

Strategic Plan 2025-2030

Assure, Improve, Influence.



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Foreword

The last five years have been enormously challenging for all public services. It is a credit to those working in social care and childcare and play that most care in Wales continues to be good care. We want to be part of building an even better future over the next five years, recognising the need for ongoing change to support the development of services and respond to new requirements.

We are ambitious for ourselves and for the sectors and services we regulate and inspect. We will review and monitor our progress regularly to ensure we are on track to fulfil our ambitions. We also expect the services we regulate and inspect to be committed to reflecting, learning and continuously improving.

This vital work can only succeed through partnership. Working together with those who use, provide and deliver social care, childcare and play services across Wales, we will continually evaluate our progress against the objectives in this plan.

Our commitment is clear: to strengthen safety and quality, drive meaningful improvement, and expand our positive influence. Together, we will ensure services make a real difference to the lives of people across Wales.

This strategic plan describes what we want to achieve by 2030 and how we will do it.



Our purpose

We register, inspect and take action to ensure the quality and safety of services for the well-being of the people of Wales.
We contribute to the improvement of care at an individual, service and sector level.

In this plan we have amended our mission statement to reflect our vital role in improvement.



About us

- We carry out functions on behalf of Welsh Ministers to provide assurance on the quality and safety of social care and childcare and play services.
- We decide who can provide services.
- We inspect and take action to ensure services are delivering positive outcomes for people, and meet legislative and regulatory requirements.
- We support improvement in social care and childcare and play services.
- We respond to concerns raised with us about services.

Our team works across Wales to support our functions and deliver assurance work. To implement this plan successfully, we need to maintain our current resource levels.

You can find out more about us in our Chief Inspector's [Annual Reports](#).



Our values and guiding principles

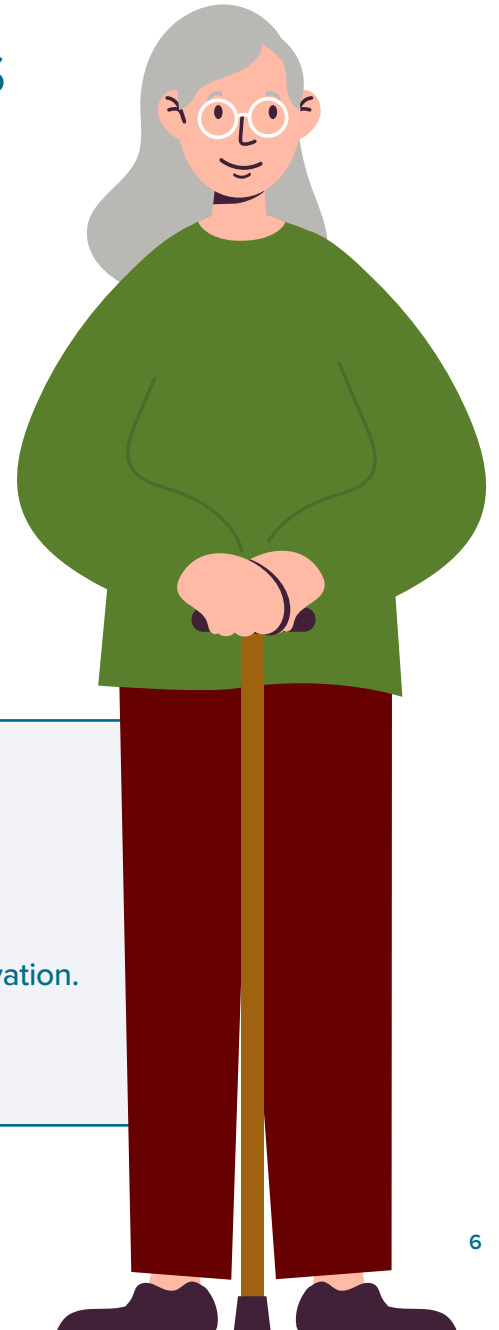
Our values shape our work every day and ensure people remain at the heart of everything we do:

- **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.

You can see how we behave in line with our values [here](#).

Since our last strategic plan, we have developed a set of principles to guide our approach as an inspectorate. These are:

- Putting people first.
- Being intelligence-led.
- Being risk based and responsive.
- Working collaboratively.
- Supporting improvement and innovation.
- Reflecting and learning.





Our values and guiding principles sit alongside the [Civil Service Code](#) and the [Nolan Principles](#). We are also proud to be working with Social Care Wales to promote and embed the principles of positive cultures.

Our strategy does not sit in isolation from the wider Welsh public sector landscape. We will also apply the lens of the Well-being of Future Generations (Wales) Act 2015 to our ways of working.



Collaboration



Involvement



Prevention



Integration



Long-term

We hope you can see each of these reflected in our priorities for the next five years.

In our plan where we talk about 'services' we mean social care and childcare and play services regulated by us (registered and/or inspected) including local authority social services and CAFCASS Cymru.

By 'people' we mean children, young people and adults who access and use social care and childcare and play services including their carers and families.



Our ambitions 2025-2030

We have three core ambitions for CIW to fulfil over the next five years.



Assure

Provide assurance about outcomes for people.

Improve

Encourage, support, challenge and inspire services, and ourselves, to continuously improve.

Influence

Be well known and trusted, sharing our unique insight and expertise.

These ambitions will focus our work, both within CIW and with our stakeholders, to ensure we deliver the best possible service to the people of Wales. We will focus on outcomes for people and continuous improvement of services; using technology to enhance how we work. We will be an efficient, collaborative, and visible organisation.

Our objectives

To achieve our ambitions, we have identified key objectives we will work towards over the next five years.



Assure

Provide assurance about outcomes for people.

We will:

1. Focus our work on people's safety, quality of life and their experience of care.
2. Provide high quality and easy to read reports and information so people understand our work and our findings.
3. Have a diverse, empowered and resilient workforce.
4. Have positive relationships with people who use services, providers, commissioners and colleagues.



Improve

Encourage, support, challenge and inspire services, and ourselves, to continuously improve.

We will:

1. Celebrate success and encourage continuous improvement in care services at sector level and in individual services.
2. Promote positive and inclusive organisational cultures, working with Social Care Wales.
3. Enhance our internal and external joint working, learning from each other to maximise the impact of our work.
4. Build on digital opportunities and developments to streamline and enhance how we work.



Influence

Be well known and trusted, sharing our unique insight and expertise to make a positive difference.

We will:

1. Increase our visibility to ensure people know what we do and what we can help with.
2. Ensure our work is informed by people accessing and working in care services.
3. Report openly, and without favour on what we learn about care in Wales, not being afraid to challenge where we see opportunities to intervene on behalf of those receiving care.
4. Work together across CIW and with our partners, sharing what we know to improve outcomes for people.

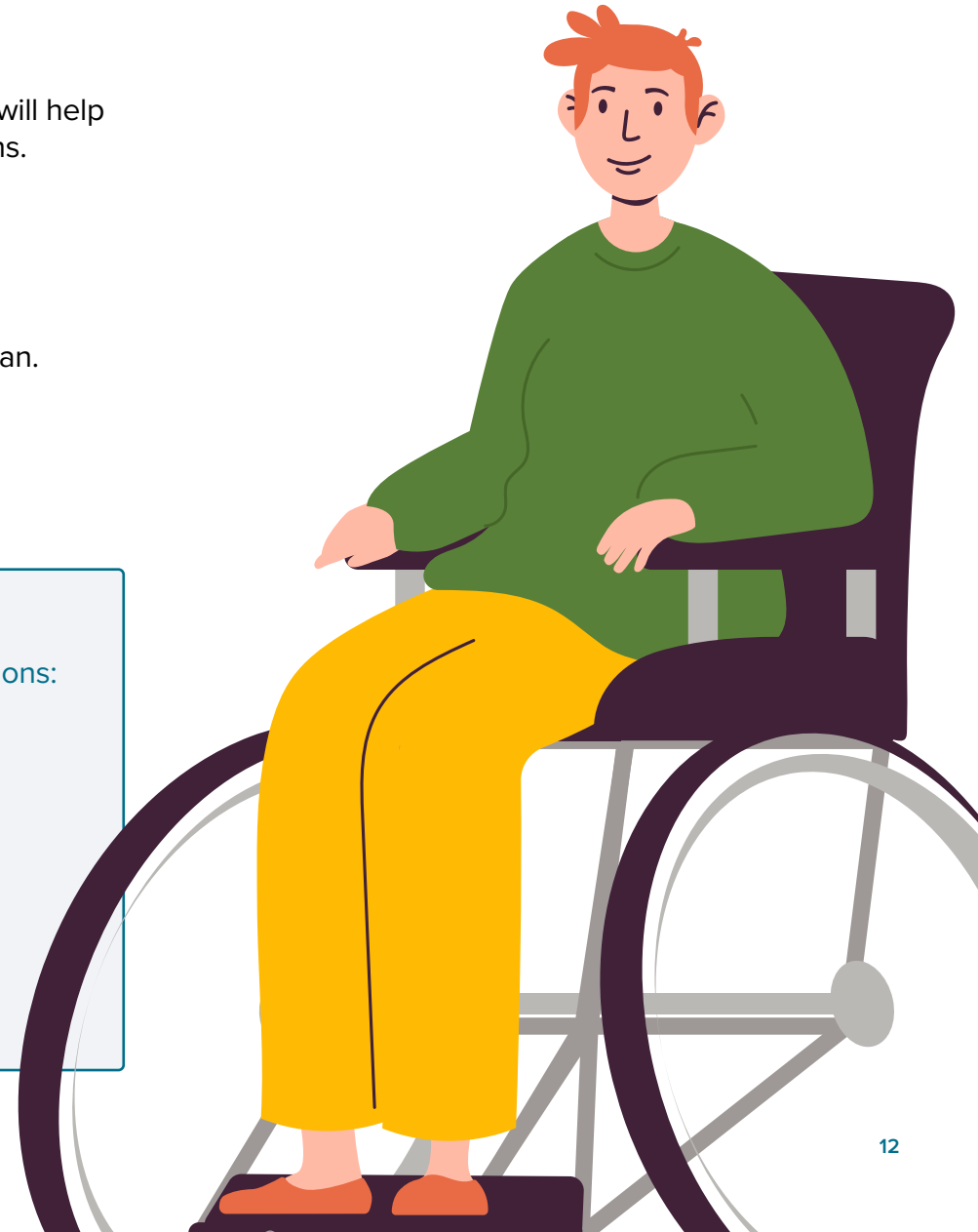
Supporting plans

We have a number of plans already in place which will help us work towards our objectives to fulfil our ambitions.

- Engagement plan.
- Equality, diversity and inclusion strategy.
- Promoting Welsh culture and language action plan.
- Workforce strategy / development plan.
- Quality assurance framework.

The following CIW teams have their own operational plans that outline their specific actions:

- Adult and children's services inspection.
- Childcare and play inspection.
- Local authority inspection.
- Registration and enforcement.
- Support services.



Measuring our impact

We will know we are achieving our ambitions by measuring the impact of our work over the next five years. Whilst we can measure some things now, there are other things where we will be establishing our baseline and developing how we measure them over the coming years.



OBJECTIVES	MEASURES
Assure	
Focus our work on people’s quality of life and their experience of care.	<ul style="list-style-type: none">• Increase in % of “good” or “excellent” services.• Increase in % of services evidencing improvement following inspection.• % of feedback from the public about inspection reports that is positive.• Increase in number of people who complete feedback forms about services.• Improvement in workforce diversity.• Civil Service People survey results.• Increase in number of Welsh speaking staff.• % of responses to feedback about our work that is positive.
Provide high quality and easy to understand reports and information so people understand our work and our findings.	
Have a diverse, empowered and resilient workforce.	
Have positive relationships with people who use services, providers, commissioners and colleagues.	
Improve	
Celebrate success and encourage continuous improvement in care services at sector level and in individual services.	<ul style="list-style-type: none">• Number of quality conferences, provider events and learning events held each year.• Number of positive practice case studies published.• % of feedback about Positive Cultures resources that is positive.• Number of joint inspection/thematic activities completed.
Promote positive and inclusive organisational cultures.	
Enhance collaboration between teams and inspectorates to learn from each other and maximise our impact.	
Build on digital opportunities to streamline and enhance our work.	
Influence	
Increase our visibility to ensure people know what we do and how we can help.	<ul style="list-style-type: none">• Increase in contacts from members of the public.• Number of people accessing information about services on our website.• Increase in number of website hits and social media engagements, i.e. interactions with our posts such as a like, a comment, or retweet/share.• Number of new ways developed to engage people in our work.• Shared data collection with Social Care Wales in place.• % of feedback following provider and learning events that is positive.
Ensure our work is informed by people accessing and working in care services and use what they tell us to influence improvement and policy making.	
Working together across CIW and with our partners, sharing what we know to improve outcomes for people.	

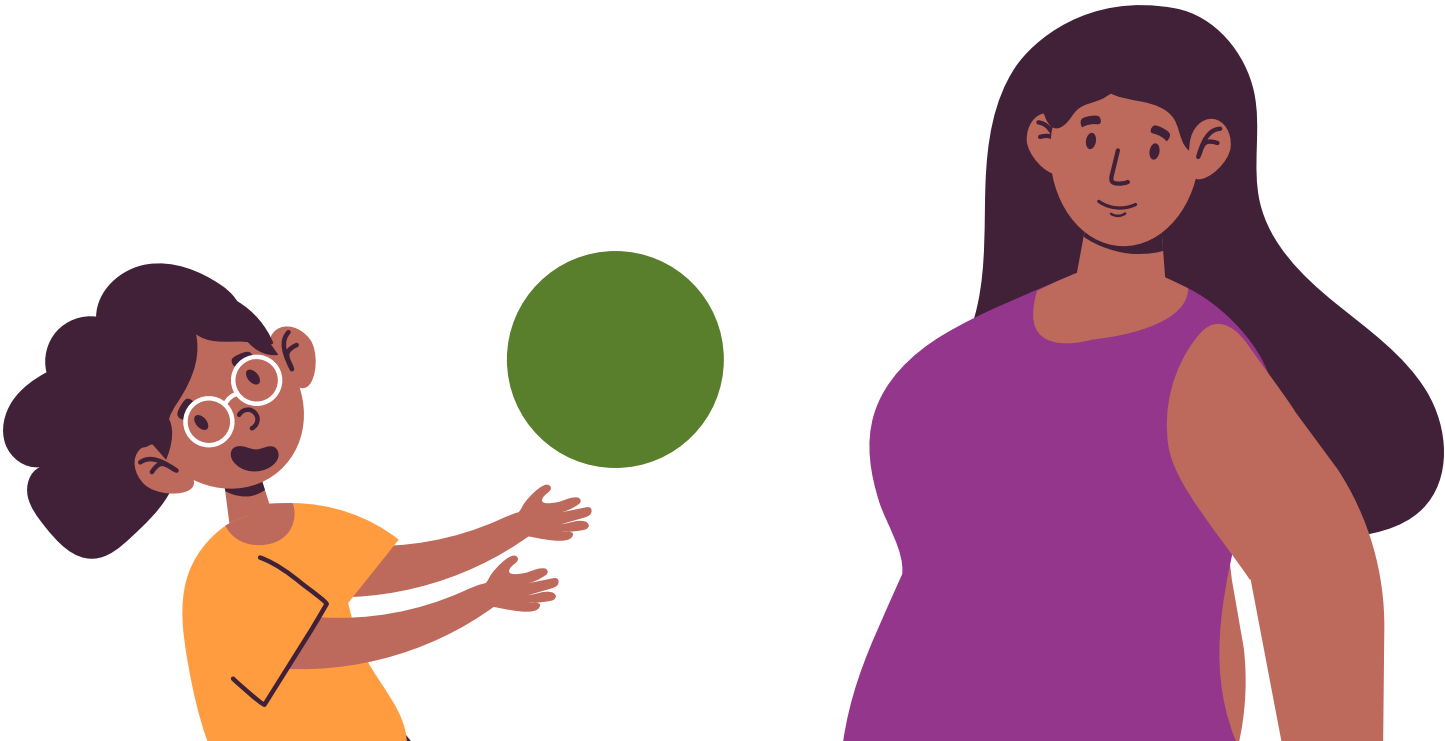
Our implementation plan 2025-2027

Five years is a long time, so we have identified the actions we need to take over the next two years to work towards our objectives. We will review and refresh these in 2027.

OBJECTIVES	ACTIONS 2025-2027
Assure	
Focus our work on people's safety, quality of life and their experience of care.	<ul style="list-style-type: none"> Continue to deliver our core assurance functions. Review the focus of our inspection visits to provide more time to talk with people. Explore different ways of providing assurance. Revise our approach to recording how we respond to concerns.
Provide high quality and easy to understand reports and information so people understand our work and our findings.	<ul style="list-style-type: none"> Revise how we write inspection reports, involving people who may access services in shaping this.
Have a diverse, empowered and resilient workforce.	<ul style="list-style-type: none"> Review and update our workforce plan with a focus on increasing diversity and Welsh speaking staff. Continue to implement our Equality Diversity and Inclusion plan.
Have positive relationships with people who use services, providers, commissioners and colleagues.	<ul style="list-style-type: none"> Develop a range of advice options to improve the quality of RISCA (Regulation and Inspection of Social Care (Wales) Act) registration applications.
Improve	
Celebrate success and encourage continuous improvement in care services at sector level and in individual services.	<ul style="list-style-type: none"> Continue to develop our approach to judgements and ratings in our inspection activity. Further develop how we share positive practice and signpost to advice and guidance including provider and learning events and quality conferences.
Promote positive and inclusive organisational cultures.	<ul style="list-style-type: none"> Work with Social Care Wales to embed positive cultures work.
Enhance collaboration between teams and inspectorates to learn from each other and maximise our impact.	<ul style="list-style-type: none"> Agree a two year programme of systematic opportunities for collaboration and information sharing with partners, in particular with Healthcare Inspectorate Wales and Estyn.
Build on digital opportunities and advances to streamline and enhance our work.	<ul style="list-style-type: none"> Develop a digital strategy, including how we will develop and enhance digital skills. Develop and use CIW's digital services to help people choose services and enable providers to easily interact with us.



OBJECTIVES	ACTIONS 2025-2027
Influence	
Increase our visibility to ensure people know what we do and how we can help.	<ul style="list-style-type: none"> Implement a comprehensive communication plan to increase our visibility.
Ensure our work is informed by people accessing and working in care services and use what they tell us to influence improvement and policy making.	<ul style="list-style-type: none"> Review and update our engagement plan to incorporate more diverse ways of involving people in our work.
Working together across CIW and with our partners, sharing what we know to improve outcomes for people.	<ul style="list-style-type: none"> Maximise the use of our data and intelligence working with our partners. Develop ways of collecting workforce data with Social Care Wales.



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