

# Denbighshire County Council Estyn Action Plan - Draft May 2012



## 1. Foreword and Purpose

### Foreword / Introduction

Denbighshire has come a long way since the low point following the 2007 Estyn Inspection. Improvements in standards, quality of provision, leadership and accountability at all levels are clearly visible, as indeed are the levels of satisfaction expressed by the vast majority of service users. Greater confidence in the whole system has brought more energy and innovation into our work, despite a climate where resources are diminishing rapidly. Education and the broader Children & Young People's agenda make key contributions to the Big Plan outcomes, and to the broader corporate priorities now being developed by officers and Members.

The Estyn Inspection in January 2012 confirmed this and graded all services 'Good' with strategic leadership graded 'Excellent'. Estyn also confirmed that the prospects for improvement were firmly good. However, whilst progress has been good, there is much more to do in all areas and this Action Plan responds specifically to the two recommendations stemming from the Estyn Inspection.

The Authority has also taken on board other feedback contained within the Estyn report in order to ensure that further progress is made in the coming year. Other documents, such as the new Corporate Plan, Commissioning Framework for the new Regional Service for School Improvement, the Service Challenge and Performance Management processes of the Authority, will also be used in order to drive improvement further.

The Chief Executive's restructuring proposals (May 2012) have not only set high expectations for the Council as a whole, between 2012 and 2016; these proposals are also a response to the priorities that the Council now needs to set itself in order to become an excellent Council.

The second recommendation within this Action Plan has, and is being, considered further by the sound partnerships that exist to deliver the Children & Young People services across the age between 0 - 25

Hywn Williams  
Corporate Director : Learning and Communities

May 2012

## Purpose

### Recommendation One

*Improve the accuracy of teacher assessments at the end of Key Stage 3*

#### Context

Standards at Key Stage 3 have been consistently below national and FSM benchmarks. Schools have improved but at a slower rate than schools in other authorities. This has also been at a slower rate than at KS2 and 4. The performance of higher ability learners at level 6 and 7 are well below national and FSM benchmarks and is contributing to the below average number of A\* and A's at KS 4.

There is evidence of successful implementation of a curriculum that is learner-centred and skills-focused in some schools. However all schools need to fully embrace the requirements of 2008 National Curriculum to meeting the changing needs of young people at KS4 and PISA.

### Recommendation Two

*Identify all services for children and young people in Denbighshire and establish an effective system to measure the impact of these services to help the authority and its partners know whether these offer good value for money*

#### Context

CYPSP has been aware of the challenge of resource mapping for a number of years. The need for the partnership to have a clear understanding about who is providing services to children and young people in Denbighshire is fundamental to the work of the partnership and its role in service coordination and future planning. The creation of an effective system that identifies services for children and young people will therefore assist the partnership with this.

In relation to the system, it's essential that there is a tool in place to measure the impact of the services contained within which will feed into the Conwy and Denbighshire Joint Performance Framework for the Big Plan reporting to CYPSP and LSB.

Alongside the system will sit a Quality Performance Framework (QPF) tool which will be used to ensure that provision for children and young people are effectively measured in terms of their impact and value for money, which will in turn support the partnership with service coordination and future planning as agreed. The QPF will incorporate outcome focussed approaches to measure performance (e.g. Outcome Star, balanced scorecard and the recorded learning outcomes QES system)

## 2. Summary of Plan

Recommendation One				
<i>Improve the accuracy of teacher assessments at the end of Key Stage 3</i>				
Activity	Purpose	2012/13	2013/14	2014/15
Extend the use of the Rapid Improvement Planning (RAP) used successfully at KS4 to improve pupil performance in the core subjects at KS3.	All assessments at KS3 are consistent and inline with WG assessment guidance to ensure that the LA is in the top 10 in Wales.	Improve CSI to FFT D +1	All schools improve CSI to FFT D +2	All schools improve CSI to FFT D +3

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<b>Recommendation Two</b> <i>Identify all services for children and young people in Denbighshire and establish an effective system to measure the impact of these services to help the authority and its partners know whether these offer good value for money.</i>				
Activity	Purpose	2012/13	2013/14	2014/15
Develop system / database to map resources available to children and YP within Denbighshire.	Enable children and young people within Denbighshire to have access to an overall view of activities available to them within their specific localities	Data base established and populated	Baseline of provision is established and improvement plans agreed.	Improvement targets are delivered
Develop Quality Progression Framework (QPF) to review quality indicators for each service within the database. This includes the roll out Outcome Star across the Family First programme.	Current impact of services can be measured and results shared within authority / partners to ensure the value each service is offering	QPF framework and process established and used by partners	Baseline of the quality of provision is established and improvement plans agreed.	Improvement Targets are delivered

### 3. Monitoring

#### Monitoring the plan

##### Recommendation One

- Termly meeting with schools to monitor progress against schools KS3 improvement plans
- Review of schools progress by School Improvement and Inclusion each term.
- Bi-annual reports to Performance Scrutiny

##### Recommendation Two

- Monthly monitoring against the plan and outcomes reported to Early and Extending Entitlement on a 6 weekly cycle.
- 6 monthly and annual outcome focussed performance management reports to CYPSP in line with the Big Plan Performance Management Framework

## 4. Recommendations & Outcomes

Abbreviation Lead Column	Meaning
SEO	Schools Effectiveness Officer Julian Malloy

Recommendation One	<i>Improve the accuracy of teacher assessments at the end of Key Stage 3</i>				
Ref no	Target	Action	When	Lead	Resources
1.1	All assessments at KS3 are consistent and in line with WG assessment guidance to ensure that the LA is in the top 10 in Wales.	Collect teacher assessments each term to accurately track individual pupils' progress.	June 2013	SEO	SI&I Time
		Analysis of pupil level data to compare teacher assessments against FFT D predictions.	July 2012	SEO	SI&I Time
1.2		Subject teachers from each school to	June 2013	SEO	SIG funding

Recommendation One	<i>Improve the accuracy of teacher assessments at the end of Key Stage 3</i>				
Ref no	Target	Action	When	Lead	Resources
		meet twice a year to work together to agree standards for each subject.			
1.3	Increase the number Level 5, 6 and 7 grades so that the LA is top 10 performing and inline with FFT D.	Extend the use of the Rapid Improvement Planning (RAP) to improve pupil performance in the core subjects.	March 2013	SEO	SIG funding £6000
		PLC's in NC subjects to share and develop good practice to increase numbers of pupils gaining Levels 5,6 and 7 in line with FFT D predictions.			
1.4	To provide teachers with a wide range of moderated pupils work and assessments as a reference.	Use Moodle to host (PDF) levelled exemplar materials in all subjects and levels.	July 2014	SEO	SI&I Time
		Provide training for teachers in the use of Moodle.	July 2014	SEO	SI&I Time



Recommendation One	<i>Improve the accuracy of teacher assessments at the end of Key Stage 3</i>				
Ref no	Target	Action	When	Lead	Resources
1.5	All schools have a curriculum that is more learner-centred and skills-focused.	Work with SLT's to review current KS3 provision as part of school self-evaluation processes.	July 2014	SEO	SIG funding
1.6	All schools are above the median at KS3 for the CSI.	SI&I to support and challenge schools that are not improving.	July 2014	SEO	SI&I Time
1.7	Best practice is shared with all schools.	Use training days to share their best curriculum and teaching practice with other schools.	July 2013	SEO	SI&I Time
1.8	Improve the effectiveness of senior and middle leaders.	Training in the use of RAP to improve pupil performance.	July 2013	SEO	£2000

Outcome	Measure		
	2012/13	2013/14	2014/15
Core Subject Indicator (CSI) at KS3	73%	75%	78%

Abbreviation Lead Column	Meaning
CDLC	<b>Corporate Director – Learning and Communities</b> Hywyn Williams
PYO	<b>Principal Youth Officer</b> Roger Ellerton
PCM	<b>Partnerships &amp; Communities Manager</b> Diane Hesketh
ICSFIM	<b>Integrated Children’s Service and Family Information Manager</b> Tracey Evans

Recommendation Two	<i>Identify all services for children and young people in Denbighshire and establish an effective system to measure the impact of these services to help the authority and its partners know whether these offer good value for money.</i>				
Ref no	Target	Action	When	Lead	Resources
1.1	Establish a system / database to map resources available to children and YP within Denbighshire.	Identify core data set based on current fields within the FIS/MCA database	July 2012	CDLC	Staff time
		Identify a number of data collection mechanisms, this would include an MCA online facility entry system (preferred option as would allow direct import into MCA database) if this can be funded. It may also include spreadsheets and other options that might be proposed by Denbighshire ICT.	July 2012	CDLC	MCA Data Base Staff time

<b>Recommendation Two</b>	<b><i>Identify all services for children and young people in Denbighshire and establish an effective system to measure the impact of these services to help the authority and its partners know whether these offer good value for money.</i></b>				
<b>Ref no</b>	<b>Target</b>	<b>Action</b>	<b>When</b>	<b>Lead</b>	<b>Resources</b>
		Present plan and timeline to Early and Extending Entitlement	July 2012	CDLC	Staff Time
		Promote the new FIS Family Services Directory (FSD) within localities, together with information and guidance on inclusion on the FSD. This would include promotion to partner orgs and the public.	From September 2012 – August 2013	ICSFIM	FIS Team, LLCD staff
		In support of the above promote and pilot within the Rhyl & Denbigh localities - the use of the MCA updating mechanism whereby each organisation on the database can update their own details as they change.	By September 2012	CDCL	FIS Team, LLCD staff
		Review options for longer term resources and funding in order to sustain a wide role out.	September 2012	PCM	Staff time

<b>Recommendation Two</b>	<b><i>Identify all services for children and young people in Denbighshire and establish an effective system to measure the impact of these services to help the authority and its partners know whether these offer good value for money.</i></b>				
<b>Ref no</b>	<b>Target</b>	<b>Action</b>	<b>When</b>	<b>Lead</b>	<b>Resources</b>
		(This may include the option of key services / orgs contributing a small amount of money on an annual basis to cover additional functionality. This functionality could include a funding module that would allow individual organisations and the Partnership Team to track and monitor funding arrangements in order to inform future planning.)			
		Review the implementation of the MCA database process over a period of 4 months with a final evaluation report to CYPSP.	January 2013	CDCL	Staff Time
<b>1.2</b>	Develop Quality Progression Framework (QPF) incorporating Outcome Star to review quality indicators for each service within the	Agree small working group to propose core areas for Scorecard/Quality Progression Framework (QPF) based on the Youth Service 'scorecard' matrix. This will include the Outcome Star model.	July 2012	CDCL	Staff Time

<b>Recommendation Two</b>	<i>Identify all services for children and young people in Denbighshire and establish an effective system to measure the impact of these services to help the authority and its partners know whether these offer good value for money.</i>				
<b>Ref no</b>	<b>Target</b>	<b>Action</b>	<b>When</b>	<b>Lead</b>	<b>Resources</b>
	database	Pilot the QPF (or alternatively agreed name) in 2 localities engaging a range of volunteer organisations / services.	December 2012	PYO	Staff time
		Review pilots and improve QPF (if appropriate) and present a final report with evaluation and recommendations to CYPSP	February 2013	CDCL	Staff Time
		Produce an action plan to support implementation across partnerships.	March 2013	CDLC	Staff Time
		Review data arising from roll out in order to improve planning, provision and provision delivery	September 2013	PCM	Staff Time

<b>Recommendation Two</b>	<p align="center"><i>Identify all services for children and young people in Denbighshire and establish an effective system to measure the impact of these services to help the authority and its partners know whether these offer good value for money.</i></p>				
<b>Ref no</b>	<b>Target</b>	<b>Action</b>	<b>When</b>	<b>Lead</b>	<b>Resources</b>
		Make recommendations in order to improve the process and data analysis process	October 2013	PCM	Staff Time
		Review 12 months data and incorporate into partnerships planning processes	March 2014	PCM	Staff Time

Outcome	Measure		
	2012/13	2013/14	2014/15
<b>An effective system that identifies services for children and young people is established</b>	Data base established and populated	Baseline of provision is established and improvement plans agreed.	Improvement targets are delivered
<b>Denbighshire and its partners are able to effectively measure services in terms of their impact and value for money</b>	QPF framework and process established and used by partners	Baseline of the quality of provision is established and improvement plans agreed.	Improvement Targets are delivered