDG LAC pilot for 18 months). As part of this our PDG LAC team are providing support for LAC in schools to help improve attendance and attainment. Referrals are coming into the team, which has seen some success with children slowly returning to school. Training is taking place within the school setting, and schools are contacting the LACE team when they have any concerns about a child's attendance.

Our Emotional Health team (which is made up on a psychologist, therapeutic social worker and a direct worker) has continued to provide consultation, training and therapeutic services for our looked after children, foster carers, and other professionals. Foster carers have been attending PACE training (attachment informed practice with looked after children). We have seen an increase in challenging teenage placements during the year which places an added pressure on services and placement stability. We are continuing to struggle in recruiting foster carers for older children despite our robust marketing strategies to help try and address this.

A new placement panel was set up in September 2015 to gate-keep and consider all requests for children to become looked after to ensure preventative resources are being utilised to maintain children at home with family wherever possible, and also ensure placement stability is monitored more closely with foster placements to prevent disruption of children in our care. The panel provides more robust process of matching placements to children's needs and identifying additional support required to achieve better outcomes for children.

The Mid and West Wales Adoption region continues to progress and regular meetings are held to develop work across the regions. The adoption panel meeting in Carmarthen is now paperless, with all the necessary documentation shared with panel members electronically. This has resulted in more effective use of admin. time and reduced costs.

On Friday 23rd October 2015 Children's Services held their sixth annual corporate parenting event celebrating the successes of our looked after children and care leavers. Over 200 people including 87 of our children attended Ffos Las to join in with the celebrations

### **Children and young people with Disabilities:**

We have been reviewing the eligibility criteria for both the Children's Disability, and Transition Teams in order to simplify and make them easier to understand. A Senior practitioner in the Children's Disability Team focuses on children aged 14-16 to ensure we have effective plans in place for their transition to adulthood.

The Real Opportunities Project is not proceeding as an independent project but will be brought into the 'Cynydd' project, a regional project led by the Youth Service. We have developed pathways to ensure the service meets the needs of disabled young people to reduce the number who are at risk of becoming NEET.

The PINS service (Peripatetic Intervention Service) is now being undertaken in-house as Tim Camau Bach which is part of the Families First programme, providing an early intervention preventative service for 0-12 year old children with disabilities and their families to help overcome challenges and achieve their potential.

Garreglwyd is now a registered children's home. The specialist education facility at Garreglwyd has moved from Maes Y Gwendraeth to the new Bro Dinefwr campus and is called 'Canolfan Cothi', and following a transition period children commenced at the new facility from 24<sup>th</sup> February 2016.

Our continued focus on prevention and early intervention has seen the number of looked after children reduce significantly this year to 215 (as at 31/3/16) from 239 last year. The number of children on the child protection register has also seen a reduction from 104 to 88 (as at 31/3/16). In addition we were supporting 809 children in need and their families (as at 31/3/16) compared to 987 at the same time last year.

## Dave Astins - Strategic Development Manager

April 2015 saw a further increase in the price of **school meals** (from £2.20 to £2.30), and take-up has declined slightly which we are keeping a close eye on. The price is increasing again in April 2016 to £2.40 and we will be closely monitoring the impact this has on take-up. New **Service Level Agreements** have been agreed with all 11 secondary schools, with positive feedback from Headteachers on the service they receive. **Cashless tills** are now installed in all secondary schools, with installation at Ysgol Gyfun Emlyn completed in October 2015.

We have been looking into the cost/benefit of introducing **online payments for school meals**, which we believe is an essential step in modernising the service, making it easier and more convenient for parents to pay, and delivering other back office improvements including income reconciliation and debt management. We have been piloting **mobile working** with the support of the Transform, Innovate & Change (TIC) team, introducing laptops to 6 school kitchens and trialling electronic operational returns and electronic timesheets. Further processes will become paperless and laptops rolled out to all kitchens during 2016-17.

The **Children & Young People's Participation Strategy** was approved at full Council, spelling out what our priorities are and how we will deliver them. A **Children's Rights Promise** was also agreed by the Council and we will now put this into action. A comprehensive **survey of young people's views** has been developed, running to late May 2016. The annual **Youth Conference** was held at Parc y Scarlets in November, focussing on bullying, and was a fantastic day delivered by the Carmarthenshire Youth Council, supported by the Participation & Children's Rights team.

The bi-ennial **School Survey** was co-ordinated by the Division with all but 3 schools completing it. The feedback has been analysed and discussed at Headteacher meetings, and officers have used the feedback to inform their service planning.

We have continued to support schools in the use of *Teacher Centre* and **SIMS School Management Information Systems**, which were rolled out during 2014-15, working with Ceredigion County Council on improvements to *Teacher Centre* identified by schools.

In January the Division took on the responsibility for **school admissions**, placing some 8,000 pupils in 115 schools (primary, secondary and mid-year transfers). All School Admission Appeals were held within the statutory timescales. A decision has been taken, following consultation, to introduce a prioritised choice system from the 2017-18 academic year. This will make it clearer for parents and Headteachers alike, and hopefully reduce the number of appeals.

We have been heavily involved in the **TIC Back Office review**, and in particular have undertaken detailed work looking afresh at **creditor payment processes**, especially in catering. This has been very fruitful with a number of simpler processes being implemented, helping address a drop in staff resource as a result of severance.

Our electronic **Free School Meals** application process has now been in place for over 2 years and paper applications have virtually been removed. Following the introduction of Teacher Centre to primary schools we will review the process again during 2016-17.

As part of our efficiency drive we have promoted the use of **pool cars** at St. David's Park, and have been working with corporate colleagues, to look at a corporate managed pool car system. We reviewed the format of the Information for Parents school admissions booklet and reduced the cost by 50%. As a Division we have co-ordinated the Departmental input to the TIC review of **3<sup>rd</sup> sector spend**, and the **TIC Procurement Review**, helping drive out further efficiencies.

## **ACRONYMS**

<b>ACL</b>	Adult Community Learning
<b>CEP</b>	Complimentary Education Programme
<b>CFU</b>	Child and Family Unity
<b>CYSUR</b>	Children and Youth, Safeguarding and Unifying the Region
<b>DofE</b>	Department of Education
<b>EAL</b>	English as an Additional (Second) Language
<b>Estyn</b>	Inspection body overseeing compliance to WG learning policy and delivery requirements
<b>EOTAS</b>	Educated Otherwise Than At School
<b>ERW</b>	Education through Regional Working
<b>EWS</b>	Education Welfare Service
<b>FBC</b>	Full Business Case
<b>FIS</b>	Family Information Service
<b>FTE</b>	Full Time Equivalent
<b>IFST</b>	Integrated Family Support Team
<b>JAFF</b>	Joint Assessment Family Framework
<b>KS2 / KS3 / KS4</b>	Key Stage 2 / Key Stage 3 / Key Stage 4 (National Curriculum Stages)
<b>LA</b>	Local Authority
<b>LAC</b>	Looked After Children
<b>LSCB</b>	Local Safeguarding Children's Board
<b>MASH</b>	Multi-Agency Safeguarding Hub
<b>MEP</b>	Modernising Education Programme
<b>MIS</b>	Management Information Systems
<b>NEET</b>	Not in Education, Employment or Training
<b>PLASC</b>	Pupil Level Annual School Census
<b>RAG</b>	Red, Amber, Green Status
<b>SEN</b>	Special Education Needs
<b>SNUG</b>	Safeguarding Network Uniting Generations
<b>TAF</b>	Team Around the Family
<b>TIC</b>	Transformation Innovation Change (programme team)
<b>YOPS</b>	Youth Offending and Prevention Service
<b>WG</b>	Welsh Government