



CABINET – 16TH JULY 2013

SUBJECT: PROGRESS MADE TOWARDS RECOMMENDATION 4 IN THE POST INSPECTION ACTION PLAN

REPORT BY: ACTING DEPUTY CHIEF EXECUTIVE

1. PURPOSE OF REPORT

- 1.1 To report progress against Recommendation 4 “align corporate and partnership strategic planning processes in order to make best use of available resources to improve outcomes for children and young people” highlighted in the Post Inspection Action Plan.

2. SUMMARY

- 2.1 In the Estyn inspection in July 2012, KQ3.2 was judged to be adequate. The recommendation was to align corporate and partnership strategic planning. Since that time, much work has been undertaken to address this and this report outlines actions taken and the progress made.

3. LINKS TO STRATEGY

- 3.1 Raising standards of achievement and reducing surplus places in schools and current priorities within the Directorate Improvement Plan.

4. THE REPORT

- 4.1 In the Estyn inspection in July 2012, KQ3.3 was judged to be *adequate* and the improvement aligning the corporate and partnership strategic planning processes was a recommendation.
- 4.2 The report recognised that the Director of Education makes sure that *‘appropriate links are made between projects and strategies at service level and those at strategic partnership level in order to add value to the directorate’s work’*.
- 4.3 However it also highlighted a number of areas for improvement. The report identified that *‘the council’s planning process is too complex and that links between the wider partnerships and the various tiers of the council are not clear’* and that *‘the key priorities for education are not consistently communicated between key strategic documents’*. As a result of this it *‘was difficult to identify a common purpose or thread from all strategic plans or to identify how they will have an impact on outcomes for children and young people’*.
- 4.4 Although there was a recognition that the authority were in the process of developing a single integrated plan the report highlighted that *‘the authority’s corporate planning structures and the partnership planning structures operate on parallel tracks and there is little cross-over between the two planning structures’* and that this has resulted in the Directorate missing opportunities to work to full effect with its key partners. The report also highlighted that service areas did not build in the capacity to *‘evaluate the impact’* of initiatives and that *‘the*

success criteria in plans do not focus enough on outcomes and do not provide leaders and managers with an effective tool for monitoring and driving improvement’.

- 4.5 In addition to this the plan also highlighted that the *‘Local Service Board (LSB) is yet to develop the capacity to hold others to account’.*
- 4.6 When ESTYN visited in July 2012 the authority were in the very early stages of following Welsh Government directive to create a single integrated plan for Caerphilly County Borough. In December 2012, Welsh Government produced the Shared Purpose – Shared Delivery: Guidance on integrating Partnerships and Plans document which provided a clear overview of the purpose of this development and a clear course of action for Local Service Boards. The document stated that *“it is the view of the Welsh Government that the foundation for moving forward sustainably is a well-evidenced, single integrated plan for the area that clearly reflects the needs of the local population, and that local government and partners must focus their efforts most forcefully on early intervention and prevention, in order to break cycles of dependency and prevent the persistence of poor outcomes from one generation to the next.”*
- 4.7 ESTYN recognised that the authority had begun the process of rationalising its partnerships and reviewing the effectiveness of partnership planning in preparation for this agenda. They highlighted that the authority’s work to streamline planning is slow and current plans to create a single plan are limited only to statutory partnerships however this was prior to publication of guidance and specific timelines for production.
- 4.8 As the guidance suggested, the plan must be based on the needs of the local population and towards the end of 2012, a Unified Needs Assessment (UNA) was undertaken. The UNA established a firm evidence base which was used to identify needs and priorities, which in turn confirmed and informed the themed outcomes of the plan namely, Prosperous, Safer, Healthier, Learning and Greener Caerphilly. To further this work and develop the qualitative evidence base required for the UNA and the development of the Single Integrated Plan, stakeholder workshops were held where over 150 stakeholders attended, including a number of Education and Lifelong Learning staff. Using results based accountability methodology these workshops provided substantial material to identify priorities under each themed outcome and actions to deliver to these priorities.
- 4.9 The UNA and the output from the stakeholder workshops were used to draft the Single Integrated Plan. The plan was circulated in a detailed public consultation which opened in February and closed on 22nd March 2013. Children and young people were involved in the consultation process through work with the junior and youth forum. Following the consultation period feedback was considered and the final document will be presented to the LSB on the 22nd July. Caerphilly Delivers – the Caerphilly LSB Single Integrated Plan was approved by the Caerphilly LSB on 17th April 2013 and Full Council on 23rd April 2013.
- 4.10 Throughout the consultation period the Directorate monitored developments and ensured that strong links were established between the Single Integrated Plan and the council’s priorities for Education. The Directorate of Education and Lifelong Learning based its priorities (2013-14) on those identified in the Single Integrated Plan and are aligned to all other council plans and priorities.
- 4.11 The directorate’s planning process and improved process of self evaluation (Recommendation 3) has been strengthened and managers now use the process to ensure that all plans are aligned. Challenge has been undertaken by Managers and the Senior Management Team to ensure more rigorous target setting and establishing success criteria that provide accountability for managers and staff.
- 4.12 Service Improvement Plans (2013-14) are now complete and progress and impact will be presented to Scrutiny on a quarterly basis.
- 4.13 The Director has made a presentation to Corporate Management Team within CCBC to showcase how the Single Integrated Plan has been embedded in the planning processes of

the Directorate. Over the next twelve months the SIP will be used as the Planning Framework for all council plans.

- 4.14 The presentation around planning alignment will be followed by a presentation to Corporate Management Team highlighting the amended Directorate Planning Handbook which highlights how planning, monitoring, challenge and reporting have been integrated into the Directorate. The emphasis will be focused on Self Evaluation as it is recognised that this process needs to be embedded across the council.
- 4.15 At the end of June, the Directorate will undertake a review of progress in relation to its strategic and operational planning, as this will be the end of Quarter 1 in the planning cycle. This review will be undertaken by the Senior Management Team and will provide an update on improvements, an overview of recent performance data and a report on progress and impact to date.
- 4.16 The council is currently undertaking consultation both internally and publically on its Improvement Objectives (2013-2017). These will provide a focus for council services to deliver improvements. The Directorate has a single Improvement Objective for 2013-14 – “Develop an effective and accessible Youth Service that supports the personal and social development of young people”.
- 4.17 In order to ensure that the key Education and Lifelong Learning staff are represented on multi agency groups and boards, a review of representation and engagement will be undertaken to ensure that partnership working is effective and the work undertaken impacts on raising standards for all children and young people.
- 4.18 In conclusion, it is the view of the Directorate Senior Management Team that there has been a significant improvement in the alignment of corporate and partnership strategic planning processes and that this Recommendation has been met.

5. EQUALITIES IMPLICATIONS

- 5.1 No Equality Impact Assessments (EIAs) have been undertaken on the Post Inspection Action Plan itself as Equalities and Welsh Language issues have no direct relevance to the recommendations contained within the Plan.

6. FINANCIAL IMPLICATIONS

- 6.1 There are no specific financial implications for this report

7. PERSONNEL IMPLICATIONS

- 7.1 There are no specific personnel implications related to the report

8. CONSULTATIONS

- 8.1 There are no consultation responses that have not been reflected in this report.

9. RECOMMENDATIONS

- 9.1 Members are asked to note the content of the report.

10. STATUTORY POWER

11.1 Education Act 2005

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Cabinet Member for Education & Lifelong Learning
Chair and Vice Chair Education for Life Scrutiny Committee
Corporate Management Team
Education Achievement Service
HR Division
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