



Annual Plan

2023-2024



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This document was translated by Trosol (English to Welsh).

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Chief Inspector's foreword

In Wales, education and training never stands still – and neither do we. It's constantly developing and so is Estyn.

By the end of summer term 2024 we'll have finished the current inspection cycle. So now is the time for us to reflect and review the focus of our work. It's time for us to concentrate on those areas that drive most improvement.

But we're building up from a strong base. You responded positively to our revised inspection arrangements for schools and PRUs that we rolled out in September 2022 – changes that we made to align with changes in education. Insights also strongly suggest that the quality of the discussion we now have with providers has been helped by the removal of summative judgments and our general approach to inspection.



Looking ahead to 2024, we're designing an approach to inspection that builds capacity and focuses on having the biggest impact where it's most needed. We're looking to carve out space in our inspection programme to consider new ways to support providers. To use our breadth and depth of expertise to increase our value to the education and training system. As part of this we're keen to develop and test our new inspection arrangements with you. We'll engage with all our stakeholders throughout the development process.

We'll work with partners in the wider landscape. As the Commission for Tertiary Education and Research (CTER) is created, we'll work closely with Welsh Government to consider how we will inspect initial teacher education and further education and training. We'll continue to focus on the importance of alleviating the impact of poverty on our communities and support the government's ambition to reach one million Welsh speakers by 2050. We'll also be looking at how we can take steps to achieve an anti-racist Wales through our inspection work and by improving the diversity of our own workforce.

Alongside these developments, we continue to make up for missed inspections during the pandemic, working to inspect all schools by July 2024. We'll also continue our follow-up activity for providers who need further support. High levels of consistency and robustness in our work is a priority – and we'll continue to monitor a sample of inspections to secure this. Sharing effective practice and resources to support improvement across education and training continues to be important. We'll also publish reports on a broad range of themes that investigate current issues and recommend to practitioners, providers and the Minister how education and training

can improve. Looking for new and innovative ways of communicating our report findings remains a priority.

None of our plans for high-quality inspection and assurance can be achieved without having the right staff and resources in place. Over the coming year, we'll invest in our staff: professional and personal development, health and wellbeing. We'll make sure that we are digitally capable as new demands are made on our work. We also plan to further involve current practitioners as peer inspectors on inspection activity, to give senior leaders insights and experience into schools and other providers and reap benefits from our annual training. Funds will be tight though, and we'll continue our policy of robust financial management to consider short and long-term affordability and to achieve value for money.

Everything that we've achieved is down to the hard work of our staff – my heartfelt thanks goes to them and their commitment.

Learners of all ages will always be our priority. Our role in facilitating improvement is central to that priority, and I'm committed to ensuring that Estyn makes the most positive impact it can. I'd like to thank educators across Wales for their efforts and inspiration and we will continue to learn from the best and share that practice as we go.

A handwritten signature in black ink, appearing to read 'Owen Evans', written over a horizontal dotted line.

Owen Evans

His Majesty's Chief Inspector of Education and Training in Wales



Our long term vision

Inspection plays a central role in improving the quality of education and training for our children, young people and lifelong learners.

Vision and Mission

Our **vision** is to improve the quality of education and training, and outcomes for all learners in Wales

Our **mission** is to support education and training providers to develop a self-improving and learning culture through our advice, inspection and capacity building

Strategic objectives

Providing public accountability to service users on the quality and standards of education and training provision in Wales

Informing the development of national policy by the Welsh Government

Building capacity for improvement of the education and training system in Wales

Values

- Place learners at the heart of our work
- Listen, learn and work with others
- Act openly, fairly and with integrity
- Show effective leadership and teamwork
- Promote health, wellbeing and equality in all we do
- Value and respect people and their work
- Encourage responsibility, initiative and innovation

Our vision is to improve the quality of education and training and outcomes for all learners in Wales. Learners are at the heart of our work and we are continually looking for ways to improve our engagement with them. Our mission is to support education and training providers to develop a self-improving and learning culture

through our advice, inspection and capacity building.

Our strategic objectives more precisely define what we can uniquely offer to help promote excellence in the system and our values reflect the culture at the heart of our work. A later section in this plan explains our strategic objectives in detail and how we deliver our work.

Inspecting for the future (2024-2030)

Education in Wales is changing and at Estyn we are evolving our approach to our work to reflect this changing landscape. Specifically we will continue to support the implementation of Curriculum for Wales and work to best meet the needs of the Commission for Tertiary Education and Research.

From September 2024 we'll be starting a new round of inspecting in most sectors, so now is the time for us to reflect and review, to focus on having the biggest impact where it's needed the most.

Our aim for the future is to design inspection arrangements that build capacity, have the biggest impact where it's needed the most, and deliver high quality inspection that is timely and provides more regular feedback.

We inspect across a range of sectors and different approaches will apply according to varying circumstances. The changes we make to inspection will however be steered by the following general principles:

- more regular feedback and assurance
- balancing/rebalancing individual provider inspections and whole system improvement
- building constructive relationships
- being responsive through flexible capacity
- arrangements are deliverable and sustainable

Building on our [principles of inspection](#) we will:

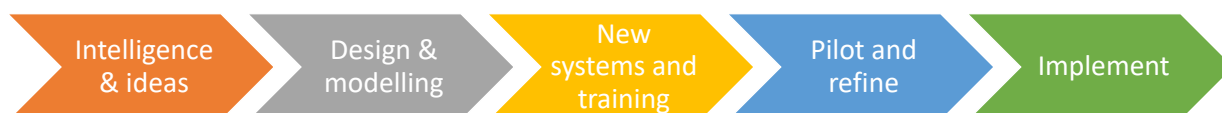
- take a learner-led approach to inspection
- where applicable, focus strongly on the quality and effectiveness of teaching and learning
- where applicable, consider everything in the 'what' and 'how' we inspect guidance documents, but only report on the key strengths and weaknesses
- focus each inspection on the specific provider and adapt their approaches accordingly
- use a range of tailored inspection methodologies and approaches that are bespoke to the provider's unique context, in order to evaluate the breadth of the provider's work robustly and fairly
- adopt a constructive approach that makes the interaction with the provider a professional learning experience for their staff and the inspection team as a whole, for example in taking suitable account of the impact of the recent pandemic

In addition, inspectors will:

- ensure that inspection is responsive to the needs of all learners
- ensure that evaluations are secure, reliable, valid and based on first-hand evidence
- involve the provider fully in the inspection process, including the opportunity for the provider to select a nominee
- use the provider's improvement priorities as the starting point for the inspection
- identify key areas for investigation in order to make evaluations on the validity of its findings
- include peer inspectors in the inspection process
- keep to a minimum any requirements for documentation and preparation by the provider
- gain the perspective of learners and other stakeholders
- apply the principle of equality for Welsh and English to all our inspection work

Inspection arrangements will develop at different rates across all the sectors we inspect. Certain sectors such as non-maintained, initial teacher education and LGES will see more of an evolution of what we're currently delivering. In other sectors such as schools, PRUs and Welsh for Adults, the amendments we are developing represent a greater departure from our current practices.

Our summary transition plan sets out the key stages of our change programme from 2023 onwards as we develop our new inspection arrangements:



Intelligence gathering has consisted of looking at best practice, international comparators, assurance, and engaging with our staff. Whilst we will always learn and refine, we are currently in the design and modelling stage.

We are keen to develop and test our arrangements as they emerge with our stakeholders and ensure engagement throughout the process. There will be two formal engagement exercises taking place in the summer and autumn terms of 2023. We intend to try out early versions of the inspection models with a few providers during the summer and autumn terms of 2023. Feedback from these tryouts will inform the next stage of development. Our plan is that formal pilot inspections to test and refine our new arrangements will take place in the spring term of 2024. Engagement will be ongoing for internal staff and we will train a few external inspectors for pilot inspections in the autumn 2023 term, before rolling out conversion training for all external inspectors from the summer 2024 term.

Summer term 2024 will see us finishing our current cycle of inspections and making that transition to the new arrangements ready for implementation in autumn 2024. Our new cycle of inspections 2024 to 2030 will be a period of consolidation for Estyn following an intense period of change for us and education more widely. We will continue our support to the Welsh Government and our stakeholders as the Curriculum for Wales continues to be rolled out and the Additional Learning Needs

and Education Tribunal (Wales) Act 2018 (ALNET) reform continues to be embedded.

We operate within a wider framework of government aims and policy. We will strive to align our work with Welsh Government's policy of achieving a million Welsh speakers by 2050 and the vision to achieve an anti-racist Wales by 2030, and play our part in delivering a better and lasting quality of life for us all as set out in the Well-being of Future Generations (Wales) Act 2015.

As we continue to provide public accountability to our stakeholders, our new inspection arrangements will be leaner and more focused on the most important areas that drive improvement. We aim to carve out space in our work programme to support providers further, building on our well-received engagement visit strategy carried out throughout the pandemic and our work to share our evidence from inspections and thematic work.

We aim to continue to share effective practice but have more impact through our work with more accessible and useful reports, including inspection and thematic reports and His Majesty's Chief Inspector's Annual Report. Our Annual Report 2022-2023 will include an analysis of our inspection recommendations and questionnaires and what the best providers do to address the related aspects. It will also focus on providers' work to support vulnerable groups, such as refugees and asylum seekers, with their education and training across Wales.

We will continue to build and develop relationships with providers and educational bodies across the sectors we inspect, contribute to national networks and use our breadth and depth of expertise to spot emerging trends, strengths and challenges to realise our vision to improve the quality of education and training and outcomes for all learners in Wales.

Our priorities for 2023-2024



In addition to our routine activities delivered against our strategic objectives set out in the next section, we have identified areas of work where we can make the greatest impact in the coming year:

- complete our current framework of inspections and focus on our new inspection arrangements for 2024 (our main work programme for the next couple of years)
- a strategy to share effective practice and resources to support improvement across the education and training system
- a people strategy, which addresses leadership and development, the attraction, selection, development and retention of a diverse workforce, succession planning, culture, pay and well-being for all colleagues.
- a deployment strategy for external inspectors with a particular focus on peer inspectors
- a strategy to develop our working arrangements with the Commission for Tertiary Education and Research (CTER) whose aim is to promote greater coherence and collaboration across post-16 provision
- a digital transformation strategy to maximising our digital capability in response to changing operational pressures and emerging business requirements; to also develop an agile and responsive resource management system and optimise our knowledge management systems

We will continue to work with the Welsh Government and other stakeholders to support implementation of the curriculum for Wales and ALNET reform. We will also continue to focus on providers' work to mitigate the impact of deprivation and promote the use of the Welsh language, culture and its historical context in line with our vision for education in Wales. Through inspection and thematic work we are able to highlight and share examples of effective practice we see across Wales.

Learners remain the primary focus of our work and we are continually looking for ways to improve our engagement with them. We hope to expand on this work in the future.

Delivering our strategic objectives

Our strategic objectives are focused on improving the quality of outcomes for learners in Wales through:

- providing public accountability to service users on the quality and standards of education and training in Wales
- informing the development of national policy by Welsh Government
- building capacity for improvement of the education and training system in Wales

The way we think about our work – our mindset – helps us to:

- ensure the best for all learners
- offer leaders, teachers and support staff the chance to contribute professionally and constructively
- share what we've seen from across Wales to support improvement

Our Mindset



Strategic objective 1: Provide public accountability to service users on the quality and standards of education and training in Wales



Legislation gives HMCI various duties and powers to inspect education providers and services in Wales. Our work here is about providing assurance to the Ministers, parents, learners, carers, local authorities and our other stakeholders through our inspection activity.

Details of our current inspection processes, inspection schedule and inspection reports can be found on [the inspection page](#) of our website.

We have received positive feedback about our revised inspection arrangements for schools and PRUs implemented in 2022 to align with the changes to education in Wales. In particular, that the removal of summative gradings has enabled providers and inspectors to focus more closely on strengths and areas for development. This was a significant change and one that aligns with national efforts to develop a self-improving system. It also reflects our commitment to working more closely with education providers to highlight best practice and have more professional dialogue on areas for improvement.

Annex 1 sets out details of our planned inspection activity in 2023-2024.

Our activities set out in this annual plan will be underpinned by detailed work programmes. We are managing programmes of work that span more than one year and this plan naturally builds on previous work and plans for future work.

As ever, we are operating within an ever-changing context so we will need to retain flexibility in our delivery and update this plan accordingly.

Core inspections

We will:

- continue with our increased rate of inspections of maintained and independent schools, and pupil referral units to complete the inspection cycle by 2024

- continue with our joint inspection work with Care Inspectorate Wales in non-maintained settings and with Audit Wales in local government education services
- carry on delivering inspections of adult learning in the community partnerships, independent specialist colleges and work-based learning apprenticeship providers
- continue with the roll out of inspections of initial teacher education following pilot inspection in 2022-2023 and will continue to work closely with the Education Workforce Council (EWC) and adapt arrangements following feedback
- complete our cycle of inspections of local government education services and develop and pilot youth work inspections
- hold core inspections in the Welsh for adults sector, including a longitudinal inspection of the national residential centre (Nant Gwrtheyrn) during summer/autumn 2023.

Other inspection activity

We will:

- complete our monitoring visits to the Jobs Growth Wales+ programme of work based learning providers during the summer term and prepare a national report on the first year of the programme
- continue to visit independent schools to consider new registrations and any requests for material changes to registration
- proceed with our annual monitoring visits to the independent specialist colleges and independent schools that provide ALN provision
- be vigilant in our work and continue to evaluate how well providers carry out their responsibilities in a manner which safeguards children, and where appropriate vulnerable adults

Follow-up inspection activity

During an inspection, we consider whether the provider needs any further support. We call this 'follow-up' activity. The different types of 'follow up' can be found on the [follow up](#) page of our website.

We will:

- continue formal monitoring of each provider in need of follow up activity as a result of core inspection
- continue our involvement with the Welsh Government multi-agency programme for secondary schools causing concerns, including all secondary schools and special school in special measures
- continue to provide link inspector support to local authorities causing concern including carrying out progress conferences and monitoring visits as required

Joint working with inspection bodies

We will:

- continue our work in partnership with HMI of Prisons and HMI of Probation to inspect the learning in the justice sector in Wales, including the inspection of Youth Offending Teams in Wales
- work with Ofsted to support, in a quality assurance role, on apprenticeship inspections, where requested
- continue to work with inspectors from Care Inspectorate Wales (CIW), Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), Her Majesty's Inspectorate of Probation (HMI Probation), Health Inspectorate Wales (HIW) to carrying out a joint inspectorate review of child protection arrangements (JICPA) provided by a local authority and partners.
- continue our inspections of secure children's homes with Care Inspectorate Wales
- work closely with Welsh Government as the Commission for Tertiary Education and Research (CTER) becomes created, considering the future inspection arrangements for further and higher education and training provision
- continue to work with education and training inspectorates from neighbouring countries, at both a strategic and operational level, regularly sharing information and knowledge
- continue to actively engage with the activities of the Standing International Conference of Inspectorates to share with and learn from other inspectorates

During the year, as well as carrying out our routine inspections, we will be developing our **new inspection framework** for our next cycle of inspections that begins in September 2024. Our 'long term vision' (above) sets out more details.



Strategic Objective 2: Inform the development of national policy by the Welsh Government



We provide a nationwide perspective on education and training provision in Wales, through the broad-ranging evidence we gain from inspection activities and thematic reviews. We also have a statutory duty to provide an annual report on the standards of education and training in Wales. We play a role in strategic committees and working groups, engaging with Welsh Government Ministers, officials and other stakeholders, providing evidence-based advice on the development of policy and regulation.

The Chief Inspector's Annual Report 2022-2023 summarises our views of the quality and standards of education and training provision in Wales and will help to inform the development of future national policy.

The items included in the thematic reviews for 2023-2024 reflect a strategic remit that has a focus on the current reforms for the implementation of the Curriculum for Wales, ALNET Act and PCET reform, and includes an item focusing on Welsh language development and a focus on supporting vulnerable learners.

We will begin work on seven detailed thematic reports included in our remit for 2023-2024:

- Curriculum for Wales – transition
- Curriculum for Wales – developing reading skills in Welsh
- ALN reform – implementation of the ALNET Act in schools (year 2)
- Impact of poverty on educational attainment – support, provision and transition for early education
- Post-compulsory education and training – assess the depth, breath and effectiveness of the lead worker role to support young people not in education, employment and training across Wales
- Review of Coleg Cymraeg Cenedlaethol's work in relation to further education and apprenticeships (TBC by WG)
- Junior apprenticeship programme evaluation (TBC by WG)

We will also continue to provide ongoing advice based on evidence from inspection, engagement work and other activity through meetings with Welsh Government officials, contributions to national working groups, the National Network Conversations, written advice, published guidance and reports. We will also provide consultation responses on matters of education and training in Wales, and publish our responses. We will ensure that our ongoing inspections capture the evidence needed for this ongoing advice and future thematic reports, for example to consider whether schools and PRUs are developing curricula that reflect the cross-cutting theme of diversity.

In addition we will:

- contribute to Care Inspectorate Wales rapid review to determine to what extent the current structures and processes in Wales ensure that children who are in need of care, support and protection are appropriately placed on, and removed from, the Child Protection Register when sufficient evidence indicates it is safe to do so
- contribute to Healthcare Inspectorate Wales' joint national review of child and adolescent mental health services

The full remit letter that the Minister for Education and the Welsh Language sent to HMCi can be seen here [Estyn annual remit: 2023 to 2024](#).



Strategic objective 3 – Build capacity for improvement of the education and training system in Wales



Our inspection and thematic activity places us in a strong position to evaluate the quality of the education and training sector in Wales. Our professional conversations and recommendations help to inspire and support improvement in the system.

Stakeholder forum groups and reference groups – both sector specific and project based groups – inform what we do and are very important to us. Listening to their perspective away from the inspection process gives us a picture. We will work to ensure greater diversity across the representatives in our stakeholder groups. Peer inspectors are invaluable to us – they help create shared understanding and expectations across education and training. With around 1,000 peer inspectors across all sectors, they have an opportunity to see practice different from their own – honing their analytical skills and understanding to help them build capacity across their sectors in supporting a self-improving system.

We will evolve our stakeholder engagement strategy to be more visible and extend our communications channels beyond traditional routes to use the wealth of evidence and knowledge we gather to the greatest advantage for our stakeholders.

We will:

- continue our programme of stakeholder conferences, webinar and other fora to improve our reach to professionals, learners, parents and carers to drive improvement in the education and training system
- continue our work with Welsh Government fora and steering groups to collaborate on a range of matters relating to education and training policy and practice
- seek feedback from our various reference groups across all our sectors and obtain a ‘sense and reality check’ as we devise new approaches to our work
- deliver our update training plans for Registered Inspectors, additional inspectors, peer inspectors, local authority improvement partner inspectors and lay inspectors
- extend the involvement of current practitioners as peer inspectors on inspection

activity, enabling senior leaders to gain experience from other providers and to train with us annually

- pilot a leadership development programme for practitioners from ethnic minority backgrounds to raise their awareness of our work and encourage them to be our future peer inspectors
- produce informative and engaging reports and supporting materials specifically for individual groups of stakeholders such as practitioners, learners, parents and carers
- continue to identify effective practice from our inspection and thematic work and consider the best ways to share this online and at conferences
- continue the work of our local authority and school improvement link inspectors across Wales
- continue our risk assessment workshops in each local authority with colleagues from Audit Wales and Care Inspectorate Wales
- continue the work of our post-16 link inspectors to engage regularly with providers of further education, work-based learning and adult learning in the community
- continue to engage regularly with providers in the learning in the justice sector and independent specialist colleges



How we deliver our work



Our workforce is made up of a management team and central staff who operate a hybrid working model – blending working both from the office and home – and inspectors who are home-based. We train additional inspectors, peer inspectors (who currently work in education and training), local authority improvement partner inspectors, lay inspectors and nominees (who act as the provider’s representative) to work as part of inspection teams.

Where possible, we also support secondment arrangements both into and out of our organisation. Our [organisational structure](#) is available on our website.

Our [governance framework](#) of boards, committees and groups, including our assurance framework, helps us to fulfil our strategic objectives as a well-run and efficient organisation. Within the framework, [non-executive directors](#), serving as members of our Strategy Board and Audit and Risk Assurance Committee (ARAC), will continue to both challenge and support the senior management team.

We are very mindful of our impact on the environment and are committed to playing our part in addressing climate change and waste management, conducting our work in an environmentally responsible manner and embedding sustainability into the core of our operation.

We will:

- continue to develop and implement our strategic transition plan for the delivery of our new inspection framework whilst ensuring safe delivery of our statutory obligations; balancing the considerable demands of both on our limited resources will be monitored closely by our Executive
- invest in our staff’s learning and development enabling them to continuously improve their skills and performance and progress in their careers; our people strategy seeks to encompass the way we approach this with our workforce including our approach to succession planning
- provide a stimulating, rewarding, health-promoting and inclusive environment that celebrates diversity and attracts great people to build a diverse workforce (people strategy)

- engage with our staff to explore the issues and take action on the People Survey 2022 results (people strategy)
- specifically ensure our plan for professional learning and development for our internal and external inspectors is focused on supporting curriculum, PCET and ALN reforms and self-evaluation for improvement
- further modernise the way we work in response to changing operational pressures and emerging business requirements; we will undertake a comprehensive review of our IT systems to improve our infrastructure and integrate our systems; we will optimise business processes by embedding new and existing technologies in novel and innovative ways, capitalising upon improvements to deliver operational efficiencies and improve performance; our digital transformation strategy will set out how we plan achieve this
- develop an agile and responsive resource management system that utilises modern technologies and practices to ensure that appropriate resources are deployed efficiently, which will enable us to deliver our strategic objectives effectively
- improve our knowledge management systems and extend our use of business intelligence platforms to provide accurate and reliable data and information across the organisation, helping colleagues to make informed and timely decisions to improve operations and deliver increased value for all stakeholders
- continue working with colleagues across the Welsh Government and other third parties to identify opportunities to use our collective knowledge to develop and share best practice
- continue to meet our statutory responsibilities and key corporate activities including equality and diversity, Welsh language standards and sustainability

The [about us](#) section on our website further explains the work we do and how we do it.



Our budget

Our three year indicative budget, rather than a one year budget, will allow for the longer term planning of resources. See below.

The 2022-2023 financial year was challenging for both the private and public sectors. Global factors such as the ongoing war in Ukraine led to (and continues to drive) increases in the cost of many goods and services for UK consumers, private entities and public bodies such as Estyn. Consequently, our budget for the 2022-2023 financial year would not have provided sufficient resource for us to fulfil our statutory obligations. Therefore, following discussions with colleagues at the Welsh Government, the Minister granted Estyn additional funding of up to £540k to accommodate these increased operating costs.

Whilst inflation is predicted to fall throughout the 2023-2024 financial year, we believe that the indicative revenue budget given to us in March 2022 of £13.923m will be insufficient. In recognition of the ongoing financial situation and the importance of our work, the Welsh Government has increased our funding by £1.6m for 2023-2024 and £870k for 2024-2025.

As noted elsewhere in this plan, we are reviewing our internal systems and processes, and devising a revised framework for the 2024-2030 inspection cycle.

Financial Year (April to March)	Core funding for running costs £m	Additional funding from Education Dept. £m	Total funding for running costs £m	Depreciation £m	Capital funding £m
2023-2024	£11.023	£4.500	£15.523	£0.200	£0.250
2024-2025 (indicative)	£11.023	£4.870	£15.893	£0.200	£0.250

Monitoring our performance



Our annual plan is produced each year and subsequently we publish our annual report and accounts, which explains progress in delivering our annual plan and provides a full set of our accounts for the financial year.

We will use a combination of quantitative and qualitative methods to measure, report and reflect on our performance. This includes regular reporting to our Operational Group, Strategic Management Group and Strategy Board on progress made towards delivering our strategic objectives and achieving our key performance indicators. It will also include internal audit reports to our Operational Group, Strategic Management Group and Audit and Risk Assurance Committee.

We have identified a set of high-level key performance indicators that will help us measure progress made towards delivering our strategic objectives. These are complemented by a broader set of operational management indicators, which are reported on internally with many also reported externally in our annual report and accounts.

Key performance indicators:

PI No	Strategic Objective (SO)	Performance measure	Key performance indicators	Target 2023-2024
1	SO1	Ensure public accountability to our service users (and enhance capacity in the delivery of education and training in Wales)?	a) Percentage of completed inspections that met planned inspection activity set out in our annual plan	97%
			b) Deployment of peer inspectors and lay inspectors on inspection in line with Estyn standards	at least 1 peer inspector on each inspection with a lay inspector on each school inspection
2	SO1 / SO3	Ensure providers' experience of inspection is a positive process that promotes improvement	Percentage of providers who indicate their satisfaction following inspection: a. That inspectors gave helpful feedback during the inspection by identifying relevant strengths and areas for improvement (PIQ1 – Q 15)	100%
			b. With the reliability and independence of our judgements (PIQ2 – Q22)	100%
			c. That the inspection helped them to plan for improvement (PIQ2 – Q20)	100%
3	SO1 / SO3	Develop our working arrangements with the Commission for Tertiary Education and Research (CTER) whose aim is to promote greater coherence and collaboration across post-16 provision	MoU in place between CTER and Estyn that sets out our respective roles	31 March 2024

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4	SO2 / SO3	Ensure our key publications are informative and useful, driving improvement in the education and training sector (and positively impacting on the development of national policy)	Reach of our key publications on our audience: a) The number of downloads for all our key publications and associated materials during the reporting period	a) 40,000 each year
			b) The percentage of people who click through to read our key publications from various sources (including search engines, direct traffic, referred links from other sites, eshots and our social media posts)	b) 2.5% (industry standard for education is 2.2%*)
			c) Impact of our key publications on our audience – aiming for reports that are informative, engaging and useful	c) Target to be developed for 2024-2025 following a year of implementation
5	How we deliver	Create and maintain an engaged and skilled workforce	a) Civil Service People Survey engagement index score	Above the top quartile
			b) Develop a learning and development strategy for all colleagues	31 March 2024

PI 4 target* Speero (also known as CXL) is a worldwide agency focused on improving customer experience through data and experimentation. [click through rate benchmarks](#)

Annex 1: Planned inspection activity 2023-2024

Planned inspection activity by Her Majesty's Inspectors (HMI) and independent inspectors 2023-2024 (financial year)	
Unit of inspection	Planned number of inspections leading to reports⁽¹⁾ (Annual)
Non-maintained nursery settings	95 ⁽²⁾
Primary schools	262
Secondary schools	33
All age schools	4
Maintained special schools	11
Pupil referral units	2
Independent schools and independent special schools	14
Independent specialist colleges	4
Local government education services	4
Further education institutions	0
Initial teacher education (ITE)	2 ⁽³⁾
Work-based learning (WBL) providers	4
Adult learning in the community (ALC)	6
Welsh for adults (WfA)	3
Youth work inspections	1
Total	445

(1) Based on information as of 21/03/2023.

(2) These inspections are jointly delivered with CIW.

(3) ITE inspections start in the Autumn term and span the whole academic year. This number refers to inspections starting in Autumn 2023.

We welcome feedback and comments about this Annual Plan, which can be emailed to us at feedback@estyn.gov.wales

This Annual Plan has been submitted for the attention of, and approved by, the First Minister of Senedd Cymru.