



Estyn

Stakeholder Engagement Strategy 2013-2016

October 2013

Foreword

Last year we undertook a review into how well we engage with our stakeholders.

This work is part of our continued commitment to improving the way we work.

It is a high priority for us 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 of promoting excellence for all learners in Wales and stakeholder engagement is integral to our organisation. The current climate presents many challenges for those of us involved in education and training. Together we must face these head on.

The next few years are critical if we are to improve our service and achieve our mission and deliver on our values. 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.

The top three of our values are to keep learners and citizens at the centre of our work. We will act with openness, integrity and objectivity. Whilst we work in partnership with others, we will always maintain our independent voice. The other values and our core strategic objectives can be found in Estyn's Annual Plan.

(<http://www.estyn.gov.uk/download/publication/283019.1/annual-plan-2013-2014/>)

Estyn needs to get maximum benefit from engaging with stakeholders and we want to try to make those benefits mutual. One example of this has been the systematic consultation we have recently undertaken with our stakeholders across all sectors, at the mid-point of our six year inspection cycle, on how well our inspection arrangements have been working. This consultation was undertaken through meetings and forums as well as an online questionnaire, in order to gather views, both internally and externally. Using these findings, we have been able to establish a draft set of changes to our inspection handbooks and guidance documents.

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

Diolch yn fawr

Ann Keane

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

Estyn's approach to Stakeholder Engagement

We endeavour to inform, consult, involve and listen to all our stakeholders.

We will:

Inform – through the dissemination of useful and current information through our inspection and Ministerial remit reports, Estyn News (Estyn's biannual newsletter), regular e-shots, use of the print, online and broadcast media and the Estyn website.

Consult - by ensuring that all relevant stakeholders' views are canvassed and fully included in the consultation process.

Involve – through providing various communication channels which stakeholders can access by providing them with an avenue in which they can raise concerns which can be considered in Estyn's decision making processes.

Communication

Communication is an integral part of stakeholder engagement. .

All our external communication is bilingual in accordance with our Welsh language policy, from newsletters, to thematic reports and press releases.

Our stakeholders

Currently we have the following stakeholders who we have identified or they have identified themselves to us. We will continue to review the range of organisations and people who we need to communicate and engage with.

Organisation
Association of Directors of Education in Wales (ADEW)
Agored Cymru
Association of Professionals in Education and Children's Trusts (Aspect)
Association of School and College Leaders (ASCL)
Association of Teachers and Lecturers (ATL)
Careers Wales
Central South Regional Consortia
Children's Commissioner for Wales
Church in Wales Advisory Council for Education
Colegau Cymru
ContinYou Cymru
Deputy Minister for Skills and Technology
Diocese of Menervia
English as an Additional Language Association of Wales (EALAW)
Equality and Human Rights Commission (EHRC)
Governors Wales
General Teaching Council for Wales (GTCW)
Higher Education Funding Council for Wales (HEFCW)
Learn Direct Wales
Learning Society
Minister for Education and Skills
National Association of Head Teachers (NAHT)
National Association of Schoolmasters and Union of Women Teachers (NAS/UWT)
National Child Minding Association Wales
National Day Nurseries Association
National Training Federation for Wales (NTfW)
National Institute of Adult Continuing Education (NIACE Dysgu Cymru)
North Wales Regional Consortia
North Wales Special Schools Association of Headteachers
National Union of Teachers (NUT)
Other Inspectorates (Healthcare Inspectorate for Wales, Care and Social Services Inspectorate in Wales and other UK inspectorates that we inspect with)
Principal Youth Officers (PYO)
Sector Skills Council

Shadow Ministers for Education
Society of Local Authority Chief Officers (SOLACE Wales)
South East Wales Regional Consortia
South Wales Special Schools Association of Headteachers
South West and Mid Wales Consortium
South West and Mid Wales Regional Consortia
The Quality Assurance Agency for Higher Education (QAA)
Undeb Cenedlaethol Athrawon Cymru (UCAC)
Universities Council for the Education of Teachers (UCET)
University & College Union (UCU)
Voice the Union
Wales Audit Office (WAO)
Wales Pre-school Providers Association
Wales Primary Schools Association
WEA South Wales
Welsh Government - Education and Skills
Welsh Government - Public Services & Local Government
Welsh Independent Schools Council (WISC)
Welsh Local Government Association (WLGA)
Welsh Joint Education Committee (WJEC)
Young Men's Christian Association (YMCA)
Young Women's Christian Association (YWCA)

The structure of our stakeholder engagement

We will aim to deliver the following:

Events

- 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 will be held in February or March at Estyn's Conference Suite in Cardiff.

- A series of Sector Network Forum meetings for all sectors. These will be held at least once a year and some sectors may have more than one meeting. The event/s will be organised by the relevant Estyn Sector Lead Inspector. The meetings could be held in Cardiff, Aberystwyth or Llandudno Junction, in venues that are part of the free public venue inventory of the Welsh Government.

Digital communication

- Estyn's Stakeholder newsletter (Estyn news) is produced twice a year and is emailed to the following:
 - All Additional Inspectors
 - All Peer Inspectors
 - All Lay Inspectors
 - All Education and Training providers
 - Stakeholders registered through Estyn's website
- Best Practice will continue to be disseminated using Estyn's website and through the publication 'Estyn news' (Estyn's biannual newsletter).
- We will develop and improve the Estyn website so that it signposts providers to best practice case studies more effectively.
- Blended learning, which combines face-to-face training with self-study using online material, has been piloting successfully in the training of primary phase peer inspectors so we now adopt this digital medium for other aspects of our training programme.

Building capacity in education and training through our stakeholders

- Our inspectors will continue to provide high-quality professional dialogue during inspection and through the publication of inspection guidance across all sectors.
- Estyn will continue to encourage and promote the involvement of current practitioners as peer inspectors and nominees on inspections to promote cross-fertilisation of best practice.
- We will continue to deliver four-day assessed courses in order to provide Additional Inspector training for system leaders as nominated by the new regional

consortia. The System Leader Inspectors will then join Estyn inspection teams on primary and secondary school inspections.

Engagement with Welsh Government as a stakeholder

- The Chief Inspector, Strategic Directors and Assistant Directors meet with their ‘opposite number’ in Welsh Government as part of a programme of regular meetings to provide advice as set out in the annual Ministerial Remit from the Minister for Education and Skills to Her Majesty’s Chief Inspector of Education and Training in Wales.

In addition, we will ensure that:

- We review our stakeholder engagement strategy in 2016 about the best way to continue to engage and communicate. This aligns with the next Comprehensive Spending Review (CSR).

Annex 1

Stakeholder Communication Plan

October 2013

Overview

The purpose of this document is to identify all the relevant stakeholders who have an interest in the work of Estyn. Each of these individuals or organisations has different communication needs and the nature and degree of interest varies considerably.

The table that follows arranges stakeholders into groups which share a similar interest in education and/or training. This allows us to target the most appropriate communication to that particular group. It is not possible to cover every permutation of group membership so this approach is a ‘best-fit’.

Estyn aims to deliver communications to its stakeholders that are informative and relevant and which meet the requirements as outlined in Estyn’s communication strategy.

Stakeholders and Communication

Communication will take place at key times through the year in accordance with statutory legislation and Estyn’s annual communications plan.

Communication channels

The main communication channels identified in this plan are outlined below.

- ▲ Forums / briefings / workshops
- ▲ Events, such as best practice conferences
- ▲ One-to-one meetings
- ▲ Estyn News – Estyn’s external newsletter
- ▲ The Estyn website
- ▲ Press releases / statements / interviews with the media / feature articles
- ▲ Corporate publications (HMCI Annual Report, Annual Plan and Accounts)

- ▲ E-shots
- ▲ Estyn's Twitter and RSS feeds

External stakeholder analysis

Estyn stakeholders have been grouped accordingly:

Interest	Type of stakeholder (a few examples)
Stakeholder's <u>job</u> is directly affected by the work of Estyn	Headteachers, teachers, lecturers, support staff
Directly benefit from the work of Estyn	Schools, post-16 providers, local authorities, education service in prisons, adult community learning (ACL) partnerships
Indirectly benefits from the work of Estyn	Learners, parents / carers, Children's Commissioner for Wales, general public
Directly contributes to the work of Estyn	Wales Audit Office (WAO), Care and Social Services Inspectorate Wales (CSSIW), Healthcare Inspectorate Wales (HIW), HM Probation, HM Constabulary, HM Prisons, Inspectors, Contractors, Welsh Government
Indirectly contributes to the work of Estyn	The Standing International Conference of Inspectorates (SICI)
Interested in the work of Estyn but is not directly or indirectly affected	The media, education critics and academics, SICI

Stakeholder	Communication type	Stakeholder communication activities
Education professionals: Headteachers	Regular	Estyn News – Estyn's biannual

Teachers Teaching assistants Support staff Lecturers System Leaders Chief Executives (LAs) Principals		newsletter Other organisation's communication channels – e.g. <i>GTCW newsletter, Headteacher associations</i> Local Authority channels: <i>website, newsletter, intranet, e-shots</i> The Estyn website Estyn's corporate publications e.g. <i>guidance, HMCI Annual Report, Remits</i> Estyn events
Education and training providers : Nurseries Non-maintained settings Primary and secondary schools Colleges Special schools Work-based learning providers Pupil referral units Independent schools; Further education; Independent specialist colleges; Adult community learning; Local authorities Teacher education and training; Work-based learning; Careers companies; and	Regular	Forums / briefings / workshops Estyn events Inspection reports Estyn's corporate publications e.g. <i>HMCI Annual Report, Remits</i> Other organisation/ associations / unions newsletters – e.g. <i>Dysg newsletter</i> E-shots The media (including specialist trade publications)

Offender learning.		
Welsh Government (Department for Education and Skills): Government officials The Minister for Education and Skills Deputy Minister for Skills and Technology	At key dates throughout the year (determined by statutory legislation and/or mutually agreed time scales)	One-to-one briefings E-mail Estyn's corporate publications e.g. <i>Estyn Corporate Plan, HMCI Annual Report, Remit reports</i> Inspection reports
Unions & Professional Associations	Regular – to support communication activities to teachers et al.	Briefings E-shots
Inspection Wales (Joint inspectorate organisation)	Dates determined by pre-arranged meetings and/ or the publication of joint reports	One-to-one briefings Briefings Working groups Inspection Wales website
Other education inspectorates OFSTED Education Scotland ETI - Northern Ireland Department of Education and Skills Inspectorate (Eire)	As and when required	One-to-one briefings Events / Briefings / Workshops
Inspectors: Contracted by Estyn	Regular – to ensure they are up-to-date with any changes or developments to the inspection	E-shots Estyn News Events / Briefings / workshops VIRs Estyn website

	process	Letters
Learners: Children and young people over the age of 16 Older learners	Regular	Questionnaires Inspection reports Estyn website The media (<i>including specialist trade publications</i>) Press packs (editorial copy plus image, where appropriate) sent to provider communication departments for dissemination via multiple communication channels
Parents / carers	Regular	Questionnaires Inspection reports The media (<i>including specialist trade publications</i>) Newsletters (<i>school/ associations / local authorities</i>)
General public (this also includes learners and parents and carers)	Regular	The media (<i>including specialist trade publications</i>) Estyn website