Estyn

Stakeholder Engagement Strategy
2016-2019

April 2016
Information sheet

Information box

For further advice contact: Stakeholder Engagement

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Equality impact assessment

• A business rationale assessment has been carried out and this policy contributes to Estyn’s strategic objectives and delivery principles.

• An equality impact assessment has been carried out and this policy is not deemed to adversely impact on any people on the grounds of age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

Every possible care has been taken to ensure that the information in this document is accurate at the time of going to press. Any enquiries or comments regarding this document/publication should be addressed to:

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Introduction

The next three years are significant for all those involved in Welsh education. By 2017, Estyn will have launched a new and updated inspection framework, whilst the delivery of education will be undergoing significant change as a new curriculum is embedded. During this time, Estyn needs to continue to ensure learners are at the heart of inspection and our work reflects the expectations of our stakeholders. It is a high priority that our stakeholders have confidence and trust in our work. Building this confidence and trust relies on good practice, innovative thinking and a clear strategic vision from Estyn about how its work helps to improve education and training in Wales.

Our stakeholders are central to helping us to achieve our mission to achieve excellence for all learners in Wales by providing independent, high-quality inspection and advice services. We do this through engagement with learners, parents, teachers, senior leaders and government. We use the professional feedback from these groups to inform, improve and develop inspection.

Whilst we work in partnership with others, we will always maintain our independent voice. Estyn needs to get maximum benefit from our engagement with stakeholders and we want to try to make those benefits mutual.

This stakeholder engagement strategy is designed to help us maintain our relationship with our key stakeholders and to listen to their ideas so that we can use feedback and information to improve the way we communicate and deliver our strategic objectives.

Diolch yn fawr

Meilyr Rowlands
Her Majesty’s Chief Inspector of Education and Training in Wales
Our strategic overview

Our communication activities are aligned with our strategic objectives and delivery principles.

Our **mission** is to achieve excellence for all learners in Wales by providing independent, high-quality inspection and advice services. Our **vision** is to be recognised through the expertise of our staff as an authoritative voice on education and training in Wales.

Our strategic objectives are to:

- Provide public accountability to service users on the quality and standards of education and training in Wales
- Inform the development of national policy by the Welsh Government
- Build capacity in the delivery of education and training in Wales

Our delivery principles are to:

- Develop Estyn as a 'best value' organisation and 'exemplary employer'
- Work collaboratively with other inspectorates to support improvement

Our values are to:

- Keep learners and citizens at the centre of our work
- Act with openness, integrity and objectivity, demonstrating the highest standards of public service
- Foster an engaging and healthy working environment
- Work in partnership with others, whilst maintaining our independence
- Demonstrate effective leadership and teamwork at all levels
- Value people and the contributions they make
- Encourage responsibility, initiative and innovation
Providing public accountability

Our proactive outward-facing communications help to support transparency about what we do and facilitate access to our inspection findings through:

- Regular digital communication promoting our case studies, thematic reports, Annual Report and corporate publications and accounts through various e-shots, use of social media and events and training
- Online website sign-up offering a range of areas on which users can receive timely and specific information
- A user-friendly website enabling users to easily search for inspection reports and discover our schedule of forthcoming inspections
- An accessible, clear and interactive website publishing inspection outcomes data from the last six years
- A proactive media strategy to help promote key messages from thematic reports

Informing the development of national policy

Our face-to-face and digital communication support the advice and guidance we give to the Welsh Government about specific areas of education and training according to an annual remit letter from the Cabinet Secretary for Education. This includes work to develop and embed a new curriculum for Wales through:

- Representation at steering groups and committees
- Publication and dissemination of thematic reports containing wide-ranging recommendations for providers, policy officials and government.

Building capacity

Our stakeholder engagement supports our strategic objective to build capacity in education and training in Wales. We do this through:

- High-quality professional dialogue from Estyn inspectors during inspection, recommendations and judgements in our inspection reports, Annual Report, thematic reports and guidance across all sectors
- Identifying and sharing best practice from our inspection and thematic work, publishing and promoting case studies on our website
- Publishing interactive inspection outcomes data on http://data.estyn.gov.wales/ which providers can use to search, export, analyse and benchmark their own performance
• Dedicated Link Inspectors for the further education and work-based learning sectors who will maintain a constructive working relationship with each provider. As part of this role they will monitor performance and progress, making evaluations against agreed common themes and identifying and communicating best practice across the post-16 sector.

• Local Authority Link Inspectors (LALIs) who will work in pairs to monitor and challenge local authorities about the performance and progress of their schools and education services. LALIs will maintain a constructive working relationship with the authority and share best practice where relevant. We will also have link inspectors to oversee the work of the four 4 regional educational consortia in challenging and supporting schools to improve. Wales Audit Office were involved in our regional consortia inspections 2015-2016 and continue to be part of our inspection teams on the follow-up activities during 2016-2017.

• Five years ago, the four main inspection, audit and regulatory (IAR) bodies in Wales signed an agreement to formalise joint working between the bodies. The agreement strengthened links between the four organisations and provided a solid foundation for better collaboration, closer working, better knowledge sharing and improved business planning. The key objective is to encourage improvement in public service delivery.

• A Peer Inspector programme which has been running since September 2010. There are now around 1,000 Peer Inspectors across all providers in Wales. We will continue to train new Peer Inspectors and provide annual update training. Peer Inspectors deployed on our inspections have an opportunity to see practice different from their own and are able to hone their analytical skills and understanding in order to help them build capacity across their sector. We also have trained Peer Inspectors to participate in a few of our thematic inspection reviews. As part of developing our inspection framework, we will also carry out an evaluation and review of the contribution that being a Peer Inspector makes to personal and professional learning, and its role in supporting a self-improving system.

• Challenge Advisers who were introduced in 2014 whom we will continue to deploy on certain primary and secondary inspections

• The involvement of current practitioners (senior leaders) as nominees on inspections

Our priorities

We will:

• Inform: keeping our stakeholders up to date with developments in inspection, the latest best practice and recommendations from our thematic and inspection work
• Involve: seeking views on the inspection framework, comments on policy and facilitate inclusive and broad conversation through our established communication channels
• Listen: encouraging feedback on both compliments and concerns to help inform our decision-making processes and help us build better relationships
Our approach

Communication is an integral part of our stakeholder engagement. Our in-house team aims to deliver communication that is clear, useful and accessible to the full range of our stakeholders, from learners/parents/carers to education professionals and government officials.

In accordance with our Welsh language policy, all our communication is bilingual, from newsletters, to thematic reports and press releases.

The external stakeholder analysis in Annex 1 groups stakeholders with similar interests to help us target our messages. Annex 3 outlines the communication channels owned by Estyn.

Our channels

Events and training

- An annual National Stakeholder Forum, which will help to share information, ideas and views about what helps improve education and training in Wales. One representative from each official body listed in our stakeholder list will be invited to attend. This event is usually held in the spring term.
- Regular sector-specific Stakeholder Fora, held at least once a year with some sectors having more than one meeting. The event/s will be led by the relevant Sector Lead Inspector and take place in different venues across Wales.
- Sector leads, assistant director and strategic directors attend and speak at a range of conferences, workshops and other events held by sector themselves, subject to availability due to existing work commitments.
- Joint working with the Wales Audit Office, Healthcare Inspectorate Wales and Care and Social Services Inspectorate Wales under the ‘Inspection Wales’ programme. Our formal agreement strengthens links between us and provides a solid foundation for better collaboration, closer working, better knowledge sharing and improved business planning. The key objective is to encourage improvement in public service delivery. We identify communication opportunities such as exhibition at public events or blog updates in order to increase understanding and seek feedback on our joint work. Visit https://inspectionwales.com/ for more information.
- An annual programme of recruitment, training and updates for external inspectors, such as peer inspectors, additional inspectors and challenge advisors.
- Regular meetings with Welsh Government to provide advice as set out in the annual Remit from the Cabinet Secretary for Education to Her Majesty’s Chief Inspector of Education and Training in Wales.
Digital communication

- The Estyn website is our main portal for all online communication, offering users the ability to sign-up for RSS feeds and email news. We monitor its effectiveness to ensure that our inspection reports, best practice, thematic reports and corporate publications are accessible to stakeholders.
- Estyn’s monthly stakeholder e-shot (‘Estyn update’) contains a round-up of recently published best practice and thematic reports and keeps stakeholders up-to-date on recent developments in inspection. It is issued to the following:
  - Additional Inspectors
  - Peer Inspectors
  - Lay Inspectors
  - All Education and Training providers
  - Stakeholders registered through Estyn’s website
- Our social media channels, Twitter and YouTube, support the spread of our messages and help facilitate informal two-way conversation.
- Blended learning, which combines face-to-face training with self-study using online material is now used to deliver our Peer Inspector training programme in the primary, secondary, independent and special sectors.

Monitoring and evaluation

We will regularly monitor and review the effectiveness of our various stakeholder engagement activities by:

- Proactively seeking feedback from our events and training
- Reviewing response rates to our consultations
- Analysing user behaviour and preferences through our digital channels
- Our formal feedback and complaints process
- User surveys

More generally, we evaluate and deliver feedback on inspection in the following ways:

- Reporting Inspectors will evaluate the work of each inspector (Additional Inspector, Peer Inspector, Lay Inspector) during an inspection, provide feedback to them on their work and submit their findings to Estyn’s quality assurance database.
- At the end of every inspection in all sectors, we provide an opportunity for the head of the provision to complete a post-inspection questionnaire. They access this via Estyn’s ‘Virtual Inspection Room’. The questionnaire asks leaders to evaluate and comment on the quality of the on-site inspection and the final inspection report. The findings go into Estyn’s quality assurance database. We will continue to monitor the outcomes carefully to identify issues of concern and to inform training and development within Estyn.
## Annex 1: External stakeholder analysis

This analysis broadly groups stakeholders which share a similar interest in education and/or training. This helps us to target and prioritise our messages.

<table>
<thead>
<tr>
<th>Interest</th>
<th>Type of stakeholder (a few examples)</th>
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<tbody>
<tr>
<td>Directly affected by the work of Estyn</td>
<td>Headteachers, principals, directors of education, teachers, lecturers, support staff</td>
</tr>
<tr>
<td>Directly benefit from the work of Estyn</td>
<td>Schools, post-16 providers, local authorities, regional consortia, education services in prisons, adult community learning (ACL) partnerships, Welsh Government</td>
</tr>
<tr>
<td>Indirectly benefits from the work of Estyn</td>
<td>Learners, parents/carers, general public Quality Assurance Agency for Higher Education (QAA), Higher Education Funding Council for Wales (HEFCW), Education Workforce Council (EWC) and Qualifications Wales</td>
</tr>
<tr>
<td>Directly contributes to the work of Estyn</td>
<td>Inspectors, Wales Audit Office (WAO), Care and Social Services Inspectorate Wales (CSSIW), Healthcare Inspectorate Wales (HIW), HM Inspectorate Probation, HM Inspectorate Constabulary, HM Inspectorate Prisons, Welsh Government</td>
</tr>
<tr>
<td>Indirectly contributes to the work of Estyn</td>
<td>The Standing International Conference of Inspectorates (SICI). Education Scotland, ETI (Northern Ireland) and Ofsted</td>
</tr>
<tr>
<td>Interested in the work of Estyn but is not directly or indirectly affected</td>
<td>The media, education commentators, research companies, education consultants and academic bodies</td>
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### Annex 2: Stakeholder groups

We have a number of stakeholders who we have identified or they have identified themselves to us. We regularly continue to review the range of organisations and people with whom we need to communicate and engage.

#### Individuals

- Headteachers
- Principals
- Senior leaders
- Newly qualified teachers
- Learners (all ages)
- Lecturers
- Teachers
- Classroom assistants
- Inspectors – peer, additional, challenge advisors
- Parents and carers

#### Providers

- Nursery schools and settings that are maintained by, or receive funding from, local authorities;
- Primary schools
- Secondary schools
- Special schools
- Pupil referral units
- Independent schools
- Further education
- Independent specialist colleges
- Adult community learning
- Local authority education services for children and young people
- Teacher education and training
- Welsh for adults
- Work-based learning
- Learning in the justice sector

#### Organisations

- Action for Children
- Agored Cymru
- Association of Directors of Education in Wales (ADEW)
- Association of School and College Leaders (ASCL)
- Association of Teachers and Lecturers (ATL)
- Auditor General for Wales
- Cabinet Secretary for Education
- Canolfan Addysg Athrawon Gogledd a Chanolbarth Cymru
- Canolfan Dysgu Cymraeg Genedlaethol
- CaST Cymru
- Care and Social Services Inspectorate Wales (CSSIW)
- Care Council for Wales
- Careers Wales
- The Catholic Education Service
- Central South Consortia
- Children’s Commissioner for Wales
- Church in Wales Advisory Council for Education
- Church in Wales and Catholic Diocesan Directors of Education in Wales
- Chwarae Teg
- Colegau Cymru
- CYDAG
- Education through Regional Working (ERW)
- Education Workforce Council
- Educational Achievement Service (EAS)
- English as an Additional Language Association of Wales (EALAW)
- Equality and Human Rights Commission (EHRC)
- Field Studies Council
- Future Generations Commissioner for Wales
- Governors Wales
- GwE
- Healthcare Inspectorate Wales (HIW)
- Her Majesty’s Inspectorate of Constabulary
- Higher Education Funding Council for Wales (HEFCW)
- Learn Direct Wales
- Learning and Work Institute
- Learning Society
- Minister for Skills and Science
- Mudiad Meithrin
- National Association of Schoolmasters and Union of Women Teachers (NASUWT)
- National Association of Head Teachers (NAHT)
- National Day Nurseries Association
- National Training Federation for Wales (NTfW)
- National Union of Teachers (NUT)
- Natural Resources Wales
- North Wales Special Schools Association of Headteachers
- Older People’s Commissioner for Wales
- Principal Youth Officers (PYO)
- Professional Association for Childcare and Early Years Cymru (PACEY)
- Prospect (Aspect)
- PTA Cymru
- QAA (Quality Assurance Agency for Higher Education)
- Qualifications Wales
- Sector Skills Council
- Shadow Cabinet Secretary and Ministers for Education
- SNAP Cymru
- Society of Local Authority Chief Officers (SOLACE Wales)
- South Wales Special Schools Association of Headteachers
- Stonewall Cymru
- The Quality Assurance Agency for Higher Education (QAA)
- UK Ministry of Justice Inspectors
- Undeb Cenedlaethol Athrawon Cymru (UCAC)
- Universities Council for the Education of Teachers (UCET)
- University & College Union (UCU)
- Vocational Skills Partnership
- Voice Cymru
- Wales Audit Office (WAO)
- Wales Pre-school Providers Association
- Wales Primary Schools Association
- WEA Cymru
- Welsh Government - Education and Public Services
- Welsh Government - Economy, Skills and Natural Resources Group
- Welsh Independent Schools Council (WISC)
- Welsh Joint Education Committee (WJEC)
- Welsh Language Commissioner
- Welsh Local Government Association (WLGA)
- Young Men’s Christian Association (YMCA)
- Young Women’s Christian Association (YWCA)
- Youth Justice Board
Annex 3: Our communication channels

→ Website
www.estyn.gov.wales

→ Twitter
@EstynHMI

→ YouTube
https://www.youtube.com/channel/UCAtNFxfIIN1USvZ1HhIQ_csq

→ Email news on training, best practice, thematic reports, Annual Report, jobs and training, newsletters
http://www.estyn.gov.wales/register

→ Guidance updates for inspectors

→ RSS feeds – inspection reports, thematic reports and best practice
http://www.estyn.gov.wales/register

→ Inspector training

→ National Stakeholder Forum

→ Sector Stakeholder Fora

→ Virtual Inspection Room

→ The media