

# Strategic Plan 2020–2025



# Foreword

**I am delighted to share with you our strategic plan for 2020 to 2025.**

---

We originally intended to publish this earlier in the year but sadly COVID-19 arrived and impacted our lives in ways we could not have imagined. I know this has been a challenging and demanding time for all of us and I want to take this opportunity to thank everyone working in the social care and childcare and play sector, including staff here at Care Inspectorate Wales (CIW), for the incredible commitment and dedication you have demonstrated. I also want to offer my condolences to those who have lost a loved one in these most difficult of times.

In response to the virus, we have adapted how we work so we can continue to provide assurance about the quality and safety of the services we regulate and inspect. People are at the heart of what we do and it is important to me that we quickly learn lessons from our experiences, reflecting on what has worked well and taking forward this learning to help us continuously improve. We have reviewed this plan to ensure our actions will enable us to implement lessons learned from the pandemic and to maximise our resources in the most effective way possible.

Our key priorities over the next five years are to help influence and drive improvement across the social care and childcare sectors and be people and outcome focused. To achieve this, we will listen to and learn from what you tell us. We will harness the skills and talents of our staff. We will be an inclusive organisation that welcomes and respects diversity and we will champion our work by better celebrating and promoting our achievements.

Care services matter to everybody and we will work co-productively to help secure improvements for people who use these vital services. In developing our plan, we have consulted with stakeholders and considered what we have learned from our inspections. We want to deliver improvements that make a real difference to people and I am confident this plan will support us to do this. It will be a living document and we will review and monitor it regularly to ensure our priorities remain relevant and people centred. This will be particularly important in the coming months as we continue to adapt what we do to help protect and safeguard the most vulnerable in our society.



**Gillian Baranski**  
Chief Inspector, CIW

# 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
  - Deputy 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

## What we do

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



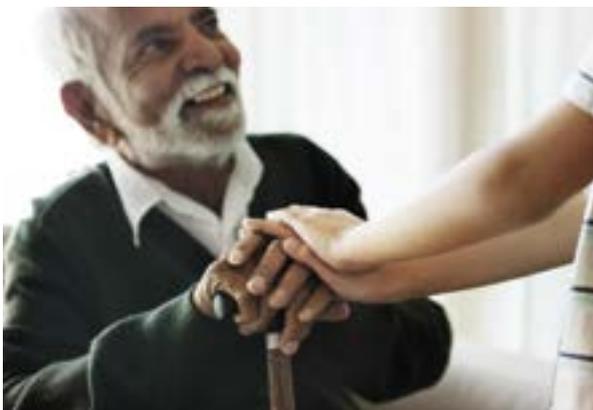
## Services regulated by us

We regulate the following services:

- **Adult services:** care homes for adults, domiciliary support services, adult placement schemes and residential family centre services
- **Children's services:** care homes for children, fostering services, adoption services, advocacy services and secure accommodation services
- **Childcare and play services:** child minders, crèches, full day care, sessional day care, out of school care and open access play provision

We also review the performance of local authorities in delivery of social services functions. We carry this out through a combination of inspection and performance evaluation activity. In addition we inspect:

- local authority fostering and adoption services
- boarding schools
- residential special schools (boarding arrangements under 295 days), and
- further education colleges accommodating students under 18



## Our core values

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

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

## Our strategic priorities

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

1. **To be a trusted voice to influence and drive improvement**
2. **To consistently deliver a high quality service**
3. **To be highly skilled and responsive**

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

## Our actions

Implementation of the actions in our strategic plan will be underpinned by detailed work programmes. We will work collaboratively with our colleagues and partners to successfully deliver these actions and achieve real benefits for the people of Wales.

# Our action plan

## Strategic Priority 1

### To be a trusted voice to influence and drive improvement

- We value and respect the voice of all people to inform and shape our work
- We use the findings from our inspections and reviews to improve services locally and nationally
- We support improvements in social care, childcare and play by working collaboratively to influence change

#### We will:

- Clarify our role in supporting improvement and innovation with Social Care Wales, Improvement Cymru and other key partners
- Continue our programme of national reviews and promote the findings
- Continue to develop our approach to securing improvement and enforcement to ensure people are safe and receive high quality services
- Publish ratings for care homes and domiciliary support services
- Further develop our approach to joint working and inspections to support improvement
- Contribute to the evaluation of the impact of the Regulation and Inspection of Social Care (Wales) Act 2016 in securing improvement and providing better outcomes for people
- Implement our engagement plan to ensure we listen to and communicate effectively with people



# Our action plan

## Strategic Priority 2

### To consistently deliver a high quality service

- We help people make informed decisions by providing high quality information
- We use our governance and quality assurance frameworks to provide consistent, high quality work
- We continuously improve our performance by listening to and acting on feedback

#### We will:

- Ensure our reports are clear and easy to understand by implementing our new approach to writing reports
- Promote the use of our online services (CIW Online) to make it easier for providers to work with us
- Review our website to provide easily accessible information
- Evaluate our approach to concerns people share with us to ensure we are responsive and take appropriate action
- Develop our first point of contact to improve the effectiveness of customer services
- Review our digital plan and processes to provide prompt and effective services
- Publish information about our performance to provide assurance about the impact of our work
- Implement our quality assurance framework to ensure consistency and continuous improvement in all our work



# Our action plan

## Strategic Priority 3

### To be highly skilled and responsive

- We develop our skills and knowledge to undertake our roles effectively
- We reflect, listen and learn together to continuously improve
- We promote equality, diversity and inclusion supporting staff to reach their potential

#### We will:

- Implement the framework for staff engagement, enabling all staff to contribute to the success of CIW
- Ensure all staff are confident and competent in our application of the new Wales safeguarding procedures
- Support staff well-being in partnership with trade unions
- Ensure our teams work better together sharing knowledge and expertise
- Clarify the roles and responsibilities of business support staff
- Review the approach to our work and ensure our staff have fair workloads
- Develop our approach to learning and professional development recognising achievements and encouraging a culture of reflective practice
- Develop and empower our staff by providing a consistent leadership approach
- Develop and implement a workforce and recruitment strategy to build a diverse and resilient workforce
- Promote the use of Welsh in all we do
- Promote positive approaches to equality, diversity and inclusion to make CIW a great place to work

# Contact

 [careinspectorate.wales](https://www.careinspectorate.wales)

 Phone us: 0300 7900 126

 Email us: [ciw@gov.wales](mailto:ciw@gov.wales)

 Write to us:  
Care Inspectorate Wales  
Welsh Government office  
Sarn Mynach  
Llandudno Junction  
LL31 9RZ

 [@care\\_wales](https://twitter.com/care_wales)

 [facebook.com/careinspectoratewales](https://facebook.com/careinspectoratewales)



## CIW Connect

CIW Connect is our first point of contact team. We provide a bilingual service for phone calls to CIW and will try where possible to provide the information, advice or assistance required.

We have a single phone number – 0300 7900 126 – and email address [ciw@gov.wales](mailto:ciw@gov.wales) for all enquiries.

Alternative formats, easy read, Braille and audio, are also available on request.