

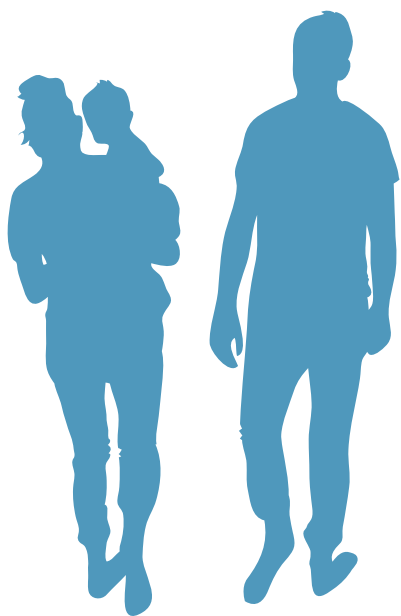
Strategic Plan

2017-20



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...the people of Wales
are at the heart of
everything we do...

Gillian Baranski

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Foreword



Gillian Baranski, Chief Inspector

I am delighted to share with you our Strategic Plan for 2017-20, which sets out our organisational priorities and ambitions for the next three years.

With the implementation of the Regulation and Inspection of Social Care (Wales) Act 2016 (RISCA) fast approaching, this is an exciting chapter in our history, and the aim of this plan is to help us shape and define our priorities and ensure we are ready to meet the new challenges ahead.

We have been preparing for these changes by reflecting on our role and how we want to be regarded as an inspectorate.

What is clear is that the people of Wales are at the heart of everything we do and we are deeply committed to being the best we can be, achieving the highest standards in everything we do.

We want to be a listening organisation, which is accessible to everyone, treats everyone equally, respects diversity and works collaboratively with our partners and stakeholders.

We will be open and transparent with a culture of continuous improvement and high quality service standards at our core. These aspirations are rooted in our core values – we will work with integrity, we will show respect and we will be caring, fair and professional at all times.

To support our new strategic priorities, we have also completed a review of our operational structures. The aim of this review was to ensure we are making the best use of the talents and abilities which exist within our organisation to deliver a high quality, consistent service across Wales.

We will review our performance each year and measure our progress against our strategic priorities. We will also re-evaluate these priorities to ensure they remain relevant, timely and appropriate.

We have simplified our name to Care Inspectorate Wales. This small but significant change signals a start to a new and exciting era in our organisational history. This plan embodies the principles and aspirations we will be striving to achieve over the next three years.

About us

Who we are

We are Care Inspectorate Wales, the independent regulator of social care and childcare. We register, inspect and take action to improve the quality and safety of services for the well-being of the people of Wales.

- **Our staff:** 283 staff across Wales.
- **Our offices:** Carmarthen; Llandudno Junction and Merthyr Tydfil.
- **Our senior management team:**
 - Chief Inspector.
 - Assistant Chief Inspector x 2.
 - Head of Adult and Children’s Services Inspection.
 - Head of Childcare and Play Inspection.
 - Head of Local Authority Inspection.
 - Head of Registration and Enforcement.
 - Head of Support Services.
 - Change Team Lead (Digital).

What we do

- We carry out functions on behalf of Welsh Ministers.
- We decide who can provide services.
- We inspect and drive improvement of regulated services and local authority social services.
- We undertake thematic reviews of social care services.
- We take action to ensure services meet legislative and regulatory requirements.
- We investigate concerns raised about regulated services.

Services regulated by us

- Adult services including care homes, adult placement schemes and domiciliary care agencies.
- Children’s services including care homes, fostering and adoption services, boarding schools, residential special schools and further education colleges.
- Childcare and play services including child minders, crèches, nurseries, out of school clubs and play schemes.



“
...we listen, value
and support others.
”

About us

Our core values

Our core values ensure people are at the heart of everything we do and aspire to be as an organisation.

- **Integrity:** we are honest and trustworthy.
- **Respect:** we listen, value and support others.
- **Caring:** we are compassionate and approachable.
- **Fair:** we are consistent, impartial and inclusive.
- **Professional:** we are skilled, knowledgeable and innovative.

Our strategic priorities

We have identified four strategic priorities to provide us with our organisational direction and focus over the next three years.

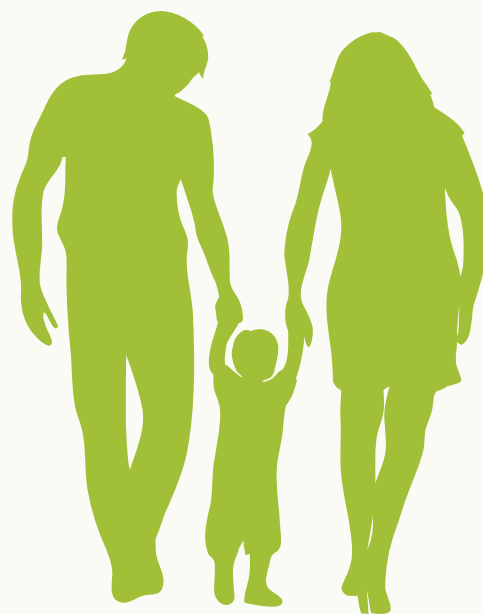
- 1 To consistently deliver a high quality service.
- 2 To be highly skilled, capable and responsive.
- 3 To be an expert voice to influence and drive improvement.
- 4 To effectively implement legislation.

We will review these priorities each year to ensure they continue to be relevant and reflect the environment in which we operate.

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We will ensure the voice of people informs and shapes our work.

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Our action plan

Strategic Priority 1:

To consistently deliver a high quality service.

- We will strengthen our governance, performance management and decision making arrangements to improve the consistency, timeliness and quality of our work at every level.
- We will encourage and act upon feedback to continuously improve our performance.
- We will provide information, advice and assistance, which helps people make informed decisions.

By 31 March 2018:

- ▶ Complete an organisational structure review and implement proposed changes.
- ▶ Review job descriptions to clarify roles and responsibilities.
- ▶ Review and enhance our online services (including notifications, registration and Disclosure and Barring Service arrangements).
- ▶ Review and enhance our website to provide clear information to providers and the public about our services and expectations.
- ▶ Improve our use of feedback about inspection processes.
- ▶ Develop a new complaints process.
- ▶ Review our delegation framework.

By 31 March 2019:

- ▶ Undertake a review of business and inspector support functions.
- ▶ Establish a customer care team to provide a first point of contact service.
- ▶ Implement a new complaints process.
- ▶ Publish a Quality Assurance framework to ensure continuous improvement in all our work.
- ▶ Review all current timescales for the completion of our work.
- ▶ Refresh our management information to enhance performance.

By 31 March 2020:

- ▶ Review our financial model including opportunities for income generation.
- ▶ Publish quarterly data on our performance.
- ▶ Undertake a staff consultation exercise to assess the impact of the organisational structure changes.

Our action plan

Strategic Priority 2:

To be highly skilled, capable and responsive.

- We will be an aspirational learning organisation which values and engages every member of staff.
- We will promote diversity and inclusion to make CIW a great place to work.
- We will develop the skills of our staff to support career progression and continued professional development.
- We will equip and train our staff to ensure we can undertake our roles efficiently and effectively.

By 31 March 2018:

- ▶ Promote health and well-being support to our staff and take prompt and effective action to manage sickness absence.
- ▶ Develop role specific learning and development programmes including leadership, induction, information security and specialist training opportunities.
- ▶ Raise awareness of the code of professional practice for social care workers.
- ▶ Review the Welsh language capabilities of our workforce.
- ▶ Revise our supervision policy and our use of the Welsh Government PMR (performance management) framework.

By 31 March 2019:

- ▶ Deliver inaugural all staff training event to support implementation of RISCA.
- ▶ Develop a workforce / recruitment strategy including succession planning, career pathways, secondments, student placements and apprentices.
- ▶ Review the technology / equipment used by our inspectors.
- ▶ Develop mechanisms to share intelligence and best practice across our inspection teams, including lessons learned and action sets.
- ▶ Review our staff engagement model.
- ▶ Develop team charters to support flexible working practices which are consistent across our organisation.
- ▶ Review the model and use of fee paid inspectors.
- ▶ Establish Talent panels to support staff development.
- ▶ Review and implement induction and ongoing CPEL (Continuing Professional Education and Learning) to enhance the development of our inspectors.

By 31 March 2020:

- ▶ Consider the establishment of a trainee inspector scheme.

Our action plan

Strategic Priority 3:

To be an expert voice to influence and drive improvement.

- We will share high quality intelligence and our expertise with key partners to strengthen evidence-based practice.
- We will ensure the voice of people informs and shapes our work.
- We will promote effective and collaborative relationships with key stakeholders to drive quality and improvements across the social care and health sectors in line with Prosperity for All: the National Strategy and the Well-being statement 2017.
- We will use the outcomes and recommendations from our inspections to improve care services.

By 31 March 2018:

- ▶ Identify lead officers to enable us to provide an expert voice and consistent advice and guidance.
- ▶ Review how our National Advisory Board and Ein Llais can contribute to our work.
- ▶ Build a strong partnership with Social Care Wales.
- ▶ Develop a programme of joint work with Healthcare Inspectorate Wales (HIW).

By 31 March 2019:

- ▶ Implement a stakeholder engagement and communications strategy.
- ▶ Review our website publication policy.
- ▶ Review our information sharing arrangements to streamline our protocols with key partners, including other inspectorates.
- ▶ Strengthen the use of our evidence base to inform joint working, drive improvements and determine our priorities.
- ▶ Undertake a thematic review of the quality of care in children's care homes.
- ▶ Develop self assessments for local authority work.
- ▶ Develop a programme of joint inspections with Estyn.

By 31 March 2020:

- ▶ Undertake a thematic review of dementia care in care homes.
- ▶ Develop a programme of thematic reviews including a thematic review in Childcare and Play Inspection (2021 – 2025).
- ▶ Enhance the range of sector performance data we publish.
- ▶ Strengthen our system for using feedback we receive to drive improvements in care services.
- ▶ Improve information and data sharing arrangements with Social Care Wales.

Our action plan

Strategic Priority 4:

To effectively implement legislation.

- We will prepare for and implement new ways of working to support legislative changes including the Regulation and Inspection of Social Care (Wales) Act 2016 (RISCA) and Social Services and Well-Being (Wales) Act 2014 (SSWBA).
- We will embed the Welsh Language Standards in to all aspects of our work.
- We will ensure the principles of the Well-being of Future Generations (Wales) Act 2015 are embedded in our work programmes.
- We will advise and respond effectively to legislative changes which impact CIW, including the childcare offer for Wales.

By 31 March 2018:

- ▶ Consult and publish codes of practice for inspections of adult and children's services.
- ▶ Provide regular communications and updates on legislative changes including SSWBA and RISCA.
- ▶ Review our Local Authority Inspection framework to align with the SSWBA.
- ▶ Develop a revised framework (care homes, domiciliary care, secure accommodation, residential family centres) for regulation to align with RISCA.
- ▶ Review and develop our safeguarding guidance and procedures in line with new legislation.
- ▶ Pilot an inspection framework for adoption services to align with the SSWBA.
- ▶ Appoint a Welsh language champion.
- ▶ Publish data on the performance of regulatory services in relation to Welsh language provision.

Our action plan

By 31 March 2019:

- ▶ Register relevant providers under RISCA.
- ▶ Develop frameworks for our market oversight responsibilities under RISCA.
- ▶ Develop further frameworks (advocacy, adult placement, adoption and fostering) for regulation to align with RISCA.
- ▶ Develop full online SASS (Self Assessment of Service Statement) for adult services.
- ▶ Consult and publish codes of practice for local authority inspections, taking into account regionalisation.
- ▶ Review and implement changes following the review of national minimum standards for childcare and play.
- ▶ Review our processes to support the delivery and implementation of the childcare offer for Wales.
- ▶ Review our inspection process to implement ratings.
- ▶ Publish ratings for childcare and play services.
- ▶ Improve our joint working arrangements with the Police, Crown Prosecution Service and Health and Safety Executive to support our enforcement work.
- ▶ Implement changes to comply with the General Data Protection Regulation including a review of our information security strategy.

By 31 March 2020:

- ▶ Implement framework for our market oversight responsibilities under RISCA.
- ▶ Identify opportunities to work more closely with other regulators and inspectorates including Inspection Wales.



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We will provide information, advice and assistance, which helps people make informed decisions.

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