



Arolygiaeth Gofal a Gwasanaethau Cymdeithasol Cymru
Care and Social Services Inspectorate Wales

CHIEF INSPECTOR'S ANNUAL REPORT 2012-2013

Improving Care and Social Services in Wales

We regulate and inspect
to improve care and social
services for people in Wales





Care and Social Services Inspectorate Wales (CSSIW) is the independent inspectorate and regulator for social care and social services in Wales.

This report reviews and reflects on our work for the period from 1 April 2012 to 31 March 2013 and provides an overview of our findings.

It also describes the progress we are making in improving our work through our modernisation programme and looks forward to the challenges ahead in 2014 and beyond.

In doing so it fulfils the duties set out in section 142 of the Health and Social Care (Community Health and Standards Act) 2003.

Where to get more information

We write reports on all our inspections and reviews.

We also publish quarterly information on the number of services settings and places that we regulate.

For all this information and further details about CSSIW please visit our website, www.cssiw.org.uk or follow us on twitter www.twitter.com/cssiw.



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Chief Inspector's Overview

“ Over the past 13 years, since the enactment of the Care Standards Act, social services regulation in Wales has been highly effective. It has delivered a clear baseline of standards and a more professional workforce. Much credit should go to the Care Council for Wales and the Care and Social Services Inspectorate Wales for their important work. They have provided us with a firm foundation to build upon. ”

~ Gwenda Thomas, Deputy Minister for Social Services.

Transforming the way we work – from places to people

“ Our commitment is to put service users' experiences at the heart of our work. ”
~ Imelda Richardson, Chief Inspector,
Care and Social Services Inspectorate
Wales Annual Report 2009-10.

In my first annual report as Chief Inspector of Care and Social Services Inspectorate Wales (CSSIW) I was very clear about the direction of travel we needed to take as a regulator to modernise. We had to put people at the heart of our work and give them greater voice in the regulation of care services in Wales.

We have transformed the way we work; we have moved from checking minimum standards to putting the lived experiences of people using care services and their outcomes at the core of our inspections.

“ It was lovely watching the inspectors interacting with children and staff. The inspectors were able to gain a feeling for the environment, the level of care, the staff and the management and how situations are dealt with on the spot. This allows the staff the knowledge that they are equally as important as the manager. I believe a manager is only as good as the team behind them. ”

~ Kathy Boardhurst, Paddy's Place
Puddleducks, Tenby



Our inspections focus on people. Through talking to people using services, hearing their experiences and those of their families and carers, we can get a better picture of a service – the quality of care, how it is protecting people’s dignity and rights and promoting well-being, and whether it is providing positive outcomes for them. We also place more emphasis on ‘directly observing’ the care being given and we have expanded our use of the Short Observational Framework for Inspection (SOFI) to provide an evidential basis for our inspections.

We are fortunate to have well motivated and dedicated people representing us on the front line; they have been central to this change. They are positive about the difference their work can make to the well-being of vulnerable people and they feel a real sense of achievement in working hard to develop CSSIW as a modern regulator.

This has been an important step in our journey. But through our Modernisation Programme we are going much further to involve people in our work and drive improvements.

“ **For the past year we have been talking to people who provide and use services. We have listened to everything people told us to develop our new Participation Plan. Our plan sets out how people can have a say, become involved in our work and outlines what we intend to do over the next year.** ”

~ Imelda Richardson, launch of Participation Plan

Our Participation Plan sets out radical changes to our governance and to our inspection work that will provide people with real voice and control in our work. At the heart of these changes will be a National Advisory Board and three Regional Advisory Boards – to oversee our work and help shape our priorities: we will also extend our use of independent visitors to provide another view of services.

We piloted the use of independent visitors this year in homes for older people and people

with learning disabilities. They gave us their account of the experiences of people using these services and we have seen the benefits of citizen focused regulation working in practice.

“ **As an outsider, they will see things from a different perspective and may be able to bring things to the fore that we who are here every day may not be aware of or even become immune to...an extra pair of eyes is always welcome...** ”

~ Service provider on the Independent Visitor Pilot

We will extend the pilot to children’s homes in 2014 and then consider how to develop a model that is sustainable and cost effective and can be used where appropriate across the range of services we regulate.

Safer services for people

The findings from the reviews of Mid Staffordshire NHS Trust and Winterbourne View have reinforced the importance of regulation and inspection in ensuring that our most vulnerable people are safe and receive high quality services.

Seeing services ‘first-hand’ remains at the core of our work and during the year we delivered our inspection programme by conducting 3,990 inspections to inspect the services being provided. This included at least one unannounced inspection of every care home for older people in Wales.

We have got tougher about tackling poor services. We cannot be in every home, nursery or service every day so people who use services, families, carers are our eyes and ears on the ground and our allies in driving out poor care. During the year we put in place a simpler, more accessible and responsive system for dealing with concerns about services. As a result, we are seeing an increase in concerns reported to us, leading to more unscheduled, unannounced inspections.

We have a clear system for dealing with failing services, and in 2012-13 we took enforcement action more frequently. Our enforcement pathway – ‘service of concern’ – gives a service a period of time to demonstrate improvement or to face sanctions, including de-registration. Forty-three services were assessed as being ‘services of concern’ and became subject to enforcement action. Fifteen of these services failed to improve, despite having been given the opportunity to do so. As a result we cancelled their registration.

Overall, we found that most people experience good care. In this report we continue to highlight examples of good practice. This reflects the dedication and commitment of people working in these services.

Earlier this year I was privileged to meet residents, families and staff at Clydach Court Resource Centre, a residential care home run by Rhondda Cynon Taf. The innovative dementia care work I observed during my visit was the result of strong leadership and dedicated and visionary managers who have worked with their teams to change the culture of how people with dementia are cared for.

But we also know that services are facing some big challenges. Nursing homes are reporting difficulties in recruiting experienced and suitably qualified nursing staff. High staff turnover in some services, combined with the use of agency staff, makes it difficult to maintain the continuity of care. People in services also have increasing needs.

These factors have all increased the pressure in the system and, coupled with increasing cost pressures, has led some providers to indicate they may move out of the market. Maintaining the right range and quality of services in the market must be a priority for local authorities and will be essential to the delivery of sustainable social services.

We have already started a thematic review of the commissioning of services for adults in Wales, with a focus on dementia, in order to explore these issues further and inform local authorities’ response to planning for future demand. We also plan to look at nursing care being provided in care homes.



Collaboration and leadership in social services

Last year we reported encouraging signs of increased collaboration between local authorities. However, the proposed merger of social services functions in Blaenau Gwent County Borough Council and Caerphilly County Borough Council has not taken place. Powys County Council and Ceredigion County Council likewise decided not to pursue a shared Director of Social Services.

We did find good pockets of joint working which had led to reducing pressures on hospitals. But, overall, partnerships and joint appointments have not been pursued by local authorities and local health boards, and there are no meaningful structural or strategic level plans in place.

We did find successful partnerships emerging in some areas. A number of well-established joint commissioning arrangements were in place for fostering services. Similarly, in respect of adoption services, some authorities were positioning themselves alongside neighbouring authorities to provide regional services in the lead up to the planned national service due to 'go live' in 2014.

Regional Commissioning Hubs are in place but are mainly focused on high cost, low volume and more work is needed to develop a fully integrated approach to commissioning. The importance of commissioners recognising and acting on their responsibility for the quality of services that they commission will be looked at in our National Review of Commissioning.

During the year we also reviewed how different local authority organisational structures were impacting upon the ability of the Directors of Social Services to fulfil their statutory duties. We found a variety of arrangements, some of which were not sufficiently supportive of the role and were not compliant with statutory guidance, and we identified a significant amount of change in key leadership roles in social services through restructuring, interim arrangements and joint appointments.

“ Securing the role of the Director of Social Services will be a critical element in delivering the Social Services and Well-Being (Wales) Bill. Authorities would benefit from investing time in negotiating a clear understanding of the responsibilities and accountabilities of all officers in respect of the Director of Social Services' accountabilities and leadership role. ”

~ Imelda Richardson, Chief Inspector of Care and Social Services Inspectorate Wales

Safeguarding children and young people

“ Being taken into care can be a big shock ... when a child is in the midst of a situation, you are not aware of the dangers of any of the effects or anything because to you it's normal. It's not until you tell someone what's happened and the person reads it back to you that it really settles in: 'is this really me'. ”

~ Young person, *Making a Difference: Achieving Good outcomes for Children, Young People and their Families in Wales*, June 2013.

During the last decade in Wales we have seen a growth in the number of looked after children from 3,400 in 1998 to 5,725 in 2012 and there continues to be sustained demand on services to safeguard and promote the well-being of vulnerable children and young people. The needs and circumstances of children and young people are subject to frequent changes and services need to be flexible and responsive to meet these changes.

There is evidence that many local authorities are reviewing structures and models of service delivery to create greater coherence between universal targeted and specialist services to improve outcomes for children and young people.



Good quality child care to tackle child poverty

High quality child care plays a vital role in helping children to develop, reach their full potential and enhance their future life chances. It also has a significant role in supporting the Welsh Government's agenda for tackling child poverty.

CSSIW's assurance underpins the Welsh Government's strategy for increasing the availability of child care and encourages improvement in the quality of child care. During the next year, we will pilot a Quality Judgement Framework for nurseries that will enable us to provide a clearer message about the quality of services and help people to make more informed decisions.

As we move forward during the year, we will continue to deliver our comprehensive programme of inspections to make sure people are safe and heard – continuing in our commitment to putting people at the heart of our work.

We are a significant part of a large jigsaw. To deliver the aspirations of the Welsh Government for sustainable social services in Wales, the whole sector – our care services, local authority and health commissioners,

support organisations, people using services and their families and carers – need to work together to focus on achieving good outcomes for people receiving care.

I have been very encouraged by the level of engagement and commitment from all stakeholders, and I'm certain that this will continue as we move forward.

Finally, we would not have undertaken this transformation without the support of our dedicated staff and I thank everyone in CSSIW for their hard work and commitment.



Imelda Richardson
Chief Inspector

Chapter One

About CSSIW

We are responsible for improving social care, early years and social services in Wales by regulating and inspecting services. Our overall aim is to make sure that people receive good quality, accessible and safe services that meet their needs and promote their rights.

We provide professional advice to Ministers and policy makers. Our work supports the Welsh Government's Programme for Government commitments to provide people using care and carers with a stronger voice and greater control over the services they receive; and ensuring people receive the help they need to live fulfilled lives.

We work to raise standards, improve quality and promote best practice. We undertake national reviews which focus on critical aspects of social care, such as safeguarding, in order to improve people's experiences and their outcomes.

We carry out our functions on behalf of Welsh Ministers and, although we are part of the Welsh Government, there are a number of arrangements in place to ensure we safeguard our independence. We deliver our aims by:

- providing independent assurance for people who use services, their families and carers about the quality and availability of social care in Wales – this includes helping to

safeguard adults and children, making sure that their rights are protected;

- improving care by identifying and promoting good practice and tackling poor performance;
- providing evidence and independent professional advice to those involved in the provision of services to encourage innovation and improvement, and to inform the development of policy to meet people's needs; and
- providing efficient and effective regulation and inspection.

Three Regional Offices – Llandudno Junction, Merthyr Tydfil and Carmarthen – provide the operational focus for our local authority social services work and our regulatory work. Our National Office, also in Merthyr Tydfil, leads on the delivery of strategic reviews, citizen engagement, knowledge management, and a range of corporate services, including information and communication technology.



Modernisation Programme

In 2011, CSSIW embarked on an ambitious transformation programme in order to improve our services and the efficiency and effectiveness of our regulation and inspection work. An important element of the programme was the creation of a new organisational structure that consolidated our services in three offices maintaining a strong presence across Wales; aligning staff resource to our priorities; supporting new ways of working; and delivering efficiencies, including a reduction in costs.

The following structure was implemented in October 2012:



Our Legal Powers

The Health and Social Care (Community Health and Standards) Act 2003 gives us powers to review the way in which local authorities discharge their social services functions.

The Care Standards Act 2000, The Children Act 1989 (as amended), The Adoption and Children Act 2002 and the Children and Families (Wales) Measure 2010 gives CSSIW powers to register and inspect services that provide social care in Wales.

We regulate social care and early years services using the regulations and the National Minimum Standards made by the National Assembly for Wales and the Welsh Government.



What we do

Local Authority social services

We inspect Welsh local authorities on their delivery of social services to check to see how their services:

- meet the needs of people, improve their quality of life and promote their rights and well-being;
- protect adults and children who are at risk of harm; and
- continue work to improve and meet the changing needs of their communities.

Our work to inspect and review local authority social services covers all aspects of social care and is informed by the annual self assessment of services completed by the Directors of Social Services. We monitor the work of the local authorities through quarterly engagement meetings with senior managers to discuss performance and service developments. We also undertake site visits to places where services are being delivered to see first hand and to talk to staff and people using services about their experiences.

We carry out a range of activities around strategic priorities including:

- national and thematic reviews;
- focused local authority inspections and improvement activity in response to specific issues arising;
- monitoring and reporting performance when subject to intervention;
- monitoring and reporting on the use of Deprivation of Liberty Safeguards (DoLS) as required by regulations; and
- monitoring and reporting on the Protection of Vulnerable Adults data collected by local authorities.

Regulated services

As part of our regulatory function, we register and decide who can provide social care or children's day care services. Potential providers are required to complete our registration process before they can run services. We want to make sure that only people and organisations we think will provide a safe and high quality service are registered.

Inspections are at the heart of our assurance work and our cycle of coverage means we visit adult services every year. Services that we think are high risk will be visited more frequently. Our inspections are unannounced with the exception of adoption and fostering services.

We assess providers and report on safety and the quality of experiences for people using services using the following four inspection themes:

- **Quality of Life**
- **Quality of Staff**
- **Quality of Leadership and Management**
- **Quality of Environment**

When reporting on regulated care services, we check that they are run in accordance with regulations and that services meet the National Minimum Standards set by Welsh Government. While standards are important, we have changed our inspections so that the experiences and well-being of people are at the heart of our work.

Last year we introduced SOFI, which is a tool that allows our inspectors to assess the experiences of people who may not be able to say how they feel, for example people with dementia. This year we have expanded our use of SOFI to other services to strengthen our focus on outcomes for people.

We use a baseline inspection to look at all four themes or a focused inspection to look at just one or two, usually to check on improvements or particular issues. After each inspection, we produce a short report which is published on our website. This year we changed our reports to make them clearer, more understandable and 'user friendly'. We want to send a clear message to people about the quality of providers.



Services and settings regulated by CSSIW

Care homes

We are responsible for registering and regulating residential and nursing homes for adults of all ages. On 31 March 2013, there were 684 older adult care homes with 23,050 places and 459 younger adult care homes with 3,410 places registered.

Domiciliary care agencies

We regulate the agencies and organisations that provide care and support for people in their own homes and in the community. On 31 March 2013 there were 409 domiciliary care agencies registered.

Adult placement schemes

These are locally run schemes that enable up to two people who have care and support needs to live as part of a family. Placements may be permanent, or short term including periods of respite care. On 31 March 2013 there were 12 adult placement schemes registered.

Nurses' agencies

These are organisations that provide private nursing services in the community and also support people with their personal care. On 31 March 2013 there were 33 nurses' agencies registered.

Children's homes

These include a range of services including traditional care homes for looked after children, specialist placements for up to 52 weeks and respite services for children with a range of disabilities. On 31 March 2013 there were 125 children's homes registered.

Day care for children

We register and inspect day care for children under 8 years of age including child minders, nurseries and after school clubs. On 31 March 2013 there were 4,296 day care settings with 75,944 places.

Local authority and independent fostering services

Children can be cared for by foster carers who look after them in their homes either for short periods of time or long term. We are responsible for inspecting agencies and local authorities to ensure that these services are able to meet children's needs and that they are protected from harm. These services are not registered but are inspected by us. On 31 March 2013 there were 49 fostering services registered of which 22 were run by local authorities.

Local authority adoption agencies and voluntary adoption agencies

We inspect, but do not register, adoption services provided by local authorities and voluntary organisations. They provide services including the recruitment, assessment and approval of adults who wish to adopt a child and also support for the prospective adopters and children, including siblings. On 31 March 2013 there were 22 adoption services.

Boarding and residential schools and further education colleges that accommodate students under 18

We are responsible for the inspection of welfare arrangements for children resident in boarding schools, specialist residential schools and further education colleges in Wales. Estyn is responsible for inspecting the education provision. On 31 March 2013 there were 11 boarding schools with 1,175 places and 11 residential schools with 238 places registered.

Residential family centres

These provide a residential assessment service for families with children and help to develop parenting skills and improve relationships. On 31 March 2013 there was one residential family centre registered.

Working together

Sustainable Social Services for Wales: A Framework for Action calls for strategic change to meet the challenges facing social services and care services in Wales. This strategic change includes the provision of integrated services, in particular for families with complex needs, looked after children, and frail older people, and calls for commissioners and providers of services to drive improvement in a more coherent way. One potential benefit of these changes will be an overall reduction in the burden of guidance, regulation and inspection.

It is important that we provide leadership and support for this strategy by working effectively and efficiently with our partners. Under the Inspection Wales Programme, we work closely with other inspectorates – the Wales Audit Office (WAO), Estyn – the education and training inspectorate, and the Healthcare Inspectorate Wales (HIW) to:

- promote joint and collaborative working;
- co-ordinate planning to produce proportionate programmes of work that avoid duplication and ensure that key risks and concerns are examined;
- develop information and knowledge sharing; and
- identify opportunities to bring together intelligence on public services and report in

ways which support service improvement, inform policy making and strengthen public accountability.

We also work closely with the Care Council for Wales which is responsible for regulating the social care profession, ensuring the workforce is safe to practice and has the right skills and qualifications to work to a high professional standard. We have established a model of collaboration to promote information sharing and joint knowledge management, especially around safeguarding.

We are members of the Wales Health and Social Care concordat and the Welsh Regulators' Forum. The Concordat is comprised of the principal external review bodies inspecting, regulating and auditing health and social care in Wales. It aims to build on the collaboration which already exists between members to share knowledge, best practice and improve services. The Welsh Regulators' forum is a senior level group of national and local regulators in Wales with a shared interest in tackling unnecessary regulation of businesses and promoting public service improvement. The Forum provides:

- an opportunity to share information, good practice and lessons learned; and
- a source of advice and information on development, delivery and enforcement of regulation to inform decision making and strategic direction at both Wales and UK levels.



Chapter Two

How we performed in 2012-13

This chapter sets out our achievements during 2012-13 including the delivery of our core functions in inspecting and regulating social services and social care in Wales; progress with our Modernisation Programme; and the work undertaken with our fellow inspectorates.

Summary

- Overall, we largely completed our inspection programme for 2012-13, conducting 3,990 inspections to assess the quality of services and the experiences of people using them.
- Forty-three services became 'services of concerns' as a result of poor care and we took action to address them which, in some cases, included the cancelling of registration and suspension of services.
- We registered 470 settings of which 211 were for child minders.
- We provided the basis for a stronger voice for people in our work by changing the focus and techniques of our inspections – listening more to people and observing their experiences.
- We published our Participation Plan setting out a new model of governance, piloted the use of independent visitors, and strengthened our procedures for dealing with concerns.
- Our work on safeguarding people included reviewing the arrangements for the management of children in need by local authorities, and the protection of vulnerable adults.
- We monitored the use of Deprivation of Liberty Safeguards (DOLS) and, in view of the findings plan to extend this work in 2014 through a national review.
- Working with other inspectorates, we completed a follow-up review in Pembrokeshire and developed a joint serious concerns protocol for use in circumstances which required a joined up approach across inspectorates.
- We continued to deliver our Modernisation Programme changing our organisation and operations to improve our performance as a regulator and inspector.

Our Modernisation Programme

In 2011, we started on a journey to transform our operations in order to provide better services and meet the challenges of a changing landscape for care and social services in Wales. The Modernisation Programme focused on the key strategic levers of change:

- A strong voice and real control for people in our work.
- The learning and development of our staff to provide a confident, authoritative professional service, using evidence to support our judgements, with the well-being of people using services at the heart of our work.
- Open and transparent inspection and reporting providing a clear and understandable message to people about the quality of services.
- Efficient and effective operations making full use of technology to deliver better services and outcomes.



A stronger voice for people

Our Strategic Plan sets out our commitment to putting people and their experience at the heart of our work. In 2013 we published our Participation Plan which was shaped by people's views on how they want to get involved in our work and have their say.

The plan sets out how:

- we will keep people informed about our work;
- they can share their views and experiences about services and provide feedback on our work;
- they can get directly involved in our work; and
- they can raise concerns about the quality of services.

National Advisory Board

These proposals include radical changes to our governance arrangements through the creation of a National Advisory Board which will oversee our activities, help us identify the things that matter to people in our work and help us to improve the services we inspect. The Board will include members of the public, people who use services and carers. The first meeting of the Board will take place in February 2014.

Regional Advisory Boards will provide opportunities for people to participate by providing feedback on our work and the quality of services in their area. Quality Review Panels will review and evaluate particular areas of our work providing expert opinion coupled with the views of people using services.

Independent Visitors

The direct involvement of people using services in our inspection work is central to our Strategic Plan and, in 2012, we piloted a model for independent visitors in our south west region. We are grateful to two organisations: the All Wales Forum of Parents and Carers of People with Learning Disabilities, and Age Cymru, who helped us to recruit, train and support our independent visitors. A total of 13 visits were carried out. Our evaluation confirmed that independent visitors facilitated improved communication with the people receiving care who often find it hard to make their voices heard. During 2013 we will pilot the independent visitor model in children's homes in anticipation of a wider roll out across the services we regulate.

The independent visitor pilot focused on older people's services and those for people with learning disabilities and involved All Wales Forum and Age Cymru. They helped recruit and support the independent visitors to carry out a programme of visits between 10am and 6pm, including weekends.

They visited care homes and services independently of CSSIW and were supported to meet with and listen to people using services, carers and with staff and managers. The independent visitor feedback provided CSSIW with a different perspective on the settings visited and another source of evidence to inform our own judgements about the quality of services and areas for inspection in the future.

After one visit, the independent visitor wrote:

"All the residents I spoke to told me they were happy there and that it's a good home."

"I was shown the home's activities programme, saw that it is varied and tailored to individual needs, with much time spent out in the community."

The CSSIW inspection report noted:

"Overall, we found that people were able to exercise their rights and were treated with respect and dignity. We sat in the communal lounges and observed how staff spoke to people and interacted with them. We saw that staff spoke warmly to people and took time to listen to them and act upon their requests."

What some of the independent visitors said:

"the training gave me confidence, I was well prepared."

"it was useful to have a framework to work to... it was structured enough and allowed individuality."

"it gave the opportunity to show I care, that I'm interested in people."

What providers said about independent visitors:

"I believe it would give service users another voice."

"as an outsider, they will see things from a different perspective and may be able to bring things to the fore that we who are here every day may not be aware of or even become immune to... an extra pair of eyes is always welcome."

Quality Judgement Framework

In September 2012 we held regional stakeholder events for providers and other stakeholders across Wales. These events provided us with an opportunity to listen to their experiences of our work and the impact of the changes in our inspection and reporting introduced by our Modernisation Programme.

The events also gave us the opportunity to test ideas and gather feedback on our proposal to develop a Quality Judgment Framework for our regulated services. There was agreement that there could be benefits but there were also some concerns about how such an approach

would work in practice. Some of the points raised were:

- Having a framework in place would enable us to be specific about outcomes, improve quality, encourage best practice and drive up standards.
- We would be able to promote services that were good; and help drive improvements for other services.
- Judgements would mean that a decision about standards was clear cut. However, establishing a framework and ensuring consistency across services would be challenging.

Regulated services

Registration Activity

In 2012 we put in place specialist registration and enforcement teams in each region to improve services and speed up the time it takes to register a new service.

Table 1: Number of new registrations 2012-13

	South East	South West	North	Total Wales
Adult Residential	46	29	11	86
Childrens Day Care	142	123	101	366
Childrens Services	9	7	2	18
Total	197	159	114	470

Source: CSSIW business support system

Inspections

We continued to roll out our new inspection methodology including the use of the SOFI which helps inspectors to capture the experiences of people who use the services we inspect.

SOFI is based on an observational approach to inspection developed by the University of Bradford.





“ I’ve worked in child care for 10 years, within the same day nursery, with 11 staff and 26 children.

Over the last year there has been a change around how inspectors carry out their role. I feel the transition has been clear and precise. Minimum standards still feature, there’s just a different way of obtaining the information from the setting. The process being used is called SOFI – Short Observational Framework for Inspectors.

During our last inspection we used this new system and it worked extremely well. The children were all comfortable, happy and relaxed. Staff had been informed of the new process and understood beforehand the changes to expect during the inspection.

The new approach is less formal; the emphasis has been taken away from me and the office deliberating over paperwork, to the social interaction where the inspectors slip in to the day’s routine, observing the staff and interacting with the children – observing the nursery operating as a whole – this shows a more realistic view of the nursery.

It was lovely watching the inspectors interacting with children and staff. The inspectors were able to gain a feeling for the environment, the level of care, the staff and the management and how situations are dealt with on the spot. This allows the staff the knowledge that they are equally as important as the manager. I believe a manager is only as good as the team behind them. I have an excellent team and most of them have been with me from the beginning.

Our inspection report commented on the level of care seen on a particular day. This is a major attribute to reward the staff. It can also help towards staff training.

I see that CSSIW’s new approach does contribute towards their aim to improve regulating, inspecting and reviewing. It gives a picture, as children express themselves with honesty and the sense that they have no limitations of what to say – we all know the saying “out of the mouths of babes.”

~ Kathryn Broadhurst, Paddy’s Place Puddleducks, Tenby

Our inspections are at the heart of our assurance work and we think that it is crucial to see 'first-hand' the experiences of people using services so that we can judge how services are doing. Our policy is to carry out unannounced inspections so we get to see the real picture. Overall, our inspection programme was largely achieved – 3,990 inspections were completed representing 97% of services due a visit.

Our priority for inspection is services that cause concern and these will often receive more than one inspection during the course of the year. Some inspections completed towards the end of the year were not recorded as complete as the report was yet to be published.

Table 2: Number of inspections due and carried out by CSSIW

	31-Mar-2011	31-Mar-2012	31-Mar-2013
Adults' Services			
Number of settings due to be inspected	1,511	1,498	1,531
Number of settings that have been inspected	1,517	1,568	1,547
% of settings that have been inspected	100	105	101
Children's Day Care			
Number of settings due to be inspected	2,257	2,322	2,405
Number of settings that have been inspected	2,188	2,400	2,264
% of settings that have been inspected	97	103	94
Children's Services (a)			
Number of settings due to be inspected	187	172	180
Number of settings that have been inspected	173	180	179
% of settings that have been inspected	93	105	99
Total			
Number of settings due to be inspected	3,955	3,992	4,116
Number of settings that have been inspected	3,878	4,148	3,990
% of settings that have been inspected	98	104	97

(a) includes boarding schools and further education colleges. Source: CSSIW business support system

Local Authority Social Services

Our inspection and evaluation of the work done by social services departments includes national/thematic reviews, joint inspection work, a review of the reports by Directors of Social Services under the Annual Council Reporting Framework (ACRF) and quarterly engagement meetings. We have published the following reports which are all available on our website.

Local authority reports

- Wrexham County Borough Council – Inspection of the arrangements for the assessment and care management of children in need, May 2012.
- Newport City Council – Inspection of adult protection services, May 2012.
- Monmouthshire County Council – Review of social services, May 2012.
- Flintshire County Council – Inspection of adult protection services, May 2012.
- Denbighshire County Council – Inspection of the arrangements for the assessment and care management of adults, June 2012.
- Blaenau Gwent County Borough Council – Review of social services, June 2012.
- Flintshire County Council – Inspection of services for children and families, June 2012.
- Conwy County Borough Council – Service inspection of adult social care, July 2012.
- Bridgend County Borough Council – Inspection report on the arrangements for looked after children and young people, July 2012.
- Pembrokeshire County Council – Inspection of the arrangements for looked after children and young people, July 2012.
- Neath Port Talbot County Borough Council – Report of the inspection of children’s services, November 2012.
- Newport City Council – Report on the inspection of children’s and families services, February 2013.

Addressing serious concerns

In November 2012, following three previous reports that highlighted concerns with Neath Port Talbot County Borough Council’s Children’s Services, our Chief Inspector invoked the Welsh Government’s protocol for responding to serious concerns.

“ *I am concerned about the lack of progress, despite the dedication and hard work of front line staff, in addressing the significant problems we have identified in children’s social services in Neath Port Talbot during the last two years. I have met with the Chief Executive and he understands that there needs to be a step change in the performance of children’s social services and that he needs to ensure that all of the necessary actions are taken to rapidly improve these services. We have agreed improvement targets and CSSIW will be conducting quarterly visits to monitor performance and progress in achieving these.* ”

~ Imelda Richardson, Chief Inspector.

Serious concerns arise when the severity, frequency or persistence of problems exceed that which can be dealt with by usual practice.

National and thematic reviews

National inspection – the role of the Director of Social Services

Statutory guidance on the role and accountabilities of the Director of Social Services was produced to tackle variations in the performance of social services across Wales. The review explored how different organisational structures and models of delivery impact upon the fulfilment of the social services responsibilities of local authorities.

We found that:

- All authorities recognised the statutory guidance and most had put systems and organisational features in place that supported the Director of Social Services in fulfilling the accountabilities of the role.
- Despite some common features, the extent to which the statutory director's authority to fulfil the core accountabilities of the role had been negotiated, formalised and communicated, was very variable. The inspection identified examples of positive practice but also less well embedded arrangements across single, dual and integrated service configurations.
- Where arrangements did not fully reflect the statutory guidance the director appeared to be meeting their accountabilities despite the corporate arrangements rather than as a consequence of them.

Adult Protection Monitoring Report 2010-2012

In March 2013 we published our Adult Protection Monitoring Report in which we analysed data collated from local authorities on allegations relating to the abuse of vulnerable adults.

The key features of the adult protection monitoring data in the report were similar to earlier years. They raise questions for policy

makers, practitioners, inspectors and leaders at every level.

- Why are so many adult protection investigations inconclusive?
- What can be done to increase the number of investigations that result in criminal prosecutions of perpetrators?
- How can vulnerable people be helped to feel more confident about voicing concerns about their treatment?

The report outlined developments in policy and practice during 2010-12 that should help to respond to these and other questions prompted by the data.

Making a difference: achieving good outcomes for children, young people and their families in Wales, June 2013

This review of services for children in need was undertaken in the context of an increase in the number of looked after children in Wales, from 3,400 in 1998 to 5,724 in 2012. The Children in Need census highlighted that children in need have poorer outcomes in education and health than both the general population and also looked after children.

The main conclusions were:

- Good, early decision making, informed by accurate and well analysed assessments is critical to achieving safety outcomes for children and young people.
- There is insufficient multi-agency coordination and strategic commitment to improving these key outcomes for children in need, which results in children having poorer outcomes in education and health than looked after children whose support is subject to statutory guidance.
- The voice of the child is not heard consistently by practitioners across Wales, which contributes to poor health and education outcomes for these children. There needs to be a greater focus on working collaboratively with children and their families.

Strengthening safeguarding practice in Wales

In November 2012 we hosted a seminar, **Keeping Children and Adults Safe**, aimed at strengthening practice in order to safeguard adults and children through improving knowledge and understanding; promoting collaboration; interagency and inter professional working; sharing best practice and learning from experience.

The seminar brought together key stakeholders from local authorities and included workshops on:

- safe schools;
- recruitment and employment practice;
- improving adult safeguarding;
- strengthening safeguarding in human resources.

The feedback indicated that the delegates welcomed the chance to explore areas of concern and to discuss what needs to be done to improve safeguarding practice. They also welcomed the opportunity to compare and share current practice.

Joint inspection work

We continue to work closely with other inspectorates in Wales, in particular with the WAO, Estyn – the education and training inspectorate, and the HIW under the Inspection Wales Programme. The following joint thematic reviews were completed.

DOLS

Welsh Ministers have a duty to monitor the operation of Deprivation of Liberty Safeguards and CSSIW, together with HIW, undertake this function.

The third monitoring report published in March 2013 concluded that, overall, more DOLS were authorised this year than in previous years. Despite this, two supervisory bodies received no applications and our monitoring highlighted that the safeguards are still applied

inconsistently. In part, this variation may reflect the diverse services within which the safeguards can apply, but we are concerned that knowledge and understanding of these important safeguards is not yet embedded in everyday practice.

This report raises key issues. It reminds supervisory bodies and managing authorities to make sure that they understand their responsibilities and check how far they are able to answer some of the questions and challenges raised. They should also compare themselves with other supervisory bodies to develop their understanding of why differences might arise.

Joint review of arrangements to safeguard children subject to alleged professional abuse

In November 2011 the joint inspectorate review of inter-agency arrangements and practice to safeguard and protect children in Pembrokeshire was published. A follow-up review was carried out and published in September 2012, to assess the progress made by the authority in implementing its *Safeguarding Children Improvement Plan* and in improving practice.

Serious Concerns Protocol

A protocol for the Joint Handling of Serious Concerns has also been developed which outlines how CSSIW, Estyn, HIW and WAO will work together when, in exceptional circumstances, a serious incident, concerns or risk to the public arises that requires an extraordinary inspection or investigation involving more than one of the inspectorates.

Work with the Care Council

We have continued to work with the Care Council on the implementation of a joint programme of work to improve the level of public assurance we provide as regulators.

This includes:

- A joint approach to using data to identify failing services.

- Joint reviews – we supported the review of the first year in practice for social workers and the development of guidance.
- Sharing information on providers and the workforce.
- The importance of commissioners recognising and acting on their responsibility for the quality of services that they commission.
- The opportunity to develop a human rights based approach to regulation and inspection.

The Care Council are also supporting the development of a professional framework for inspectors in CSSIW.

Four Nations Heads of Inspectorates

We are a learning organisation and work closely with other UK inspectorates to share knowledge, experiences and practice in order to benchmark our work and strive for continual improvement.

The Chief Inspector hosted the Four Nations Heads of Inspectorates forum with an agenda focusing on, *“What kind of regulation and inspection do we want for public services in the UK, following on from the Winterbourne View report, the Francis report and the failure of legal proceedings following Operation Jasmine in Wales?”*

The keynote speakers were Robert Francis QC, who chaired the public inquiry into Mid Staffordshire NHS Foundation Trust, and Margaret Flynn, author of the independent Serious Case Review of Winterbourne View Hospital. The forum was opened by Gwenda Thomas AM, the Deputy Minister for Social Services. The forum focused on the key findings of the reviews and the implications for the inspectorates highlighting the following issues:

- The limitations of “light touch” inspections and their place in an inspection regime.
- The importance of regular, searching, inspection visits.
- The strengths and weaknesses of self-evaluation and performance data as an indicator of risk to safety.
- The central importance of complaints as a window on performance and culture of organisations.

Chapter Three

The Effect on People's Lives

This chapter sets out our approach to the regulation of social care services, our response to concerns and the enforcement action we have undertaken. It also highlights areas of good practice and the impact a high quality service can have on the lives of people who use services and those that care for them.

Summary

- We have got tougher about tackling poor services. During the year we put in place a simpler, more accessible and responsive system for dealing with concerns about services.
- We have seen an increase in concerns reported to us and have undertaken more unplanned, unannounced inspections than the previous year.
- We have put in place a clear enforcement pathway and 43 services were assessed as being services of concern; 73% were adult services.
- Enforcement action has been taken more frequently in 2012-13.
- A focus on improving quality has led to an overall reduction in assessed risk within care services over the last three years.



Responding to people's concerns

Concerns are an important source of information for us. People who use and rely on the services we regulate, as well as their relatives, visitors, staff, involved professionals or neighbours are our 'eyes and ears' when we cannot be there. We welcome people raising

their concerns, comments and compliments about the services we regulate, and their comments and observations give us valuable insights into services.

In April 2012 we introduced a streamlined process for responding to concerns and during the year we received a total of 1,116 concerns relating to 594 services.

An unannounced inspection was carried out after concerns were expressed by parents during a meeting with CSSIW's Chief Inspector. The concerns related to medication errors and communication with relatives in a care home for people with learning disabilities.

During the visit we spoke to people living at the home, staff and the registered manager, checked files, observed the medication round and checked the medication policies and procedures.

As a result, we found that there were two different systems in place, one for people living permanently at the home and another for people receiving respite care. We also found that there was a need to improve communication with relatives so that they felt confident that they were being

listened to. Although efforts were made to support people to take part in suitable activities, there were limited facilities and insufficient staff time allocated to this to support people.

In our report we advised that the medication procedure should be reviewed to ensure that it provided staff with clear guidance about the two different systems; that the system for follow-up communication with relatives of people who come to the home for respite care was improved.

When we inspected the home again, the medication policy and procedure had been updated, staff training about the new policy and procedure arranged, and no further medication errors reported

The most common causes for concern were:

- Neglect of service users, 16%.
- Protection and physical abuse of service users, 11%.
- Concerns about the behaviour and attitude of management, 11%.
- Concerns about the competency and training of staff, 10%.

We follow up all concerns reported, especially where it appears there has been a failure in the quality of care being provided. In particular, where information is received which suggests people using a service are at risk of harm we will always take prompt action including

immediate inspection visits and safeguarding referrals.

Depending upon the nature of the information, there are a range of options available to inspectors when dealing with concerns:

- The concerns may be serious enough to warrant an immediate safeguarding referral.
- A focused inspection may take place to investigate the issue highlighted by the concern.
- A baseline inspection may take place with a view to gathering specific evidence for safeguarding and enforcement reasons.

- An inspection initially scheduled at a later time may be brought forward so that the issues highlighted in the concern can be looked at.
- After consideration of the information it may be appropriate to refer the concern to the provider's or local authority's own complaint procedure or another agency.
- Where the concern is not validated and there is no evidence of any negative impact on service users, then no further action is taken.

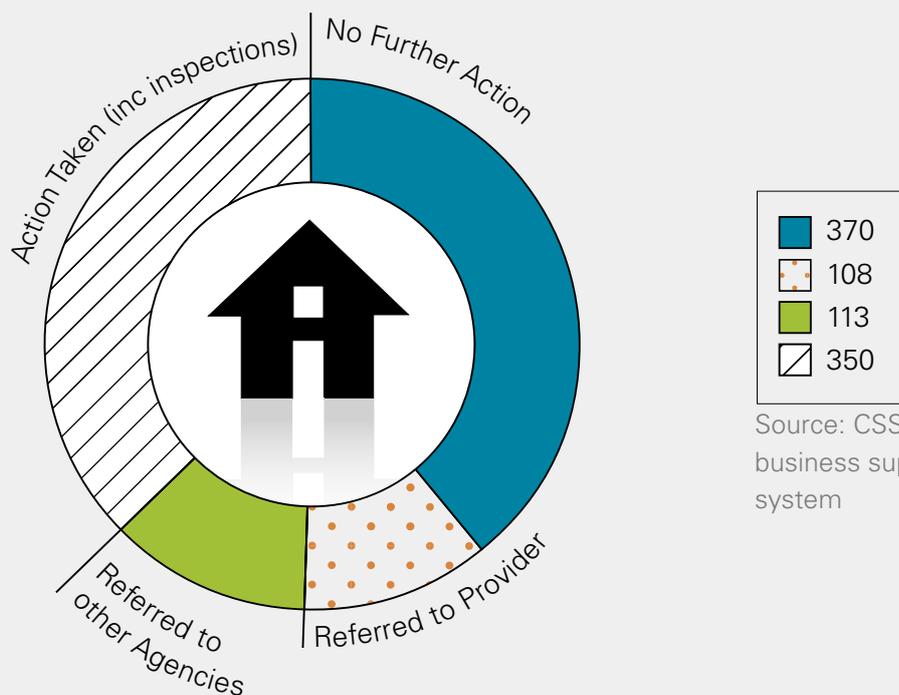
Table 3: Number of concerns raised, 2012-13

	Number of Concerns	Number of Settings
Adult Services	888	405
Children's Day Care	182	154
Children's Services	46	35
Total	1,116	594

Source: CSSIW business support system

This table refers to the total number of concerns raised in 2012-13.

Figure A: Action taken on reported concerns, 2012-13



Source: CSSIW business support system

This chart refers to concerns closed by 31 March 2013. Some were still under investigation.

Working to improve services

In order to inform the timing, number and type of inspection we do, our inspectors use a risk tool to evaluate the information gathered about a service or setting during their inspections and from other sources, such as concerns, notifications and safeguarding referrals.

The following charts show our evaluation of the services we inspect broken down into

high, medium and low risk by the type of service and show the shift from high to low risk between 2011 and 2013 for different service types.

The proportion of high risk settings has fallen year on year in all service areas. Care homes for older people present the greatest risk.

Figure B: Risk profile of older adult care home settings

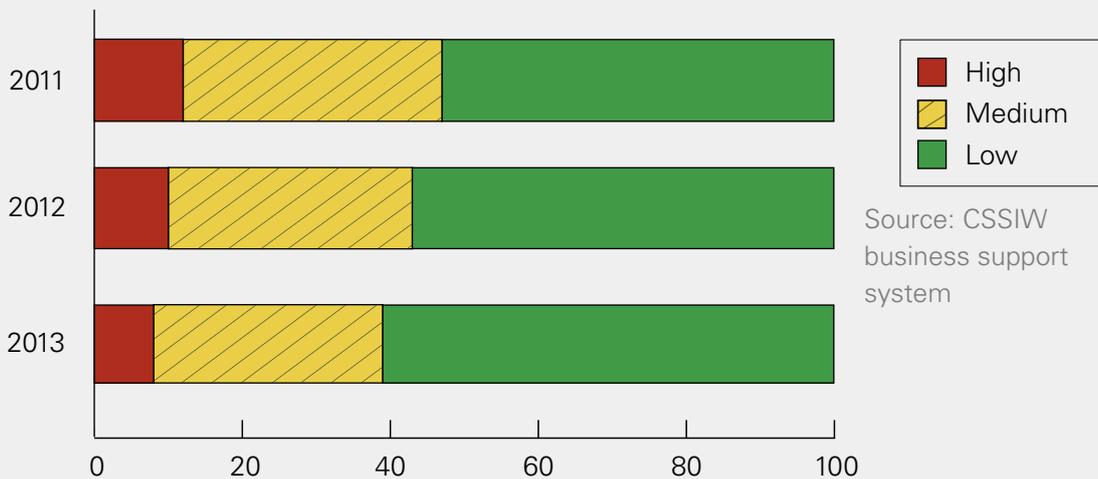


Figure C: Risk profile of younger adults care home settings (including nursing)

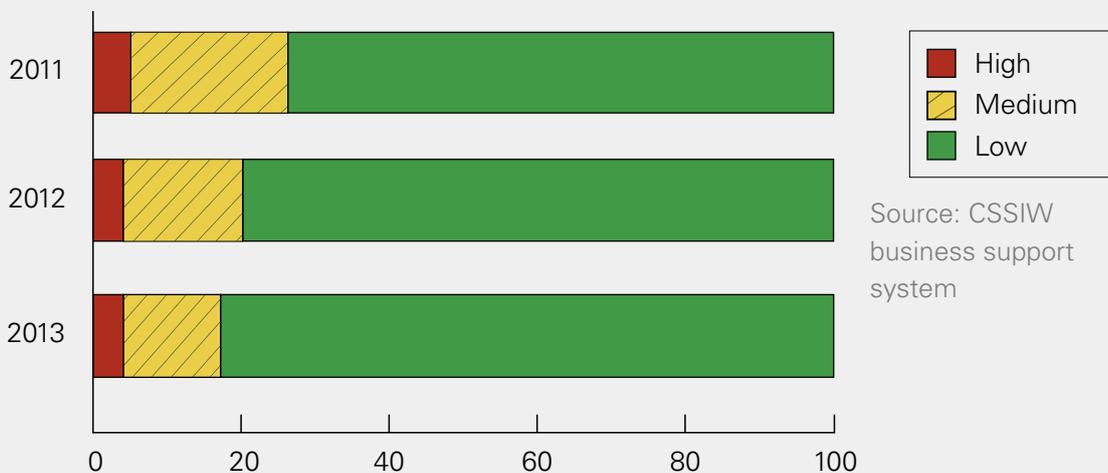


Figure D: Risk profile of children's day care settings in Wales

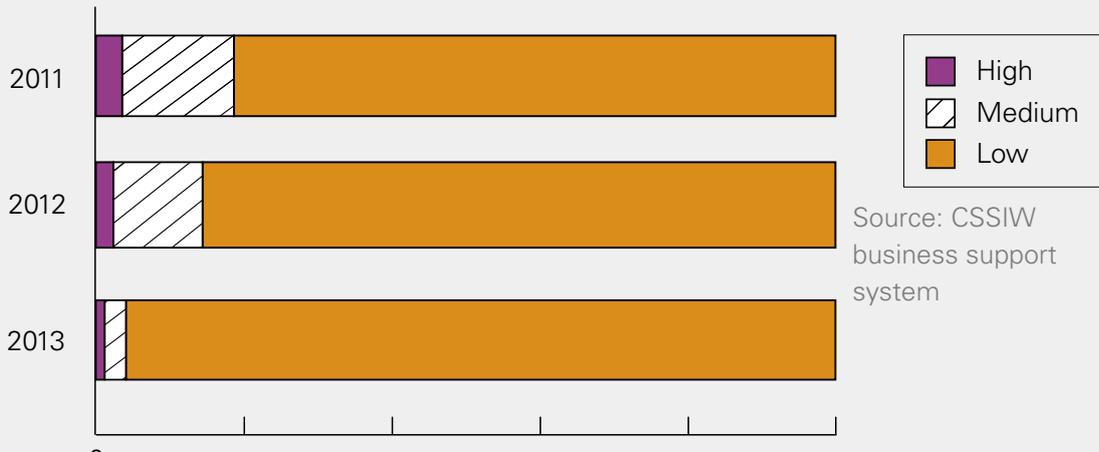
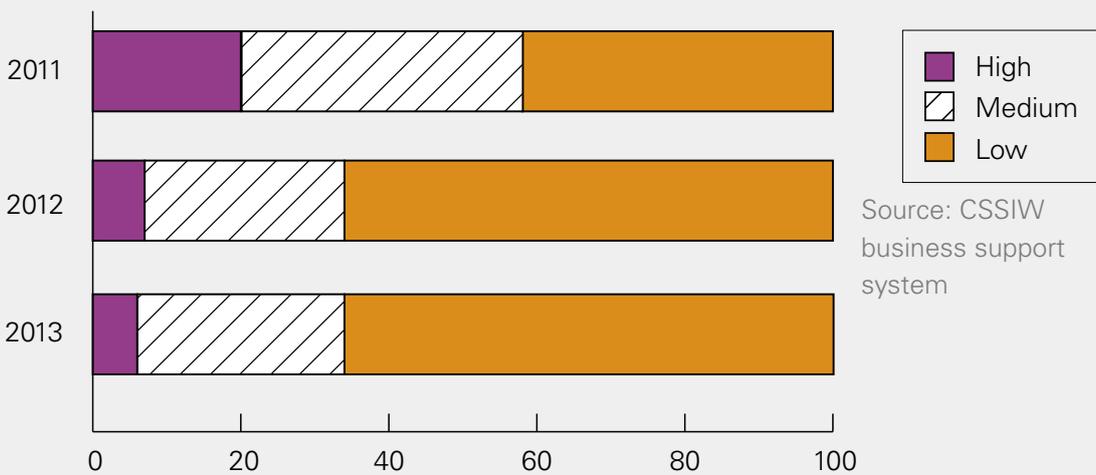


Figure E: Risk profile of children's homes settings



This evaluation of risk, together with self-assessment by providers, concerns raised and feedback from commissioners, informs our approach to the inspection programme. Those considered high risk have been the focus of enhanced scrutiny during 2012-13. This approach to our inspection work is helping to improve services and the risk profile of providers.



Services of concern

As part of our continued focus on improving the quality of care, we have taken enforcement action more frequently during 2012–13 when a service is found to be non-compliant with the required standards and becomes a service of concern.

We have streamlined and strengthened our enforcement processes:

- Where people experience poor care or they are placed at risk we issue a non-compliance notice. This explains what action the provider must take and sets a timescale.
- Where providers fail to achieve compliance, we hold a formal meeting with the service provider to seek an explanation and assurance as to how they will achieve compliance.
- If compliance is then not achieved, the service will be identified as a 'service of concern'. This is a serious step and means the service is subject to an enforcement

action plan. This can include the use of criminal and civil proceedings. Civil action ranges from using conditions of registration to restrict the number or range of people cared for to the cancellation of registration and closure of the service.

The changes to the way that we respond to non compliance have resulted in swifter, targeted action being taken where services fail. Between April 2012 to March 2013, 43 services were assessed as being services of concern; 73% were adult services.

As a result of enforcement action:

- 15 services were given notices to cancel their registration.
- 8 had their registration suspended;
- 4 had conditions imposed on their registration.
- 10 services achieved compliance without further action being required;
- The remaining 6 services have a current enforcement action plan in place.

We also identify services which are operating without registration as services of concern. In 2012-13, four domiciliary care agencies were identified as operating without registration. Two of these have now registered and the other two have ceased operation.

Becoming a service of concern can lead to services improving. We saw significant

improvement in the quality of care provided at a nursing home which was subject to enforcement action that could potentially have led to its closure.

A focused inspection of a care home with nursing identified a number of serious concerns directly affecting the care and well-being of people, many of whom had dementia or were otherwise highly vulnerable. We issued a notice of non-compliance which identified where the home did not meet the required standard, for example, there had been no manager at the home for some time, staff had not received training to meet people's needs and the building was in need of refurbishment. We secured the care home owner's voluntary agreement that no-one should be admitted to the home, this agreement stood until we were assured that enough progress had been secured and we were confident that it could be sustained.

We met regularly with social services and health colleagues which helped them to make sure people were safeguarded whilst improvements took place.

The setting was determined as a 'service of concern' and an enforcement action

plan was put in place. Progress against the action plan was monitored by further unannounced inspections. The expected level of progress was not being made and therefore consideration was given to cancellation of registration. This led to further meetings with the care home owner and, as a result, they understood what was required of them and the potential consequences should they not comply.

There was sustained and co-ordinated action by CSSIW and commissioners which ultimately led to significant improvement in key areas. For example, the quality of care was improved by the appointment of a new manager and this transformed the quality of life for people living in the home.

We published reports on CSSIW's website so that people were aware of concerns at the home and subsequently could see the improvements that were made.

Most care providers provide positive outcomes for the people who use them. We are in the unique position, through our registration and inspection work, of seeing how models of service delivery are evolving in Wales in order to address the challenge of financial sustainability and, more importantly, to provide the services that people want to help them to live the way they want to.

Good services can achieve positive outcomes and work in a supportive way to improve a person's well-being. The sister of a person who lives in a home which supports people with learning disabilities wrote to us to tell us of her experience.

H has lived in residential care since early adulthood and, due to closure of a large local authority hostel, was forced to move to the Firs, a home in Torfaen that cares for six people who have a learning disability. Initially the family were apprehensive about the move. Since moving to the Firs some years ago there have been significant milestones achieved, in particular the introduction of healthy eating regime that has meant that H, has not only lost significant weight but her quality of life has improved due to her increased mobility and love of the outdoors and increased activities.

Her sister contacted CSSIW to say, *“ The home is remarkable. I want to share with you what they have achieved for H and other residents. But somehow somewhere I want to get some recognition for the home and H and the achievements they have been able to make, like an award and for other homes to see what an outstanding care manager she is with her team of care staff”*

Chapter Four

Delivering Social Services

This chapter provides a commentary on the key issues emerging from our assessment of local authority social services departments based on our review of the performance of local authority social services.

Summary

- Planning for budget pressures was evident across all local authorities; while many are restructuring to achieve more efficient service delivery, the capacity to deliver change at pace is variable and presents a significant challenge to some authorities.
- Regional commissioning arrangements are creating opportunities to shape the market for services such as common contracts, shared quality standards and contract monitoring arrangements. However, the barriers of aligning priorities, cost/benefits, building trust and ownership need to be overcome.
- Partnership working is taking place at an operational rather than strategic level and, as a result, will not produce the step changes needed for sustainability.
- Partnerships and joint appointments have not been pursued by local authorities and local health boards and there was no evidence of meaningful strategic level plans in place.
- A greater focus on early intervention and preventative services for adults and children's service is apparent; it is important that this continues even in the face of budget pressures.
- There has been an upward trend in the number of looked after children in recent years and this has continued in some authorities which already have a high number of children in care.
- There has been a high number of changes in directors of social services.

Increasing demand and budgetary pressure

Local authorities will face significant budgetary pressures going forward and this will be exacerbated by increasing demand for services arising from an ageing population, many of whom have complex needs, and increasing numbers of looked after children. Smaller local authorities with less capacity to achieve economies of scale face the greatest challenge.

Many local authorities have responded to these pressures by planning to remodel services, aimed not only at achieving budget efficiencies but also at modernising and improving services. Some local authorities mentioned a lack of political and community support for their proposed changes as an obstacle to progress, as well as the continued transitional costs associated with

maintaining existing services throughout the transformational phase.

Furthermore, in some areas, the modernisation of services has been held back by a reliance on partnerships, particularly with local health boards, that face similar financial pressures.

Governance and leadership

Some local authority governance and leadership arrangements have been through a period of change, restructure and interim appointments. A number of authorities have now appointed permanent managers into post and restructured their senior management teams but it is too early to comment on how well these arrangements have embedded.

We were encouraged that in several authorities the arrangements to fulfil the statutory director role was clearer and more

stable than we found at the time of our fieldwork for our National Review of the Role of the Director of Social Services in December 2012.

Partnerships and integration

Partnership working is crucial for sustainable social services – the development of regional hubs for the commissioning of social care services was presented as a positive way for improving the quality of services and also finding more cost-effective solutions. However, the maturity of these partnerships varies and there is some concern that the focus on regionalisation may compromise local improvement agendas.

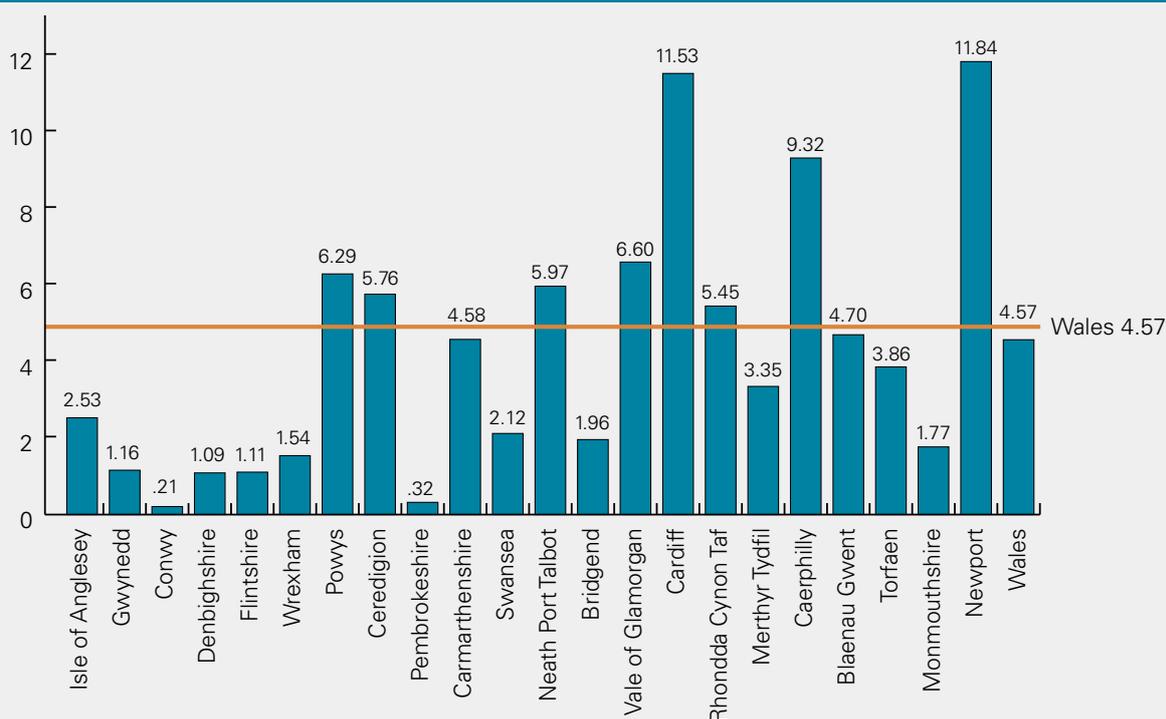
A number of well-established joint commissioning arrangements were in place for fostering services, with some local authorities seeking to extend these arrangements across a wider geographical area to increase placement choice and improve outcomes for looked after children. Similarly, in respect of adoption services, some local authorities were positioning themselves alongside neighbouring authorities to provide regional services as a precursor to the planned national service due to go live in 2014.

Joint arrangements for children and family services are focused on fostering and adoption services, and the national roll-out of Integrated Family Support Team (IFST). A range of multi-agency, cross boundary configurations for IFST were in evidence across Wales. It is too soon to comment on the outcomes that may be achieved through this initiative.

In terms of integration with the local health boards, there are some jointly funded appointments at senior manager level, but most joint arrangements were reliant on co-location of staff and operational goodwill, rather than integration at a strategic and organisational level. Indeed, some authorities highlighted NHS funding constraints as obstacles to service integration.

One indicator of the effectiveness of integrated working is the number of delayed transfers of care from hospital for social care reasons, such as waiting for a care home placement. This has improved overall across Wales over the last three years but there were significant variations across authorities as shown in Figure F.

Figure F: The rate of delayed transfers of care for social care reasons per 1000 population aged 75 and over, 2012-13



Source: Social Services data collection: adult services, available from Welsh Government dissemination system <https://www.statswales.wales.gov.uk>

The pressure for early discharge to a care home, rather than return people to their own home, was cited by several local authorities

as creating budget pressures and not always achieving the best outcome possible for individual citizens.

More older people have remained in their own home for longer in Carmarthen as a result of an integrated approach with the Hywel Dda Health Board and realignment of service delivery.

Effective arrangements are in place between the local authority and Hywel Dda

Health Board and there has been evidence of improvements in service delivery during the past 12 months. An example of this is the development of supportive services, such as the immediate response night care and the convalescent beds.

Direct payments

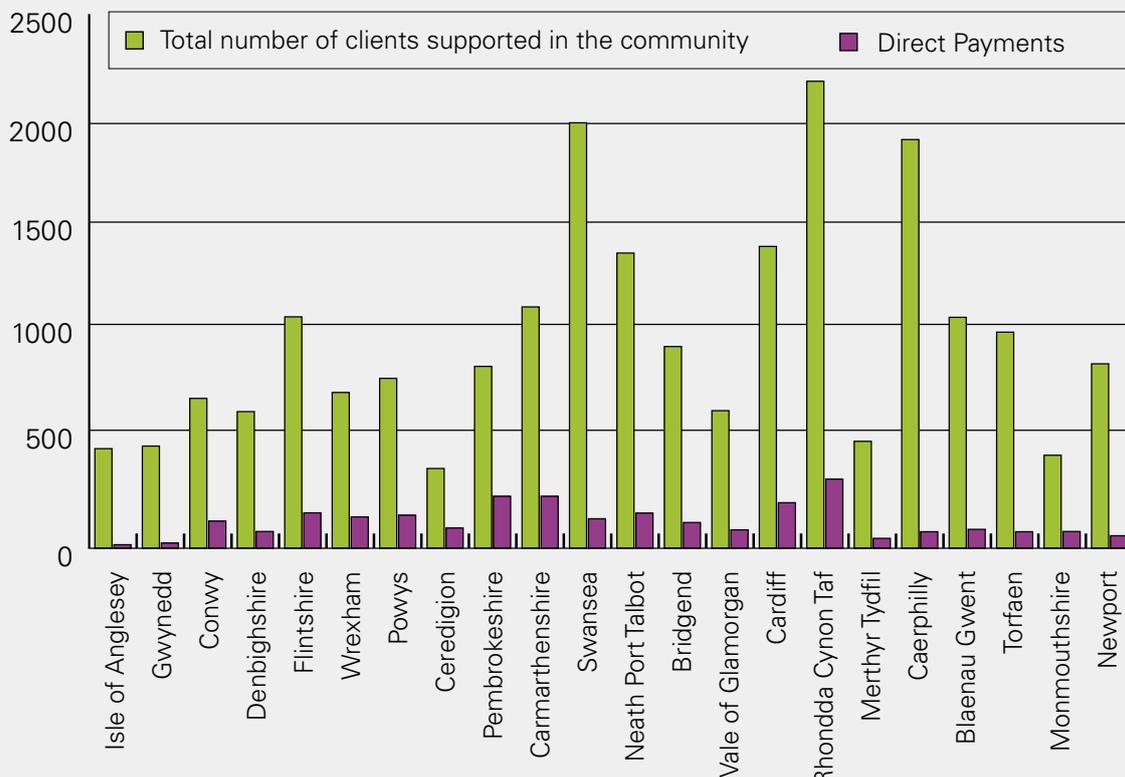
One way the Social Services and Well-being (Wales) Bill aims to increase independence and choice for people using services is through extending the use of direct payments that allow people to purchase the assistance or services that the local authority would otherwise provide.

The number of people receiving direct payments has increased slowly over the

previous three years, which is in contrast to other parts of the UK. There is a significant variation across authorities so there remains considerable scope for authorities to increase the take-up of direct payments and use this as a catalyst for delivering new models of care.

The chart below shows the number of adults between the ages of 18 and 64 in receipt of a direct payment to support their care during 2012-13.

Figure G: Total number of adults aged 18-64 supported in the community and those receiving direct payments 2012-13



Source: Social Services data collection: adult services, available at Welsh Government dissemination system <https://www.statswales.wales.gov.uk>

Accessing social services

Most local authorities have put in place a single point of access for social services. These arrangements include web-based portals, call centres and 'one-stop-shops' to provide easy access to advice, information and universal community based services. Some first points of access have been integrated with health boards which have received positive feedback from the public with most provision being seen as accessible, useful and fit for purpose.

Some issues were identified, including a lack of privacy in some locations; restricted access to professional advice in particular associated with call centre arrangements; limitations of opening times outside of working hours and information which was out of date or not helpful.

During 2012-13 within services for children and young people, the timeliness of initial and core assessments remained strong, representing an improvement in performance since 2011-12. Variations in the performance of individual local authorities continued.

There was a lack of consistency in how local authorities recorded referrals to children's services which was likely to have impacted upon reported levels of re-referrals. These different recording practices make comparison

difficult and may, in part, explain apparent disparities in the application of eligibility thresholds across Wales. This raises a concern that increased demand for services has led to an increased threshold for access to services in some areas.

Prevention and early intervention

A number of local authorities reported that signposting people to preventative or early intervention services, such as re-ablement and family support, has reduced the demand for more complex care and support. However, the extent to which individual local authorities have progressed from vision statements endorsing early help and independence to implementing new management structures and services varies widely.

Local authorities have developed clearer pathways between early intervention and wider family support services, under the Family First and Flying Start programmes. In some areas 'step-up' and 'step-down' approaches have been established to help families move between support and statutory arrangements as their needs change. Whilst these developments are welcomed, it is too soon to comment on the impact of these arrangements insofar as outcomes for children and families are concerned.

The Ely and Caerau Children's Centre in Cardiff is the local authority integrated children's centre. It provides a range of community and educational services including English and Welsh medium primary schools, full day care nursery (including Flying Start places), out of school and holiday care for the local community.

The day care centre's free flow play ethos is used as an example of good practice for other organisations. Children's health, well-being and social and physical development is well planned and supported. On the day we visited, a group of children had gone to a local allotment as part of a project and came back with produce that they had picked. Some children decided to

clear a patch of ground with spades and enthusiastically dug this area with support from staff.

There is continuity of staff and a warm caring environment of mutual respect. One child told us that she really liked coming to holiday club and enjoyed meeting up with school friends and staff. As some children attended the Welsh medium school on site, staff communicated with them in Welsh and supported their language development.

The day care manager continues to be innovative in her child care practice by embracing new ideas and challenges. She works well with a range of agencies and support services to provide an improving service for children in her care.



Some local authorities had been able to reduce the dependency on residential services by developing re-ablement services. There had also been a corresponding increase in the provision of domiciliary, respite and extra-care housing to support care within the people's own homes as well as an increase in the use

of supportive technology, such as tele-care. Authorities also claimed that early intervention had reduced the level of reliance on services and admissions to long-term care. Despite this, some local authorities continued to report increased demand for long term care in residential and nursing care.

Llys Jasmine extra care scheme opened its doors in 2013. It provides supported accommodation to help older people with care and support needs – including dementia – to live independently for as long as they possibly can.

It features dedicated apartments for people with dementia alongside extra care facilities. The 61 apartment complex

includes 15 apartments specially designed for people with dementia. Care and support staff are on the premises 24 hours a day. There is a restaurant on site, and couples can live together as well. While CSSIW do not inspect supported accommodation, we regulate and inspect domiciliary care agencies that provide support to residents.

Safeguarding

The number of children on the child protection register rose slightly in 2012-13 and virtually all children on the register had an allocated social worker, with the exception of a small number of children in two local authorities.

Performance on the timeliness of initial child protection conferences across Wales was strong, however, individual authorities varied significantly. There was also a wide disparity in timeliness for convening meetings following a child protection conference but it is positive that review conferences were, on the whole, timely.

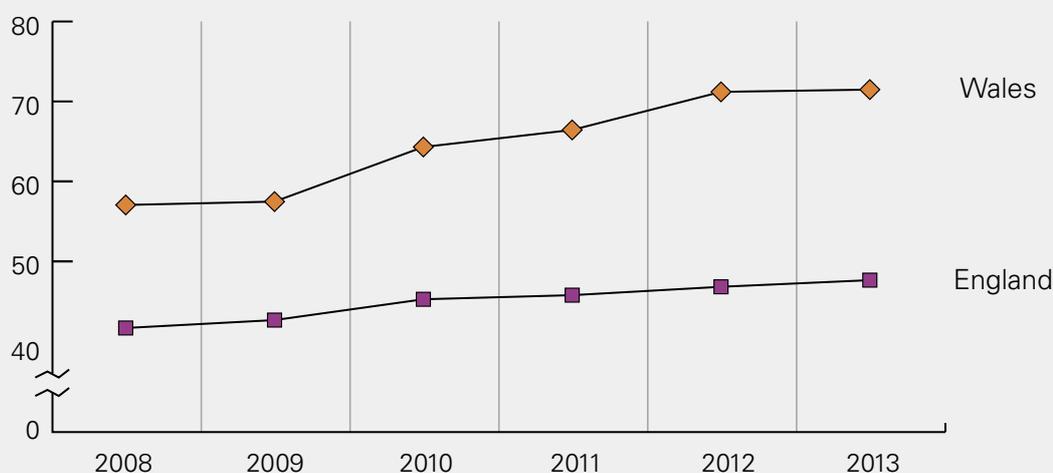
Local authorities have already begun the process of re-organising both adult and children's local safeguarding boards into regional entities in line with proposals in the Social Services & Well-Being (Wales) Bill.

Looked after children

The latest national statistics on looked after children indicate an improvement in permanency planning for children. The number of children adopted between 1 April 2012 and 31 March 2013 increased by 33% from the previous year.

There has been a significant upward trend in recent years in the number of looked after children in Wales. During 2012-13 the number of looked after children rose from 5,724 to 5,743. While this represents a relatively small increase when compared with recent years, there remain some key differences in the comparative data for England and Wales.

Figure H: Rate of looked after children per 10,000 population aged 0-21



Source: Social Services data collection: children looked after, available at Welsh Government dissemination system <https://www.statswales.wales.gov.uk>

Achieving good outcomes for looked after children is dependent on sound assessment that informs effective and timely planning. Planning for permanency is crucial. It is encouraging to see that performance across Wales during 2012-13 has stabilised regarding a permanency care plan being in place by the child's second review. There was also an increase in looked after children being placed for adoption during 2012-13.

The role of the social worker is critical in supporting looked after children; however in one council only 70% of looked after children had a social worker allocated.

Overall, placement stability for looked after children in Wales has remained the same during 2012-13 with 10% experiencing three or more placement moves. However, there were wide variations across authorities, ranging between 3% and 25%. Placement stability is a key contributory factor in securing good education and health outcomes for looked after children.

A positive and stable school experience where opportunities and support are available for looked after children is crucial to achieving good educational outcomes. It is of concern that fewer than half of looked after children achieved their core subject indicators at Key Stage 2 and less than one third achieved at Key Stage 3. While recognising that the cohort of children in some local authorities might have been very small, there was significantly variation in performance across the country.

Performance relating to statutory reviews for looked after children was stable across Wales. Overall 83% of looked after children received their statutory visits.

Care leavers

Performance regarding pathway planning for care leavers has remained consistently good throughout Wales, with 90% of young people having a pathway plan. Similarly all Wales performance data confirms that local authorities have remained in contact with 93% of care leavers on their nineteenth birthday and that many of those young people were living in suitable accommodation.

Notwithstanding this, only 56% of care leavers in Wales during 2012-13 were engaged in education, employment or training.

Carers and young carers

In 2012 the Welsh Government implemented the Carers Measure. Notwithstanding this, the number of carers that receive a service has remained around 60% of those who have

received an assessment or review. There is evidence of good engagement with carers and the development of a range of approaches to support carers in many parts of Wales. This will remain a line of enquiry for our inspectors through their engagement meetings and site visits in order to better understand the low take up of services and make sure that carers are getting the support they need.

For young carers, 89% of known young carers were assessed and subsequently received services. It is also positive to note, that a significant number of authorities have consulted with carers and young carers about the type of service they would find useful. Some encouraging feedback has been received about services already provided.

Conwy County Borough Council established a forum for looked after young people – LOUD VOICES – with the local Advocacy Service. Their first project was the preparation of a welcome box for children entering foster care – using suggestions from the young people, the box contains a photo book, life story book, phone card, cuddly toy, photograph frame, snacks, note pad, toothbrush, torch, pens.



Chapter Five

Our priorities

In an increasingly challenging environment for care and social services in Wales, with rising needs and budgetary pressures, effective regulation and inspection has never been more important to make sure the most vulnerable people in our society are safe and receive an excellent quality of service.

Our priority for 2013-14 will be to work across the whole system – with Welsh Government, commissioners, providers, other regulators and inspectorates, and people in their communities – to drive up the quality of services and improve the well-being of people using those services.

Unannounced site based inspection will continue to be our central strategy for regulated services and we will continue to visit all adult services and children’s residential services annually to see ‘first hand’ the experiences and outcomes for people.

We will continue to transform the way we work and strive to improve the services that we provide.

Supporting policy and legislation

We will help to shape the policy agenda for care and social services by informing the development of the Social Services and Well-being (Wales) Bill, the White Paper on Regulation and Inspection and other strategic reviews of regulation and inspection by the Welsh Government. We will also closely work with colleagues in Welsh Government to develop a national outcomes framework for social services in Wales.

More Than Just Words: The Strategic Framework for Welsh Language Services in Health, Social Services and Social Care is supported by a three year action plan aimed at

strengthening Welsh language social services and social care. We have seen how important the provision of services in the language of choice is to people and we will promote the “Active Offer” and support the increase in Welsh language services.

Contributing to eradicating child poverty

Our work will support the delivery of the Child Poverty Strategy for Wales by providing assurance that the provision of child care gives children the best experience, this includes the Flying Start programme. We will continue our pilot for the Child Care at Home: Voluntary Approval Scheme.

Two Pembrokeshire child minders, who did not speak Welsh, attended the Geiriau Bach project run by the School of Early Years Education at Trinity College, Carmarthen to extend the use of Welsh in traditionally English medium provision for young people.

The inspector was struck by the change in their interaction with children at the following inspection. They were using Welsh phrases with children, teaching

them Welsh songs and playing with them in Welsh. Parents in their feedback told us that their children were coming home using Welsh words and singing in Welsh which they were very pleased with.

Their knowledge of Welsh before the course was limited, but after the course they were confident in speaking to the inspector in Welsh. They have also helped other child minders to take the course and make the change.

Voice and control for citizens

We will continue to implement our Participation Plan and involve people in our work through:

- Our National Advisory Board, Regional Advisory Boards and Quality Review Panels.
- Independent visitors – where we will extend our pilot scheme into children’s homes.
- Improved access to our work with clearer reporting and a new website.
- The development of proposals to provide our services on-line in order to improve our performance and our communication with people.
- People centred inspection – in which listening to people, responding to their concerns, and observing their experiences is at the heart of our work.

Efficient and effective regulation and inspection

We will continue to deliver our Modernisation Programme in 2013-14 with a focus on three key areas:

- Releasing the potential of our staff by working with the Care Council for Wales to develop an accredited professional qualification and framework for our inspectors that meets the National Occupational Standards and enhances our performance making us more confident in applying our professional judgement using evidence of what works.
- Developing and piloting a Quality Judgement Framework for nurseries that will enable us to present a clearer picture of the quality of services, the outcomes for children and their well-being. A framework will also improve everyone’s understanding of what ‘good services look like’, facilitating bench-marking, and helping us to work with providers and commissioners to drive improvement.
- Developing a new ICT system to support our business processes; to support improved knowledge management and information sharing; and to further extend engagement with people.

Keeping people safe

We will continue to use our evaluation of the Annual Council Reporting Framework to inform our work with local authorities and our national/thematic reviews will focus on the following areas:

- The commissioning of adult social care.
- Services for looked after children, including services for care leavers.
- Inspection of Cafcass Cymru.
- The use of Deprivation of Liberty Safeguards.

Working together to improve outcomes

We will continue to work closely, with other regulators and inspectors especially through HIW. Joint work will include:

- Her Majesty’s Inspectorate of Probation (HMIC) led thematic inspection of Safeguarding in Youth Offending Services.
- WAO’s review of support for young people not in education, employment or training.
- A commissioning review which will look at commissioning of adult social care services with a focus on dementia care. This will be done jointly with the WAO and HIW.
- DOLS review.

Our programme of work with the Care Council will include developing:

- Our knowledge hub to improve our information sharing and our information bank to promote our services to stakeholders.
- A shared ‘portal’ to deliver better integrated services.