



Arolygiaeth Gofal
Cymru
Care Inspectorate
Wales

Improving social care and childcare in Wales


Chief Inspector's Annual Report **2019–20**




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How to provide feedback about social care and childcare

 Phone us: 0300 7900 126

 Email us: CIW@gov.wales

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

 careinspectorate.wales

Mae'r ddogfen yma hefyd ar gael yn Gymraeg.
This document is also available in Welsh.

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Foreword

Welcome to my annual report for 2019-20. It is difficult to introduce this without acknowledging the current context of the COVID-19 pandemic and I should like to begin by offering my deepest sympathies to all those who have lost a loved one, friend or colleague as a result of the virus.

Whilst this annual report covers the period up until the end of March 2020, I felt it was important to acknowledge the impact of COVID-19 on people who use and work in social care and childcare and play services in Wales. The pandemic has completely transformed how we live and this is especially true for people receiving care and support and working in the services we regulate.

On 10 March I wrote an [open letter](#) to service providers, to share an update on how we were responding to the outbreak of COVID-19, as well as how we planned to approach any future decisions as the situation developed.

The first confirmed case of COVID-19 in a care home in Wales was reported to us on 12 March. On 16 March we took the decision to suspend routine inspections to reduce the risks of transmitting the virus to the services we inspect.

While we suspended routine inspections during the initial lockdown period, we significantly increased our contact with service providers, including regular check-in calls. We used these calls to see how providers were managing to keep people as safe and well as possible, and for us to provide support and signpost people to the latest guidance and advice. We also shared relevant feedback from these calls with Welsh Government policy colleagues, Public Health Wales and local authorities to inform local and national decision making. We have published an [overview](#) of our experience during COVID-19, drawing on our discussions with providers and with people living in care homes.

We adapted our registration processes to enable childcare services to let us know if they were closing during the pandemic, and for new social care services specifically designed to meet the needs of people due to COVID-19 to become operational. Our online services, which we have been developing over a number of years, have proved invaluable in enabling providers to continue to engage with us, send notifications, make changes to their registration or apply to register.

The pandemic has brought into sharp focus the crucial role of care services. As the independent regulator of social care and childcare in Wales, it is our job to provide assurance on the quality and safety of these services, and support improvement through our inspection and regulation. The key outcomes of our programme of work during 2019-20 are set out in detail within this report but I would like to reflect on what I see as the key findings.

- Across all areas of our regulation and inspection, we have found many examples of positive practice, some of which are highlighted in this report. The innovation and dedication of staff working in and leading social care and childcare services in Wales is to be commended.

- We are starting to see the benefits of the Regulation and Inspection of Social Care (Wales) Act 2016 come to fruition, with providers of regulated social care services having a greater focus on outcomes for people. For example, we have seen how the new statutory improvement notices are enabling swifter and more effective action to be taken where care failings result in poor outcomes for people, with providers either making the required improvements or ceasing to operate.
- Publishing ratings in our childcare and play inspection reports has been an important development. They provide clarity about which services are doing particularly well and over time will assist the sector as a whole to improve and deliver even better outcomes for children. While only a small number of services achieved ‘excellent’ for each of the four themes, inspectors are already able to determine some of the defining characteristics of those services. Not surprisingly, the role played by leaders in establishing a child-centred ethos is one of the crucial features.
- Supporting children and adults to achieve positive outcomes, intervening early, promoting independence and preventing escalation of needs can only be done effectively and efficiently when people and organisations work together. Never before has this been more important but our national reviews all identified this as an area for improvement. There is a significant opportunity to build on the learning and innovative responses to the pandemic, to ensure local authorities, health boards and other key partners are working better together in the interests of people.
- We all have a responsibility to learn lessons and use them to improve outcomes for people. A primary purpose of our work is to highlight good practice and point out areas where improvements are needed at a service or system level. Where those delivering services have taken action in response to our findings and recommendations, we have seen significantly improved outcomes. Some examples have been included in this report. However, it is disappointing that too often our inspection and review findings are not new and insufficient action has been taken to address them.

Finally, I cannot end without recognising the exceptional commitment and dedication of all those working in social care and childcare and play services in Wales during the pandemic. On behalf of Care Inspectorate Wales (CIW), I should like to express our admiration and deepest thanks.



Gillian Baranski
Chief Inspector, CIW



Our organisation

“Where, after all, do universal human rights begin?
In small places, close to home...”

Eleanor Roosevelt

About us

Who we are

We are Care Inspectorate Wales (CIW), 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.

Please see Annex 1 for full details on:

- services we regulate and inspect
- our legal powers
- where you can access more information.

Rights-based approach

In April 2019 we published our commitment to promoting and upholding the rights of people who use social care and childcare services.

As a regulator, our primary responsibility is to ensure the law is upheld in relation to the running of social care and childcare services. The legal framework governing social care and childcare services has been carefully developed to incorporate

and reflect people's rights. We have developed inspection frameworks underpinned by Welsh Government's national outcomes framework for people who need care and support, and their carers. The frameworks are supported by guidance for our inspectors that place additional emphasis on the relevance and importance of respecting diversity, promoting equality and upholding human rights within our work.

Welsh language

Within our rights-based approach, we consider how services are upholding people's rights in relation to the Welsh language. At each inspection of a regulated service, an inspector will make a judgement as to whether the service provides an 'Active Offer' of the Welsh language and should include evidence to support how they have arrived at this decision.

Overall, we found promotion of the Welsh language and provision of the Active Offer is an area for improvement across regulated services.

Good practice example

"As part of the dementia thematic review, I have just finished inspecting a care home. The home definitely provides the Active Offer of the Welsh language. Several people in the home liked to speak in their first language which was Welsh, and there were some care workers who were fluent in Welsh. All care workers were encouraged and facilitated to learn conversational Welsh - there were six employees on a series of tutorials designed to teach everyday Welsh phrases for the benefit of the people in the home. The home arranged Welsh-speaking coffee mornings for anyone who wanted to join in - one person told us, "I enjoy them. It's nice to meet up and gossip like the old days." The Statement of Purpose and written guide were produced bilingually in Welsh and English."

Adult services inspector

'Needs improvement' example

"This is a service that does not provide an 'Active Offer' of the Welsh language. It does not anticipate, identify or meet the Welsh language needs of children who use or intend to use their service. We recommend that the child minder considers Welsh Government's 'More Than Just Words' strategic guidance for Welsh language in social care. "

Childcare inspector

Good practice example – local authority

"We were told of the local authority's commitment to promote and support the implementation of the Welsh Language Standards. Arrangements have been strengthened across the service through implementation of the Welsh Language Promotion Strategy. During inspection we found evidence of assessments being offered through the medium of Welsh and were told of conversations being available through the medium of Welsh."

Extract from a local authority adult services inspection report

Engaging with people



“As the independent regulator of social care, childcare and play in Wales, we are committed to making sure we put people at the heart of all that we do. Focusing on people’s experiences and understanding the impact of services on their lives will help us to improve the quality and safety of services for the well-being of the people of Wales. Our ambition is to build strong and trusting relationships with people, talking with as many people as we can.”

Gillian Baranski, Chief Inspector, CIW

Engaging with people

Why is engagement important?

We involve, listen to and talk with a wide range of people to find out about their experiences of the services we regulate. We think it is important people have a say about the way social care, childcare and play services are delivered, and about how we inspect them. It is also important to get feedback about the quality of our work. We are committed to offering people the opportunity to engage with us in Welsh.

People we engage with

We engage with a range of people across Wales and more widely such as:

- people who use the services we regulate and their families/carers;
- all people living in Wales with an interest in social care, childcare or play;
- people who own, manage, and work in social care, childcare or play services;
- voluntary sector organisations who represent people with social care needs and their carers;
- organisations who represent people who provide social care, childcare and play service;

- people who commission social care services (local authorities and the NHS); and
- other regulatory bodies such as Estyn, Audit Wales, Healthcare Inspectorate Wales, Social Care Wales, Care Inspectorate Scotland, Ofsted and the Care Quality Commission (CQC).

How we engaged

During 2019 and the early part of 2020, we hosted 12 regional events for adult and children's service providers; four joint learning events with Social Care Wales; and two consultation events for childcare and play providers to gather their feedback on ratings and our new inspection report templates.

We also hosted engagement events during our national review of care for care experienced children; our national review of prevention and promotion of independence for older adults; and our national review of care homes for people living with dementia. We talk more about these reviews and the work we did on page 24 and page 42. We also hosted several meetings of our stakeholder engagement group.



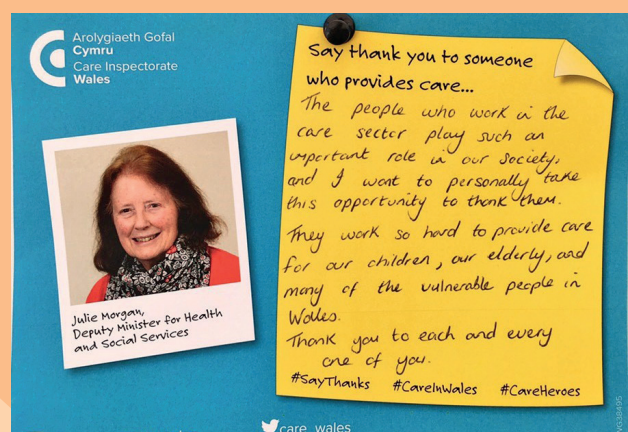
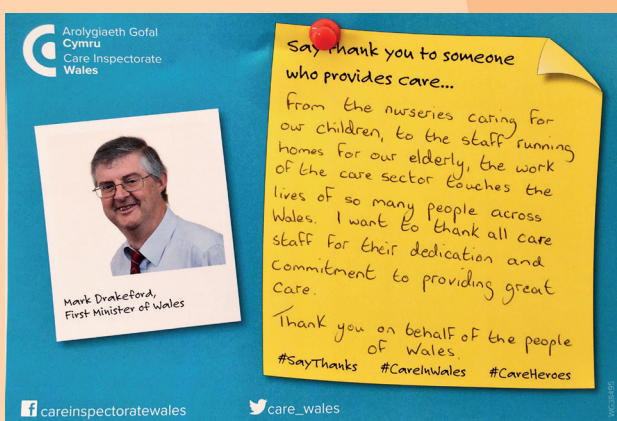
Highlighting great care

We attended the Royal Welsh Show as part of Inspection Wales, alongside Estyn, Healthcare Inspectorate Wales and Wales Audit Office (now Audit Wales), where we spoke to more than 1,740 people, 125 of whom completed “say thank you” postcards highlighting examples of great care across Wales.

We were joined by the First Minister of Wales, Mark Drakeford MS and the Deputy Minister for Health and Social Services Julie Morgan MS, as well as our Chief Inspector Gillian Baranski, who all took the opportunity to complete a card, and thank those who provide care.

“Fantastic care is happening all across Wales, and we must celebrate those passionate, dedicated individuals for the extraordinary work they do.”

Gillian Baranski, Chief Inspector, CIW



Reviewing how we engage

A key action in CIW's strategic plan has been to review how we engage with our stakeholders.

During the year, we brought together care providers, carers and relatives of those receiving care, and third sector representatives to develop our engagement plan. We talked about who our stakeholders are; gathered views on what good engagement looks like; and discussed what else we needed to do to make sure we engage in an effective and appropriate way.

As part of this work we have reviewed our inspection feedback surveys, considering the questions we ask, the methods in which we ask them, and the information we gather.

We intended to publish our stakeholder engagement plan in March 2020 but this was paused due to the pandemic. The plan outlines the actions we will take to improve how we engage people in our work.

Reviewing our inspection reports

Writing inspection reports is a very important part of our work. Our reports must inform people who use and choose services, and their families, about the quality of care and support provided.

As part of our engagement review, we undertook an appraisal of our inspections reports. We held events and used surveys to ask the public for their feedback. They told us our reports should be clear, concise, avoid jargon and use plain language.

Key improvements we made

- People's experiences of services remains at the heart of our inspection reports.
- Our inspection reports are now clearer and written in plain language.
- Services with published ratings will see these set out in a table at the front of the inspection report, with more detailed information in the main body of the report.
- We continue to capture the number of services providing, or working towards, the 'Active Offer' of the Welsh language but this now has prominence at the beginning of our reports.
- Our new style report presents the history of the service in complying with regulations in a way that is straightforward to follow.
- Our staff have received training and new guidance.

Engagement during the pandemic

Making sure people had timely information to help them deal with COVID-19 was essential when the impact of the pandemic first struck social care and childcare services in March 2020. We had an essential role in sharing information on behalf of Welsh Government.

Between 13 February 2020 and 31 March 2020, we issued 14 bulletins to over 70,000 email addresses covering a range of stakeholders, updating them on the latest developments in the coronavirus pandemic and subsequent lockdown.

This included our own staff; all care providers; organisations such as Cwlwm and Play Wales; as well as Directors of Social Services, the Welsh Local Government Association (WLGA) and Welsh Government policy colleagues.

Our communication during the pandemic

- We built a designated COVID-19 area of our website which went live on 18 March 2020.
- 5,590 people visited our COVID-19 'frequently asked questions' web page in this period.
- We issued 137 social media posts, signposting to our website as well as the latest Welsh Government guidelines. Our followers shared these posts 282 times.
- We reached more than 9,600 people and had 1,363 interactions with our Facebook post on 26 March 2020, asking childcare and play providers to notify us of service closures and cases of COVID-19.
- Between 13 February 2020 and 31 March 2020 we dealt with 329 inbound messages, which helped to shape the COVID-19 'frequently asked questions' area on our website. These were often questions from providers sent during the evening and at weekends.

Communication and engagement during 2019-20

M T W
1 2 3
8 **9** 10

We attended **20** events and workshops.



We were mentioned **393** times in the press, compared to **533** last year.

-26.3%

+61.3%



We spoke to **1,740** people during the Royal Welsh Show 2019... compared to **1,079** the previous year.

+37%



There were **618,304** sessions on our website. This is up 37% from **449,847** last year. We had spikes in June specifically to notification forms, NMS for adult services, and newsletters. We also had a spike in March 2020 due to COVID-19.

Our bilingual external newsletter subscribers have increased from **7,378** to an impressive **10,417**.

+41%



This is due to sustained communications activity, encouraging people to subscribe.

22,164 people engaged with our posts across all our Twitter and Facebook channels, up from **9,912** last year.



+123.6%



We gained **887** followers on our Facebook channels, from **758** last year to **1,645** as at 31 March 2020.

National Advisory Board



“At the National Advisory Board I can listen, raise concerns and give a voice to the most vulnerable where it will be heard and have impact. It’s a wonderful opportunity to work with others to improve services in our community.”

Jan Foy, carer representative

National Advisory Board

Our National Advisory Board is made up of stakeholders from across the childcare, social care and voluntary sectors, as well as carers and people who use care services in Wales. The Board provides a valuable opportunity for us to come together to share ideas, and discuss how CIW can play its part in improving care and social services.

The Board provides an expert voice offering authoritative advice and constructive challenge. They give

invaluable insight into the experiences of people using and providing the services we regulate and inspect. It also helps by raising awareness of our work.

Appointment of our new Chair

In November 2019 Professor Judith Hall announced her successor as Chair of the National Advisory Board, as she intended to step down from the end of the year, having chaired the Board since 2013.

“It has given me great pleasure to chair the National Advisory Board over the last six years. I so very much enjoyed my final meeting, which as always was interesting, interactive, stimulating and, as ever, had a touch of humour. I wish to thank all Board members and staff, who have been an inspiration to me over many years. I wish the Board under their new Chair the very, very best for the future. I know you will all, together, continue to make a difference to social care and childcare in Wales.”

Professor Judith Hall

From 1 January 2020 we welcomed Dr Ruth Hussey as our new Chair. Dr Hussey was formerly the Chair of the Parliamentary Review on Health and Social Care in Wales, and Chief Medical Officer to the Welsh Government.

The Chair is responsible for leading the Board in monitoring, scrutinising and raising awareness of our work.

“I was delighted to be appointed as chair to CIW’s National Advisory Board at the beginning of 2020, and I am already aware of the wealth of experience brought by each member of the Board. I look forward to working with members over the next three years to continue providing a strong and effective contribution to the work of Care Inspectorate Wales in helping to achieve the best outcomes for people across Wales.”

Dr Ruth Hussey, new Chair of the National Advisory Board

Key achievements and highlights for the year

- **Providing feedback** – The Board has regularly provided feedback on our work to implement the Regulation and Inspection of Social Care (Wales) Act 2016, which includes feedback on guidance we produce as well as online and digital processes.
- **Stakeholder engagement plan** – A number of Board members sat on our stakeholder engagement group involved in the shaping of the stakeholder engagement plan. The Board heard regular progress updates on the development of the plan.

- **Strategic Plan 2020-2023** – The Board came together to help shape our strategic priorities for 2020 and beyond during a meeting in November 2019.
- **Voices of the sector** – At every meeting members share updates from their respective sectors, as well as posing questions for CIW to consider.

We look forward to the positive contributions of the National Advisory Board over the next three years in helping, and challenging us, to deliver our new strategic priorities for 2020-2023.

Adults and children's services



“We are starting to see the benefits of the Regulation and Inspection of Social Care (Wales) Act 2016 come to fruition with providers of regulated social care services having a greater focus on outcomes for people.”

Gillian Baranski, Chief Inspector, CIW

Adults and children's services

Our work

Registration

Last year the Chief Inspector's report outlined the work required to re-register all adult and children's services under the Regulation and Inspection of Social Care (Wales) Act 2016 (the 2016 Act).

2019-20 saw us complete the re-registration of services which included:

- 381 care home services;
- 190 domiciliary support services; and
- 1 secure accommodation service.

We moved on to re-register fostering services, adoption services and adult placement services. The 2016 Act also introduced a new regulated service: advocacy services. Advocacy services support people to have their voices heard. In Wales, advocacy services that support certain children to represent their views in relation to their care and support needs must now register under the 2016 Act.

Adult and children's services registration



Registration

We registered **722** services and cancelled **677** services.



Administration

We dealt with **850** changes to services' registrations and ways of working in 2019-20...



Inspection

We carried out **1,186** inspections across adult services and children's services.



... and received **24,821** notifications.

Registration case study

“We received an application to register a domiciliary support service. The nominated Responsible Individual (RI) was not one of the company Directors, and although there is provision within the 2016 Act for someone other than a Director to be the RI, we did not feel that the explanation given as to why one of the Directors could not fulfil this role was sufficient. We engaged with the applicant and discussed this issue at length. We set out our position in relation to ensuring that accountability for the service provision was held at the highest level. Following our discussions and some further enquiry, the provider amended the nominated RI to one of the Directors. Following all suitability checks and a fit person interview, the RI and the application to register were approved.”

Registration team member

In addition to re-registering existing services, we registered a number of new services including 65 new domiciliary support services and three new fostering agencies. We also registered one residential family centre in Wales providing assessment and care for vulnerable families – the second service to be registered in Wales under this provision.

We have seen an increase in the number of care homes for children, predominantly in the South Wales area, increasing from 178 services in 2019, to 204 in March 2020.

This concluded a huge undertaking across the whole organisation, working with providers to transition to the new legislative framework. It has proved particularly challenging for some providers whose governance structures have had to adapt to meet the legal requirements for Responsible Individuals. Our registration team has worked to uphold one of the primary intentions of the legislation: ensuring provider organisations hold

accountability at the highest level. This is achieved through the designation of a suitably senior officer in the organisation as Responsible Individual who has specific legal duties. This ensures the provider takes an active interest in the services provided and the Board of the organisation, providing the service has a clear channel of communication and oversight to the front line of services.

COVID-19 impact on registration

The COVID-19 pandemic posed a challenge for us in considering how we could continue to register services, bringing much needed additional capacity to the sector. We adapted our processes, making use of virtual technology, and adopted a proportionate approach to our work. We were able to approve new services and also process variations for services wishing to increase their maximum capacity. These adaptations also meant all of our registration functions were able to remain active throughout the pandemic.

Concerns

The adult and children's services inspection team received 1,736 concerns in 2019-20 from a range of sources including the public, people using services, care sector staff and relatives.

In adult and children's services, the majority or 64% (1,117) of concerns related to adult care homes, 8% (139) related to care homes for children with 25% (441) relating to domiciliary support services. The remaining 3% (39) of concerns were raised in relation to adoption, fostering, adult placement, residential family centres and secure accommodation services.

In adult and children's services, concerns predominantly related to the leadership and management of services, and the quality of care and support provided for people.

In children's services a common concern is that raised by neighbours where a new children's home has opened. It is important providers engage with the community, local authority and police about their proposals and consider undertaking an environmental impact assessment prior to making any decision about the location of the home.

Using concerns to inform our inspections

Every concern received by CIW is reviewed by an inspector who decides what action needs to be taken. This may result in an early inspection, or where CIW has already planned an inspection to take place, we consider themes raised in concerns during that visit. Where we received significant concerns, we ensured safeguarding referrals were made to the relevant local authority. We worked closely with our partners in local authorities, health boards and the police to look into these matters, sharing information and where appropriate taking action.

When CIW received concerns about services that may be operating without registration, we made initial inquiries to explore whether they were required to be registered. Where we believed the service may need to be registered, we escalated this for discussion at an improvement and enforcement panel where decisions are taken about what action CIW will take. This could include a decision to prosecute the provider. During 2019-20, we investigated 30 concerns in respect of adult and children's services operating without registration. Sixteen of these were escalated to an improvement and enforcement panel, with eight of these relating to concerns of care homes for children operating without registration.

Developing a new inspection framework

Implementation of the 2016 Act provided an opportunity to review how we work. We developed guidance to assist providers to comply with the expectations of the new legislation. Our regular provider events across Wales enabled us to seek providers' thoughts and views. This included a new inspection framework aligned to the legislation and statutory guidance. We implemented the framework in early 2019 and feedback from providers indicated it provides an outline of 'what good looks like' and a clear approach to inspection.

For inspectors, the framework enables them to focus their inspection visits and spend more time speaking to people.

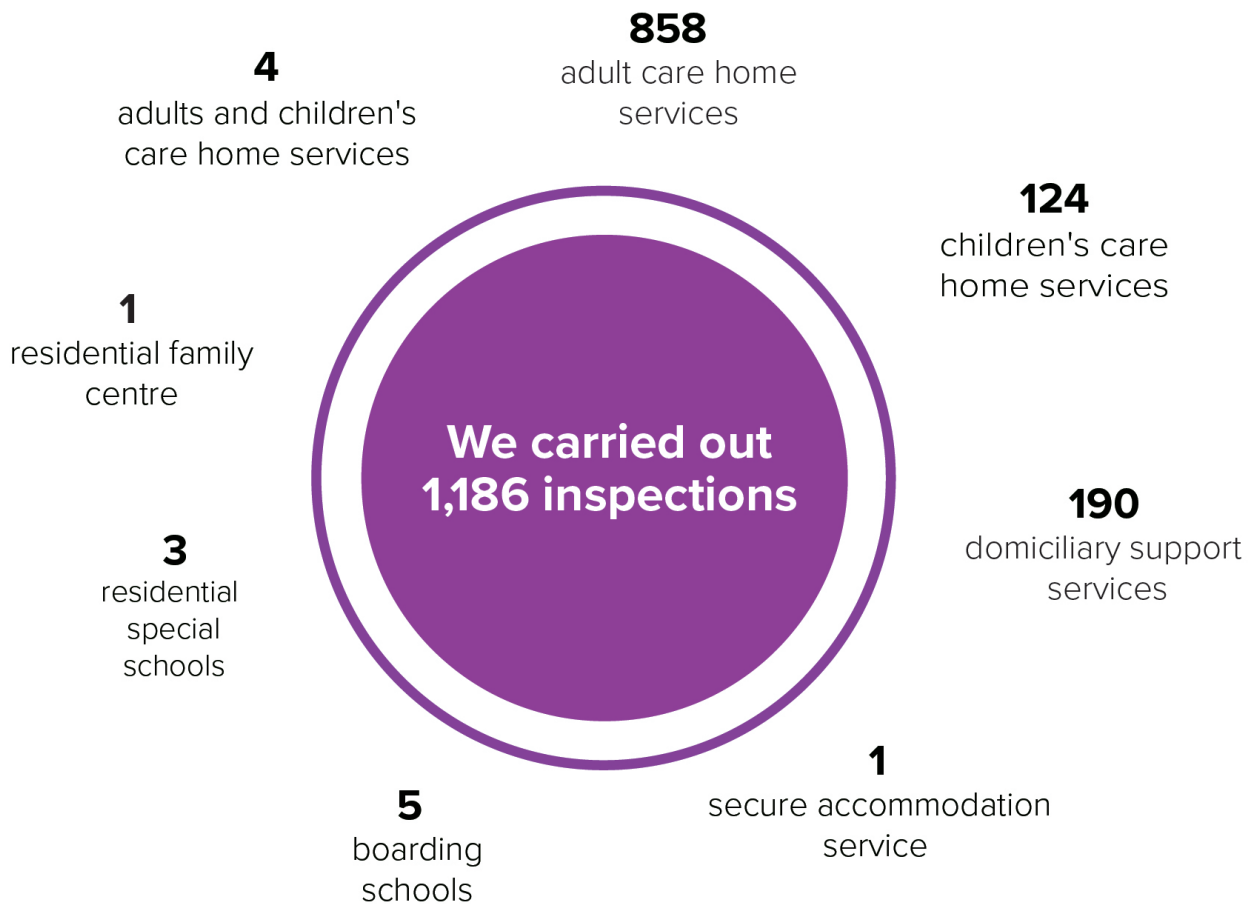
While feedback about the new inspection framework has in the main been positive, there is a view from supported living service providers (registered as domiciliary support services) that the approach does not always provide a full picture of the outcomes for the people they support. Because of this feedback, we provided additional training for our staff in this area. We will monitor progress in collaboration with providers and people using services over the coming year.

Our inspections

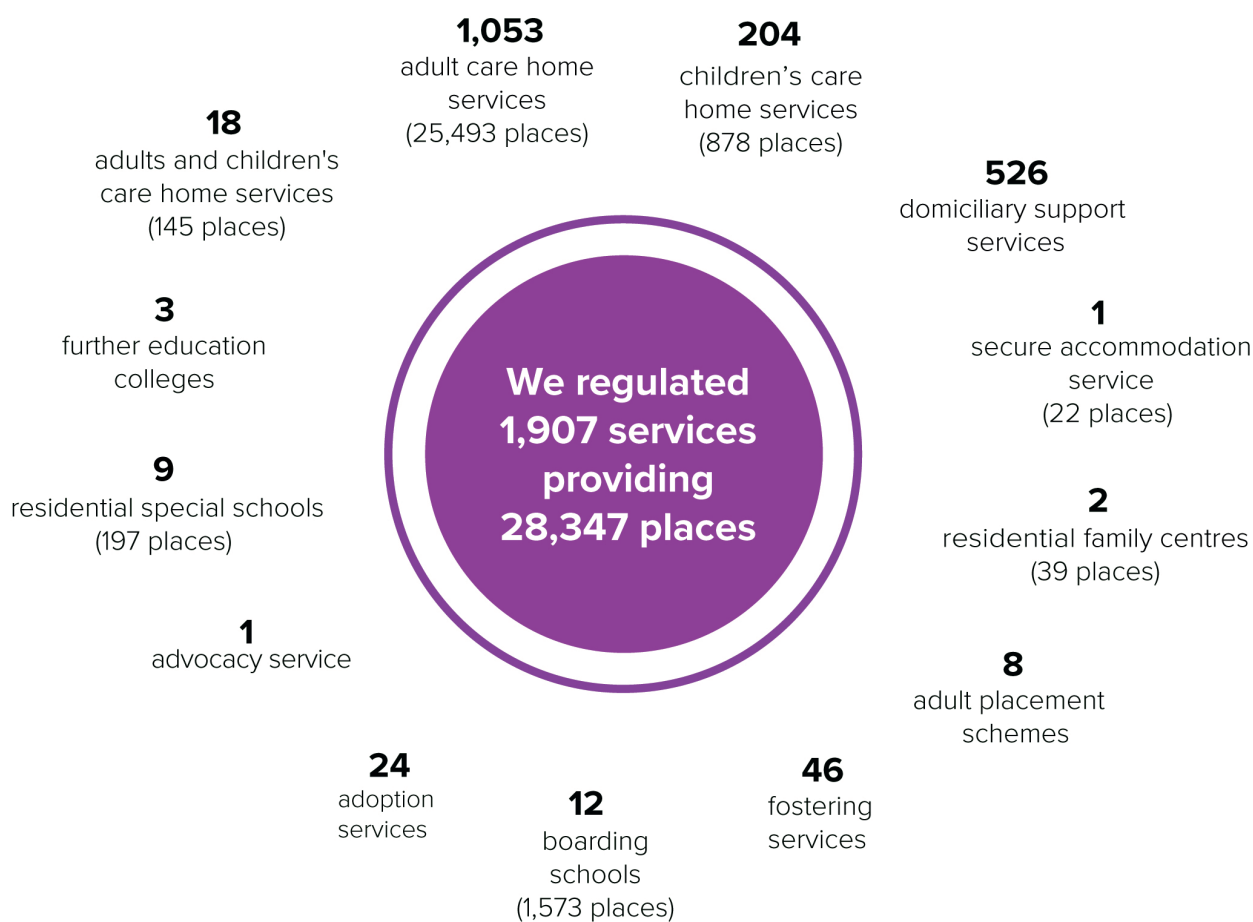
We undertook a total of 1,186 inspections of adult and children's services, the majority of these being care homes.

Our children's services inspection team completed 124 inspections of children's homes, a residential family centre, five boarding schools and Wales' only secure accommodation for children and young people. In general, we found services provide good quality care with positive outcomes for children and young people.

Number of adult and children's services inspections



Number of adult and children's services we regulate



To view more information and to access our new interactive data tool please [click here](#).

National overview of care for care experienced children in Wales

In September 2019 we published our thematic review of care homes for children in Wales.

The report highlighted the following key areas.

- We should see residential care as a positive choice for children and not as a last resort.
- Most children were receiving good quality care and support. They experienced the best outcomes where services used recognised and holistic models of care, including therapy and education.
- Some children experienced a number of placement breakdowns, often due to poor pre-admissions assessments and the inability of the service to meet the needs of the children.
- A number of children were not attending school and for some this had been for a significant period.

We did not find significant improvement in these areas during our inspections and we continue to monitor the situation. During the COVID-19 restrictions, feedback from our regular conversations with providers highlighted some improvement with fewer children going missing from services and better engagement and relationships with staff.

The most significant area of concern in our review was the increase in the number of children going missing from care and, in some circumstances, this led to increased risk of exploitation and criminal vulnerability. We found in some situations providers were not proactive in their response and did not work at developing solutions with children to address these safeguarding concerns.

Following our review, we were fortunate to collaborate with the police in this important area. This included secondment of a police officer to CIW to focus specifically on developing our working relationships and sharing information to take a joined up approach to children going missing from care homes. We will continue to develop this work in the future.

National review of care homes for people living with dementia

Aligned to our local authority inspection team's review of services for older people, the adult and children's services inspection team undertook a national review of care homes for people living with dementia.

The review was prompted and informed by:

- Welsh Government's Dementia Action Plan for Wales 2018-22 which identified that people have a right to live well in a care home;
- Welsh Speakers' Dementia Care – Alzheimer's Society Cymru and the Welsh Language Commissioner 2018 recommended that Care Inspectorate Wales and Healthcare Inspectorate Wales recognise that a lack of care in the Welsh language for those who require it constitutes poor care which may have a harmful effect on people;
- the report "Use of Antipsychotic Medicine in Care Homes National Assembly for Wales 2018" identified significant concerns about the inappropriate use of antipsychotics in care home settings; and
- CIW and Healthcare Inspectorate Wales' (HIW) review of healthcare support provided by Betsi Cadwaladr University Health Board for older people living in care homes in North Wales in 2018.

Our findings are summarised below.

- In general, people and their families were positive about care provided in the majority of services.
- There was a need to improve access to support for people speaking Welsh as their first language.
- Staff training in dementia required improvement as did consideration of the environment in which people live due to the complexity of their needs.
- Medicines management was an area for improvement particularly in relation to antipsychotic medication. Secondment of a pharmacist to CIW during 2020-21 will provide an

opportunity to develop relationships with pharmacy colleagues to support improvement in services.

- Providers were embracing new technology to improve services.
- We found work needs to be undertaken to improve hospital discharge for people living with dementia.

The COVID-19 pandemic highlighted the importance of these last points: people were supported to keep in contact with their loved ones through the use of technology. Our calls with providers during this time presented a clear need for improved hospital discharge processes.

Good practice example in a care home

“The service was a small care home for people with learning disabilities/ mental health problems and was not a service identified for the review. However, one of the people living there has developed dementia. In response, the service has sent some staff on a three day dementia awareness course to ensure they have a comprehensive awareness of the issues associated with dementia care. In addition, the service has in place a comprehensive and personalised dementia care plan. The plan looks at all aspects of daily living and details the impact of the person’s dementia on each. It then provided staff with clear advice and guidance about how they should support the person. This guidance focused upon strengths and maintaining independent skills.”

Inspector, CIW

Good practice example in relation to promoting Welsh language

“We saw ‘every word matters’ posters promoting the use of the Welsh language within the home. These included photographs of residents and quotes relating to why being able to converse in Welsh is important to them.”

Inspector, CIW

Good practice relating to a domiciliary support service

“People accessing the Fulfilled Lives project maintain choice and control over their lives and are supported to be healthy. Call times and length are decided upon by the person, their needs and lifestyle choices are agreed in conjunction with a key worker within their weekly allocated hours. People received person-centred flexible support, which enhanced their personal outcomes. A small consistent number of care workers delivered their care. Consideration was given to matching people with the key worker with the aim of forging good relationships and engaging interactions. Support staff respected and upheld choice wherever possible. We saw that people were involved and care focused on the individual’s goals and aspirations. People were supported by assistive technology. We saw an electronic, pharmacy-filled medication dispenser and a GPS tracker, to support and maintain one person’s safety and independence. There was also good evidence of a multi-disciplined approach. From speaking with people and reviewing a sample of documentation, we saw communication between the service and families ensured timely referral to health and social care professionals. Service providers told us key workers would make and accompany the person to health appointments and would relay information to family members on their behalf. We conclude that people who receive a service, as part of the Fulfilled Lives project, experience positive well-being because care staff understand and cater for their needs.”

Inspector, adults and children’s services team

Good practice example in a care home

“Personally, I have seen an increase in care homes that have introduced electronic care planning with handheld devices. Some of these services have also introduced electronic medication systems. They report very positive outcomes for both: fewer medication errors, better supply of medication stock (not masses of excess that needs to be returned to be destroyed), staff have more time with residents due to capturing care delivered on handheld devices. There is less paper used and managers can check on any missed tasks whilst not on site, reports can be run to highlight if care has not been delivered or is late.”

Inspector, adults and children’s services team

Where people have been unable to go out due to the pandemic, some services told us they have developed a new range of approaches to activities. This included pets to hug and themed parties –

something for people to look forward to every week to lift their spirits. It will be important for services to reflect and think about how they take forward the learning from this approach.


Securing improvement


Securing improvement – adult and children's services

In 2019-20 we found

 **109** services did not meet legal requirements

and we issued

 **300** notices.

 We issued the majority of these to care home services.



Our follow-up visits confirmed that

 **72%** of providers had taken appropriate action.

 In 2019-20 we issued **7** Improvement Notices.

Of these:

- For two services the Improvement Notices were withdrawn when the providers made the required changes and we found positive outcomes for people as a result.
- One service did not take sufficient action and we cancelled its registration.
- We cancelled the designation of a Responsible Individual.
- One provider cancelled their own registration after we issued a notice.
- Two remaining services issued with notices were awaiting the outcome at the time of writing this report.

We satisfy ourselves a provider is fit to provide a service at the point of registration by carrying out a series of checks. Following registration, we inspect services to ensure they continue to operate in line with their Statement of Purpose and with regulations.

Our improvement and enforcement pathway sets out the actions we take when a service fails to provide good quality, safe care and support to people using a service.

We make the provider and public aware when we find failures at inspection. Where these impact on people using services or present potential risk to people's safety and well-being, we make this clear in our reports and issue a non-compliance notice requiring the provider to make improvements within a set timescale.

In 2019-20 we found 109 services did not meet legal requirements, and we issued 300 notices of non-compliance to these services. We issued the majority of these to care home services.

Where we identify failings, we follow up with further inspection to ensure providers have made the relevant improvements. Our follow-up visits confirmed that 72% of providers had taken appropriate action.

Just over half of notices issued were in relation to leadership and management of services (156 notices issued). Leadership and management encompasses a range of issues including all aspects of governance of a service: quality and audit, staffing levels, recruitment and training as well as oversight of the day-to-day running of a service. The most common themes identified during 2019-20 were:

- quality monitoring systems not sufficiently robust, including review of the service by the Responsible Individual;
- insufficient numbers of staff to enable people to achieve their preferred outcomes;

- staff training either not updated regularly or relevant to supporting the people using the service; or
- recruitment checks not being completed prior to starting date, DBS not updated within three years or information missing from staff files.

We consider leadership and management to be the lynchpin of providing good quality, safe care. Where there are failings in the leadership and management of a service, we often find problems in other areas.

Of the remaining notices issued, 106 related to care and support, for example in planning people's care.

- Personal plans were not updated regularly, often not reviewed, sometime no plan at all, not outcome or person-focused.
- Medication management and daily monitoring records were incomplete.

Our conclusion is that where there are failings in the management and oversight of a service, there is frequently an impact on the care and support of people using the service.

We work closely with Social Care Wales who register social care workers, to develop and promote better working practices at both care worker and importantly at leadership level.

In addition, during the year we issued seven Improvement Notices. These form part of our new powers for enforcement under the 2016 Act and we issue these when there are serious concerns about the failure of a service provider or a Responsible Individual for a service. Issuing an Improvement Notice can lead to cancellation of the registration of a service, a Responsible Individual (acting on behalf of the provider) or the service provider.

Case study

“We inspected a service and issued a non-compliance notice in relation to care and support, staffing and leadership and management. A second inspection took place and we found little or no improvement. We held a meeting with the provider to set out the significant concerns we had. Due to continued poor outcomes for people, we issued an Improvement Notice and placed a restriction preventing the service admitting any more people.

When we returned to inspect we found the provider had made sufficient improvements in the service to remove the Improvement Notice and allow the home to admit people. We continue to monitor the home to ensure the provider maintains these improvements.”

Inspector, adult and children's services inspection team

The next 12 months

- We will pilot working with providers who have a number of services at a corporate level.
- We will share outcomes of our review of care homes for people living with dementia, putting in place systems to implement recommendations from the review.
- We will enhance our engagement with people to inform our inspection activity.
- We will undertake a project focusing on reporting outcomes for people living in supported living services.

Childcare and play services



“We cannot underestimate the importance of childcare and play services in helping children get a good start in life.”

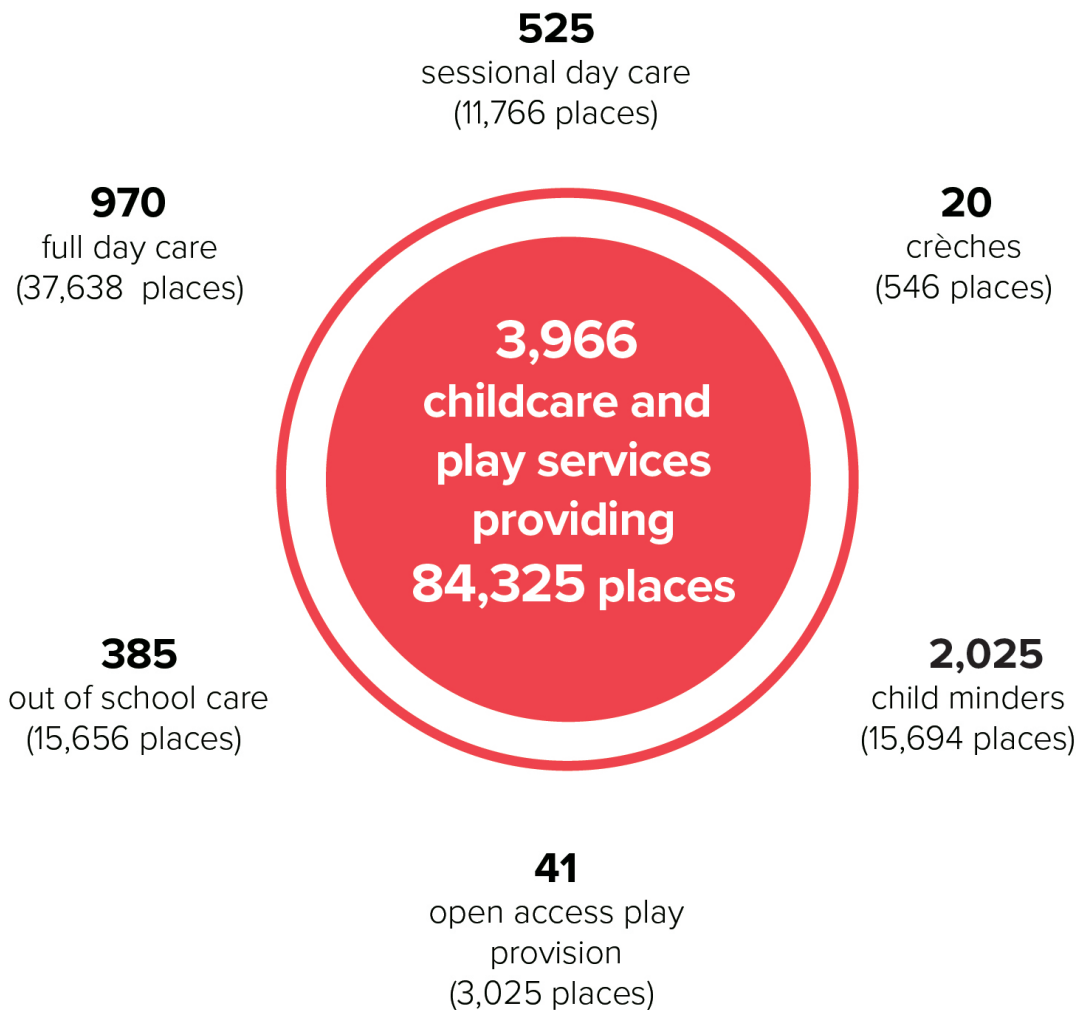
Margaret Rooney, Deputy Chief Inspector, CIW

Childcare and play services

Our work

Registration

Number of childcare and play services we regulate



To view more information and to access our new interactive data tool please [click here](#).

At any one time there is a maximum number of childcare and play places in registered services in Wales. However, a proportion of these places will not be available because the registration of the service is suspended. In most cases this is because the provider has decided to

suspend its own registration. An example might be an open access summer play scheme which suspends its registration when it is not operating. In a minority of cases, CIW may enforce a suspension as part of its enforcement action.

	Number of registered services	Maximum capacity in registered services	Suspended services	Places in suspended services	Available places
March 2019	4,073	83,430	331	4,414	79,016
March 2020	3,966	84,325	368	5,628	78,697
Difference	↓107	↑895	↑37	↑1,214	↓319

Taking suspended services into account the number of childcare and play places available in Wales on 31 March 2020 had reduced by 319 places to 78,697. This is despite an increase of 895 in the maximum capacity of registered services and is due to the loss of available places in suspended services. It is too early to conclude the increase in the number of suspended services is a consequence of the pandemic which began in March 2020. However, we will be working closely with colleagues in the Welsh Government to understand the impact of the pandemic on the sector.

During the year, 334 new services registered with CIW. The majority of these services were day care (226), with child minders making up the remainder (108). During the year, 400 services cancelled their registration with CIW and left the market. These closures divide almost evenly between day care and child minder settings.

The year saw a relative decline in the number of child minders registered with CIW, with more leaving the market than the number that entered. This appears to be part of a long-term trend, with the number of child minders in Wales falling by nearly 18% since 2014.

Supporting providers during COVID-19

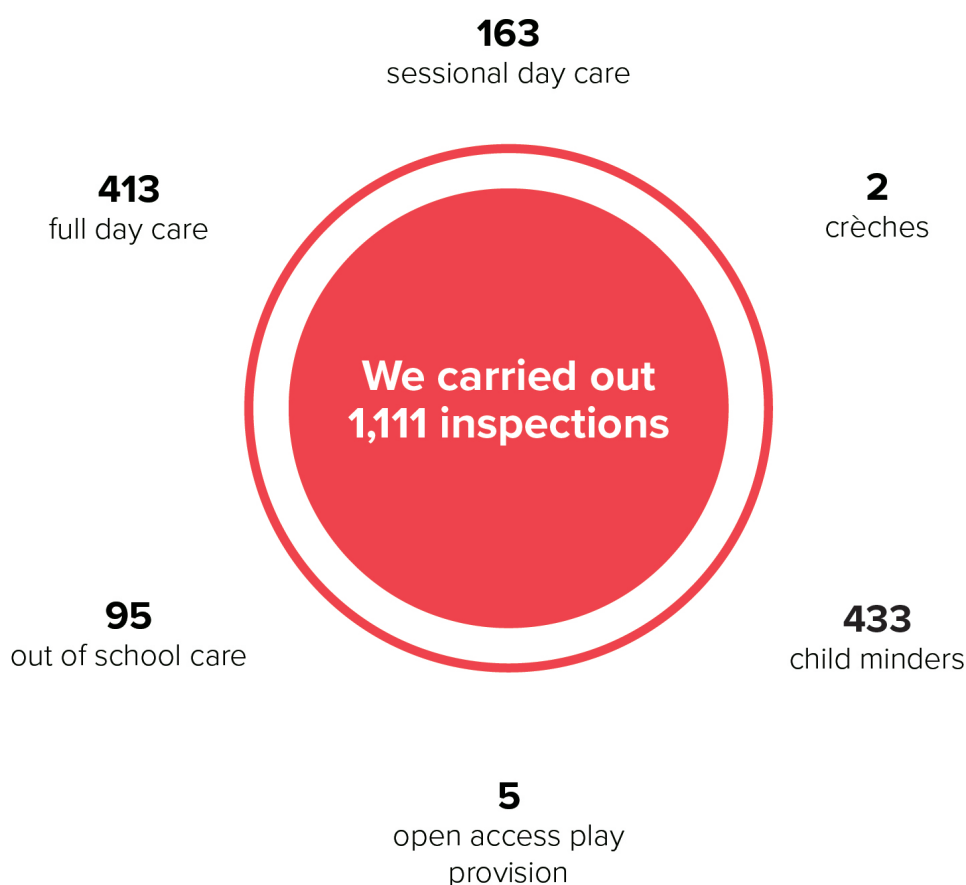
The introduction of CIW Online to the childcare and play sector enabled childcare providers in Wales to submit applications for both registration and variations digitally. This proved invaluable during the COVID-19 pandemic, as prior to this, applications to register were submitted in hard copy. The online system allowed us to continue to accept, assess and approve applications. Our work during the pandemic focused on approving new services to the market to provide the spaces needed to care for children of key workers, as well as a significant number of variations where providers had applied to increase their maximum capacity, also adding to the number of places available.

Case study

“Following the devastating floods in South Wales in February 2020, a day care service was left without a suitable premises from which to provide their service. Families were relying on the service to allow them to continue to work. The provider informed us they had access to another premises, and they wanted to continue to provide a service for families from this site. The change in address meant they were required to submit a new application to register. We discussed this with the service provider and that we would process the application as quickly as possible and worked with the provider to obtain the information and reassurance we required to approve registration at the new premises. This collaborative working allowed us to take a proportionate approach to our work and resulted in continuity of provision for the children and families using the service.”

Registration team member

Number of childcare and play service inspections



Concerns

As we said earlier, concerns are an important part of our work. Parents, relatives, visitors, staff and neighbours are among those who can raise a concern with us. Concerns are a major source of information for us and may raise questions about the quality and safety of a service. Inspectors review all concerns received. This may result in an early inspection; inform the next inspection; or we may make a referral to the local authority as the lead agency for safeguarding. When an inspection takes place, the inspection report will usually reflect the issues raised in the concern.

In 2019-20, we received 439 concerns about 322 childcare and play services (75 services had more than one concern). 77% (337) of these were in relation to day care services. The remaining 23% (102) related to child minders. Most concerns

related to the leadership and management of the service (157), with the next highest category being concerns about the care and development of children using the service. The most common response to a concern was to inspect at the next scheduled inspection or, where necessary, to bring forward the inspection to an earlier date.

We investigated 10 concerns in respect of childcare and play services operating without registration and escalated all to an improvement and enforcement panel meeting. From the 10 providers operating without registration, nine were investigated and found not to require registration. One service was found to be operating without registration. This service subsequently submitted an application and is now registered.

Our inspections

Inspection activity in more detail – childcare and play services 2019-2020



Registration

We registered **334** services and cancelled **400** services.

Administration

We dealt with **2,121** changes to services' registrations and ways of working in 2019-20...



Inspection

This included **4** inspections on weekends.

We carried out **1,111** inspections across childcare services.

... and received **6,273** notifications.

From April 2019, we began publishing ratings in inspection reports for all full inspections of childcare and play services. A rating for each of the four themes is awarded (six themes for joint inspections with Estyn).

The four themes are:

- wellbeing;
- care and development;
- environment; and
- leadership and management.

Additional themes of education, and teaching and assessment are added for joint inspections.

During the year we consulted with providers and others about guidance for ratings and on new-style inspection reports. We explained our intention to write shorter, more succinct reports that express our judgements in plain English or Welsh. We asked for feedback on a draft template for our inspection reports and for advice on how to best to record the ratings awarded at inspection.

Generally, people welcomed our proposals and were keen that ratings feature prominently towards the beginning of our reports. We will introduce our new report template in summer 2020.

We carried out 1,111 inspections during 2019-20. These consisted of:

- 678 inspections of day care
- 433 of child minders.

We reviewed the inspection ratings in the reports published during 2019-20¹. Most services achieved ratings of 'adequate' or 'good' for one or more of the inspection themes. Approximately 8% of services managed to achieve an 'excellent' rating for one or more of the inspection themes. During the year 36 services (just over 3% of the total services inspected) were found to be 'poor' in one or more of the themes.

In November 2019, we considered the factors that influenced the ability of a small minority of services (22) to achieve an 'excellent' rating in all four inspection themes. We found these excellent services had at least one - and usually more - of the following features.

1. Strong leadership from the Registered Person/Responsible Individual.
2. Shared ownership by staff and leaders of the service.
3. Strong ethos and culture of child-centred practice.
4. Planned and stimulating activities.

During 2019-20 we continued with our programme of joint inspections with Estyn. Together we inspect the care and education of children in non-maintained settings which are eligible for funding for part-time education. We carried out 83 joint inspections. There is one inspection team led by either CIW or Estyn and which considers six inspection themes rather than the usual four for CIW. The inspection results in one inspection report, with ratings for each of the six themes. We reviewed our approach to joint inspections during the year and delivered more training for inspection teams in September 2019.

¹ The number of inspection reports published is not be the same as the number of inspections undertaken as there is a delay between inspection and publication of reports.

Example of good practice

A nursery in Conwy had several examples of positive practice. The nursery has won an award for its implementation of an initiative called 'Spread the Happiness'.

Activities included the following.

- Children baked cupcakes in the nursery and delivered these as gifts to other businesses in the local area, encouraging the children to be kind to others. This also led to local businesses donating material for children to use in their play.
- A 'well-being event' saw parents invited in to receive free 15-minute treatments by local beauty and well-being services. This promoted a positive atmosphere throughout the nursery and in the wider community, helping to develop strong partnerships in the local area and with parents.

The nursery has also introduced 'loose parts' play across play rooms for all ages. Even very young children were provided with opportunities to explore loose parts and participate in more risky play, such as using/ exploring real tools and making campfires. This helped children learn valuable social skills and build individual confidence and independence.

Example of good practice

Children attending a Cylch Meithrin in Ceredigion are given frequent opportunities to visit locations in the area to learn more about the life and work of people in their community. The setting makes the most of its relationship with the local community to create learning experiences for the children. The child's voice plays an important part when planning these learning experiences. Children contribute towards planning by creating mind maps, and practitioners act on their ideas.

Securing improvement

As explained previously in this report, we use our enforcement powers where necessary to ensure providers comply with regulations.

In 2019-20 we found 60 childcare and play services did not meet legal requirements and we issued 123 notices of non-compliance. The majority of these notices, 73% (90) were issued to day care services with the remaining 27% (33) issued to child minders. We returned to these services within six months of the original inspection and found 85% of them had made improvements.

In childcare and play services, a significant majority, 73% (90) of notices issued were in relation to leadership and management of services. Seventeen non-compliance notices issued (14%) related to care and development with a further 11% (14) relating to environmental issues.

In 2019-20 we enforced the cancellation of registration of two childcare and play providers.

Securing improvement

In 2019-20 we found



60 services did not meet legal requirements

and we issued



123 notices.



We issued the majority of these to daycare services.



Our follow-up visits confirmed that



85% of our providers had taken appropriate action.

The positive impact of inspection

“A full day care setting had a history of non-compliance regarding record keeping; completion of suitability checks on staff; staff ratios; and ineffective policies and procedures. This resulted in focused inspections and a provider meeting. Following the last full inspection, the inspector found the provider’s efforts to meet the non-compliance and improve their leadership and management had resulted in a positive impact for the children. The inspection report states that ‘leaders have made significant improvements in relation to record keeping and overall management of the service.’ Their rating for the ‘leadership and management’ theme improved from adequate to good.”

Childcare and play inspector

The next 12 months

Our objective is to ensure services are safe and provide good quality care that supports the emotional, mental and social development of children. Central to achieving this objective are our inspections and the way in which we consider and respond to concerns raised with us. In addition we want to do all we can to work in partnership with the sector to support improvement in the availability and performance of services.

Last year we noted our preparations to improve our online services for childcare and play providers. This year we established a project team working collaboratively with CIW staff and external partners, giving regular opportunities to provide quality input to the new system and products. On 6 January 2020 CIW Online went live for providers to complete the Self-Assessment of Service Statement (SASS), variations to conditions

of registration and the submission of notifications. The online application to register services followed on 20 February 2020. To date, 98% of day care providers and 91% of child minders have set up their online accounts with CIW. 3,113 providers submitted a completed SASS – this amounts to 88% of the number of eligible services (suspended services were not required to submit a SASS). Providers, supporting organisations and CIW staff have all responded very positively to CIW Online.

In the coming year we will make further refinements to CIW Online for childcare and play services and will be asking providers to update their SASS in 2021. We will also publish an overview report on the childcare and play sector that considers the learning from published ratings and the information about services gathered through the 2020 SASS.

Local authority social services



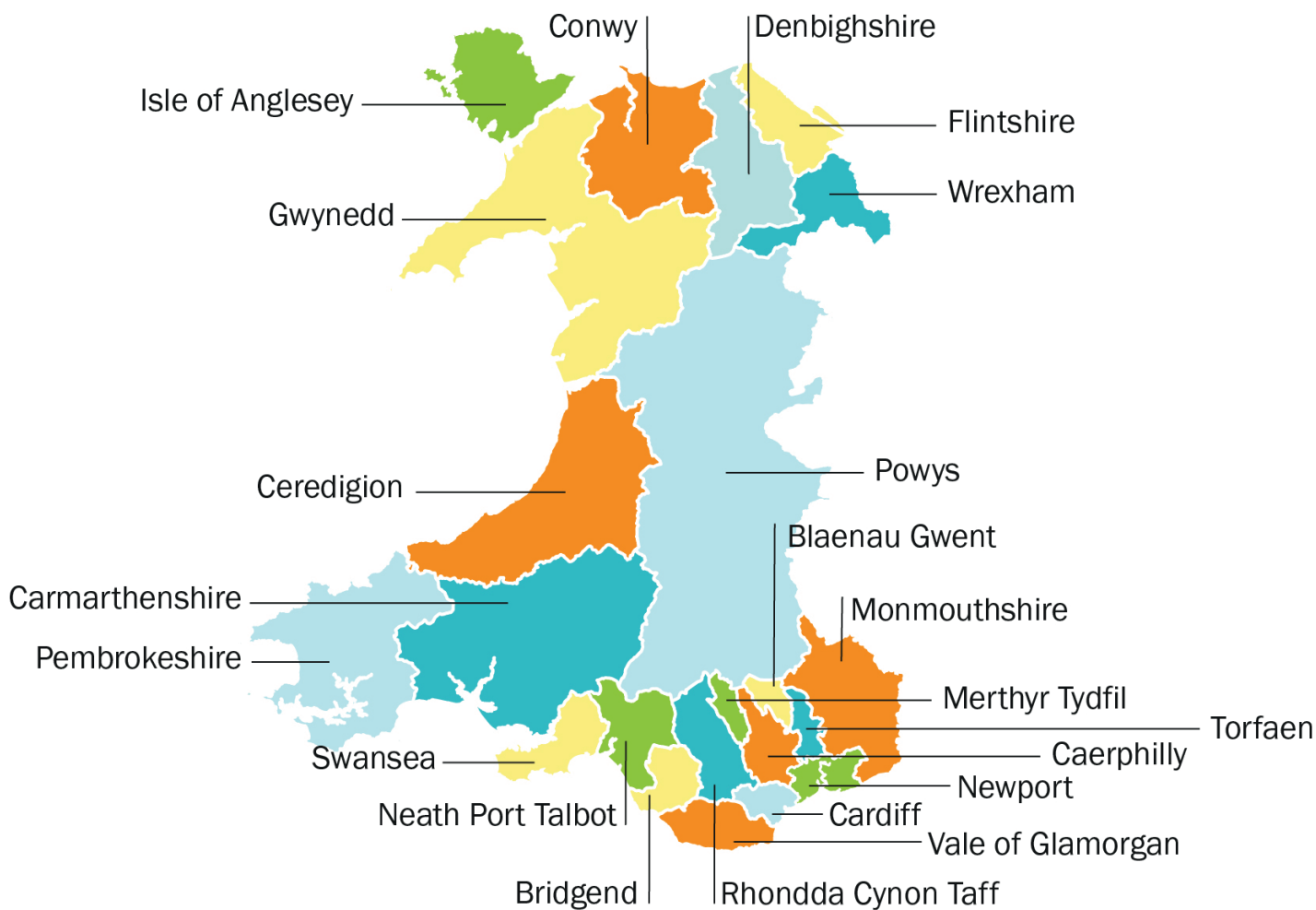
“Well-being, people, partnerships and prevention are the focus of our work with local authorities.”

Vicky Poole, Deputy Chief Inspector, CIW

Local authority social services

We review the performance of local authorities in delivering their social services responsibilities in line with the Social Services and Well-being (Wales) Act 2014.

Local authority areas



Our inspections

We carried out the following inspections of local authority services.



1 Performance review and evaluation

- Engagement activity with older adults in 15 local authorities where we did not undertake an inspection of services for older adults.
- Biannual meetings with the heads of children's and adults services in all local authorities.
- 22 local authority annual performance review letters.



2 Inspection programme

- Seven joint inspections with HIW focusing on the promotion of independence and preventative services for people aged 65 and over.
- Four inspections of children's services focusing on early help, care and support and transition arrangements for disabled children.
- We contributed towards HIW's review of three community mental health teams.
- One joint inspection of child protection arrangements (JICPA).
- Focused inspection work activity in all local authorities' children and adults departments.
- A joint inspection of a Youth Offending Service with HMI Probation.



3 Response to significant and serious concerns

- Additional monitoring arrangements where we have identified concerns in a local authority.



4 Working in collaboration

- Assurance and risk assessment review meetings with other inspectorates.
- Working together with partner organisations such as Social Care Wales to drive improvements in the sector.
- Collaborating with colleagues in HIW to produce an overview of particular areas such as Deprivation of Liberty Safeguards (DoLS).
- Continually reviewing our own learning and development and ensuring that we are knowledgeable in the new safeguarding regulations and the Mental Capacity Act 2005.

National reviews and their impact

Deprivation of Liberty Safeguards (DoLS) 2018-19

The Safeguards exist to empower and protect any individual, where there is doubt about their mental capacity, to make informed decisions about their care when they are in hospital or living in a care home.

The monitoring of DoLS is carried out jointly with HIW and we published a joint monitoring report on the operation of DoLS for 2018-19.

Our findings

- The total volume of applications received by local authorities increased by 6% in 2018-19.
- The majority of DoLS applications are for individuals who are aged 65 or older.
- The vast majority of the applications that were refused were on the grounds of mental capacity. The authoriser required further evidence that the person lacked the mental capacity to make the decision in question before the DoLS application was accepted.
- Most Standard applications were not completed in 28 days. Supervisory bodies are unable to assure themselves that people are being lawfully detained and their human rights protected. Very few people were referred to Independent Mental Capacity Advocates (IMCAs) or referred to the Court of Protection.

The Liberty Protection Safeguards (LPS) will replace DoLS as the system to lawfully deprive someone over the age of 16 of their liberty. The UK Government is currently producing the code of practice and regulations to support the implementation of LPS, due to be implemented in April 2022. We continue to work collaboratively with others towards the implementation of LPS in Wales.

National review of services for older adults

Between November 2018 and December 2019, together with HIW we evaluated how well local authorities were promoting independence for people aged over 65 years.

During the year we:

- listened to over 200 people, carers and families;
- asked all 22 local authorities to complete self-evaluations; and
- inspected 11 local authority social services departments for adults.

We found people almost unanimously told us practitioners treat them with dignity and respect. Many people told us about the positive difference the advice, support and care they receive makes to their daily lives. Some people told us they were disappointed with the response from social services. This resonated with concerns expressed by practitioners who are acutely aware that the care and support some people need is just not available for them. We heard about gaps in domiciliary support services and care homes that were not suitable because they were too far from families and friends.

Practitioners were increasingly looking for opportunities to ensure people had their voices heard and were able to make choices about things that matter to them. More work is required to ensure carers have their voices heard. Leaders and managers must work towards integration of Information, Advice and Assistance (IAA) service delivery, and must embed the importance of the Mental Capacity Act 2005 in service culture and professional practice.

We saw joint working between health and social care practitioners can be very beneficial especially when people have worked in the same areas together for a long time. This positive working is built on relationships. Unfortunately it is not always underpinned by partnership working from senior managers and leaders. We found room for improvement in how leaders and managers plan services to ensure they can become sustainable for the future.

Review of services for disabled children

In November 2019, our local authority inspection team began a national review of early help, care and support and transition for disabled children. A programme of inspection and focused activity was carried out during 2019-20.

We worked closely with Learning Disability Wales to support and maximise our engagement with disabled children. We completed four inspections prior to March 2020 working collaboratively with HIW. During these inspections we engaged with disabled children and parents, local authority staff and service providers. The information gathered as a result of our activity enabled us to start to form a national view of services for disabled children and their families.

We paused the review due to the COVID-19 pandemic but it will resume in September 2020. We will produce a national overview report which will capture the key findings from our inspection and engagement activity.

Joint Inspection of Child Protection Arrangements (JICPA)

The Well-being of Future Generations (Wales) Act 2015 and Local Government (Wales) Act 2015 support the approach and arrangements for the inspection of local authorities either by individual inspectorates or jointly between Estyn, Audit Wales and CIW. Last year we were pleased to take the lead on a pilot inspection working across five inspectorates.

In December 2019, we worked jointly with Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), Healthcare Inspectorate Wales (HIW), Her Majesty's Inspectorate of Probation (HMIP) and Estyn to carry out

a joint inspectorate review of the multi-agency response to abuse and neglect in a local authority. The inspection included an evaluation of how local services responded to child exploitation.

Our findings about the effectiveness of partnership working and of the work of individual agencies in this county highlighted the complex nature of multi-agency child protection practice. Partner organisations acknowledged the process of the inspection had been positive and had been a trigger to more cohesive working across agencies. We hope to resume the JICPA in 2021.

Peer inspection programme

In late 2019 and early 2020, our local authority inspection team trialled a peer inspector programme. Three managers from different local authorities volunteered to take part in the programme and contributed to inspections of care

and support for disabled children. The programme was successful and the evaluation highlighted the benefits of the joint work. Below are quotes from a peer inspector about the experience.

“I learned a huge amount about how an inspection team reaches a judgement about practice in a local authority. This is something that I will be able to consider when we are next inspected.

It was really beneficial to explore other local authorities’ perceptions of case work, proportionate assessment and, inevitably, I was undertaking informal comparisons with my local authority’s working practices and identifying areas where we can improve.”

Peer inspector

As we reviewed the performance of local authorities during the year we saw much positive practice. We visited teams working with children who had been in care, and in one local authority the team were praised for being flexible in their approach, responsive and going the extra mile to always ensure that the young person’s best interest was at the

forefront of their practice. In the same local authority we found positive examples of adult safeguarding practices, with agencies working together to ensure the person’s outcomes were supported. Here the safeguarding team, housing and the anti-social behaviour unit worked together to assist a person to move to a different county to be closer to family support.

Securing improvement

Positive impact of inspection

In June 2019 we inspected services for older adults in a local authority and observed that people's strengths needed to be further considered in line with the Social Services and Well-being (Wales) Act 2014. The areas for improvement we identified were in communication and safeguarding processes. When we returned in January 2020 the local authority had taken on board our recommendations and we were able to report on significant improvements in the delivery of adult safeguarding. Practitioners were able to demonstrate how they were listening to the outcomes people wanted to achieve, and supporting people to work creatively towards what mattered to them. Timeliness, recording professional analysis and decision making had also improved during the year.

Positive impact of inspection

During an inspection of services for older adults we found improvements were required in relation to supporting carers. We recommended the local authority needed to recognise the role of carers and ensure the voice of the carer is heard, with tailored support to enable carers to achieve their own well-being outcomes. In March 2020 we followed this up with focused activity to look at the improvements made in relation to support for carers. We found the local authority had significantly invested in developing an improved approach to supporting carers, designed to increase the number and quality of carers' assessments undertaken and improve the emotional and practical support provided.

The next 12 months

During the next 12 months, the local authority inspection team will develop, test and deliver a revised framework of inspection and performance evaluation that makes a difference to the quality of

social services. We will continue our work inspecting support for disabled children and families. We also wish to undertake further joint inspections of child protection arrangements.

Key business improvements



Key business improvements

CIW Strategic Plan 2017-20

Over the last three years, we have made a number of improvements to our policies, processes and procedures to support the delivery of our regulatory and inspection functions. Here are some of the actions we have completed this year, which are

helping us to continuously improve our performance, promote collaborative relationships and embed legislative changes in our work programmes.

Strategic Priority 1: To consistently deliver a high quality service.

- New first point of contact service (CIW Connect) launched
- New online services for adult and children's services, and childcare and play services
- New complaints process launched

Strategic Priority 2: To be highly skilled, capable and responsive.

- New approach to learning and development including the inaugural CIW Learning and Development Week and leadership development programme
- Improving our approach to Welsh language including promoting the use of Welsh in our workplace
- Reviewing our model for using fee paid inspectors

Strategic Priority 3: To be an expert voice to influence and drive improvement.

- New Joint Inspection of Child Protection Arrangements (JICPA) model piloted in Wales
- National review of outcomes for people living with dementia in care homes
- New engagement plan developed in conjunction with stakeholders

Strategic Priority 4: To effectively implement legislation.

- Publication of ratings for childcare and play services
- Re-registration of services under the Regulation and Inspection of Social Care (Wales) Act 2016
- Streamlining our approach to registration

Building on our achievements

We want our Strategic Plan for 2020-2023 to build on the achievements made this year. We will embed our new systems and processes, continue to strengthen our engagement and further enhance our digital services. The priorities set out in our next plan will enable us to influence and drive improvements, deliver high quality services and continuously improve our work.

Complaints about us

We are keen to hear about the standard of the service we provide. When we get things wrong, we are committed to dealing with complaints as quickly and as effectively as possible in a fair, open and transparent way.

We launched our new complaints process on 1 April 2019. This process provides clear and strengthened arrangements for the public and members of CIW staff when dealing with complaints about us. During the period 1 April 2019 to 31 March 2020, we responded to 31 complaints, of which 18 were resolved at early resolution. We formally investigated 13 complaints of which two were upheld. Three complaints were escalated to the Public Services Ombudsman for Wales, but these resulted in no further action being needed.

Complaints, as well as compliments, about our quality and performance are an important source of information for us. We have put in place a Quality Assurance Framework setting out our commitment to continuous improvement, and how this will enable us to capture any themes and lessons learnt from complaints.

As we continue implementing and embedding our Quality Assurance Framework, we will establish a Quality Circle to improve quality in all areas of our work by taking the learning and findings

from our quality assurance activity and proposing solutions for improvement. This in turn will help inform our future organisational learning and development needs.

Developing our staff

We continue to review and reflect on the way we work to achieve the highest possible standards, and help improve outcomes for the most vulnerable people in our society. Our staff are our most important asset.

We are committed to providing staff with opportunities to learn and develop. Our staff aim to complete at least five days of learning and development each year to build on and enhance existing skills, or to learn and develop new areas of work. Learning and development opportunities include shadowing, face-to-face training, e-learning, reading and workshops.

During 2019-20 a planned programme of learning and development activities included the commencement of a leadership and management programme for staff at management level, joint inspection training with Estyn, along with dementia, play, and nutrition training.

We also delivered a range of training opportunities for all staff as part of CIW's first ever Learning and Development Week, held across our three offices during March 2020. The aim of the Learning and Development Week was to provide staff with protected time to devote to learning to support them in their work and development.

During the week 24 different training sessions were available to staff to attend. Some of the sessions were team specific and others were open to all.

Due to the success of the week, we will be delivering a Learning and Development Week again during 2020-21.

We were pleased to see an increase in the numbers of staff opting to learn Welsh, or to enhance existing skills, with some members of staff successfully completing the relevant examination in June 2019.

A digital organisation

In 2019-20 we delivered the last of a series of major I.T. changes across the organisation's internal and external systems making it easier for providers and people to contact us. Investment in a national telephone contact centre with dedicated lines to improve services has made it easier for calls to be dealt with quickly and effectively by CIW staff.

Online services for providers

From January 2020 our digital online services increased to include childcare and play providers across Wales. Providers activated online accounts enabling them to notify us of any changes quickly and securely online. The ability to complete the Self-Assessment of Service Statement (SASS) online is now fully functional for future years. In February 2020, we launched the facility for new registrations for childcare and play services to be submitted via CIW Online, making it easier for providers and individuals to register and work with us.

We continue to work with providers to improve the usability of our online service particularly in the response to the pandemic, and to support providers to work digitally. In March 2020 we provided additional online notifications for providers to complete, allowing CIW to easily identify services that had been affected as a result of COVID-19.

Our website

Towards the end of 2019, we conducted a full site review of our content which resulted in a 30% reduction to the number of pages we have available online. This work ensured all our information is accurate, concise and easier for users to find.

In addition to our content review, we are completing a full audit of the website to ensure our information and website structure is accessible to all users, in particular where additional adaptive software is used when a person has a disability that affects how they access the web.

Annex 1

Our organisation

Services we regulate and inspect:

- Care home services (adults and children)
- Domiciliary support services
- Adult placement schemes
- Secure accommodation services
- Fostering services
- Adoption services
- Residential family centre services
- Advocacy services
- Child minders and day care providers.

We refer to these as “regulated services”.

We also inspect:

- Boarding schools
- Residential special schools
- Further education colleges, which accommodate students under 18

- Local authority social services in Wales, and conduct national reviews to monitor how well services are performing.

Our legal powers

- Social Services and Well-being (Wales) Act 2014
- The Children Act 1989 (as amended)
- Adoption and Children Act 2002
- Children and Families (Wales) Measure 2010
- Regulation and Inspection of Social Care (Wales) Act 2016.


All of these give us the power to register and inspect the services listed above.


Where to get more information

- We write reports on all our inspections and reviews.
- We publish information annually on the number of services and places that we regulate.

Our service directory and more information is available on our website www.careinspectorate.wales

You can also follow us on:

 Twitter @care_wales

 Facebook @careinspectoratewales

Annex 2

Our workforce

Our staff

283 staff across Wales.

Our offices

Carmarthen, Llandudno Junction,
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

Welsh language

We are committed to providing a service in both Welsh and English, and we are working towards being an exemplar bilingual organisation. This includes providing Welsh-speaking inspectors to engage with people where Welsh is their language of choice. We have also implemented a Welsh language workforce strategy to assist CIW to meet the requirements of the Welsh Language Standards and provide a truly bilingual service to the people of Wales.

We have a Welsh language champions group, to raise awareness of the importance of the Welsh language and bilingualism within CIW. The group aims to:

- identify and share good practice;
- promote the use of the Welsh language;
- support the workforce in improving Welsh language skills; and
- increase Welsh cultural awareness across the organisation.

Our allocated budget for 2019-20 was £14,233,000.

We also received:

- £1.2 million funding from Welsh Government's Department of Health and Social Services to implement the Regulation and Inspection of Social Care (Wales) Act 2016.
- £616,000 funding was received from Welsh Government's Childcare and Play Policy Division to support the development and implementation of online Self-Assessment of Service Statements (SASS) for childcare and play services and for administration of the Voluntary Approval Scheme known as the Nanny Scheme.

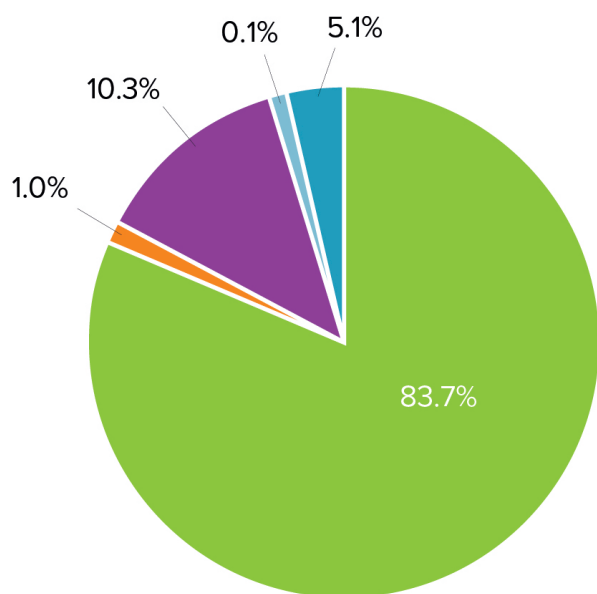
By the end of the financial year, £13,419,641 was spent on staff costs and £2,614,495 was spent on non-staff costs, with 67% of the staff costs representing inspection and regulation activity.

What we invested in

In April 2019, we invested in a national telephone contact centre linked to our internal systems to improve services externally, making it easier for CIW staff to deal with calls quickly and effectively.



During 2019 and early in 2020, our Digital Project delivered the last of the major changes across our internal and external online systems.

Breakdown of spend



- Staff costs
- ICT costs
- Other*
- Translation
- Disclosure and Barring Service (DBS) checks

* Breakdown of spend: 'Other' is an amalgamation of smaller costs, an example of which would be staff training and communication.

 0300 7900 126 CIW@gov.wales careinspectorate.wales

Care Inspectorate Wales
Welsh Government office
Sarn Mynach
Llandudno Junction
LL31 9RZ

