Care and Social Services Inspectorate Wales (CSSIW)

Business Plan 2015-16

July 2015
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Chapter One
Chief Inspector’s Foreword

While the first year was about understanding our work and learning to work together, this year we will really start to reap the benefits as Board members help us develop our business to meet the challenge of changing legislation and people’s expectations.

Building upon their success, we will establish three regional panels. They will bring a wider and increasingly diverse range of local voices to our work and help us focus on improving the quality and consistency of our work.

We will seek to increase engagement with people using services in our major thematic reviews: a national review of domiciliary services; a national review focusing on the length of time children are looked after; and a national inspection of care and support for people with learning disabilities delivered in partnership with Healthcare Inspectorate Wales.

We will also continue to work with other regulators and inspectorates where we can, to simplify and streamline the regulatory burden on our stakeholders and providers, and to share information that will allow us all to work on improving services for people.

Flexible, responsive and effective regulator

“Regulation of the social care sector already delivers real benefits for the people who rely on the services they provide. Our new approach is a strong, robust policy to build on this success to ensure the safeguarding of all with a care and support need.”

Mark Drakeford AM, Minister for Health and Social Services, February 2015.

Working with people to improve care

We regulate social care and social services so that they are safe, and help improve the well-being of people using them. People are at the heart of what we do, which is why we strive to involve people in all aspects of our work – from speaking to people using services during inspections, to developing new ways of working. Citizen involvement is invaluable and is essential to the provision of people centred services.

This year we will continue our drive to involve more people in helping us shape our work.

Last year we established our National Advisory Board; 50% of members are people who have used services, who are carers or work for carer organisations. They come together with providers and commissioners of services to represent the sector in one voice.
We will contribute to the Welsh Government’s agenda to reform public services in Wales for the benefit of people, while concentrating on the job of regulating and inspecting care, childcare and social services to improve services for people.

The focus of the Social Services and Well-being (Wales) Act 2014 and the proposed Regulation and Inspection of Social Care (Wales) Bill is on the well-being of people and their outcomes. Care and Social Services Inspectorate Wales has been focusing on outcomes for people since 2010.

We hold professionals, providers and local authorities to account for the quality and consistency of services they provide.

In our evaluation of local authority inspections we will look at how our 22 local authorities are planning more outcome focused services in readiness for the Social Services and Well-being (Wales) Act 2014 that will transform care and support in Wales.

We will be working with the Welsh Government to help inform the development of the Regulation and Inspection of Social Care (Wales) Bill, at the same time as preparing ourselves as an organisation to meet the challenges of the Bill.

Together with our National Advisory Board, providers and stakeholders, we will work on making sure that we change the way we inspect local authorities and social care services, so they are more closely aligned with the Welsh Government’s Well-being Statement.

We play an important role in delivering Welsh Government’s aim of eradicating child poverty by helping improve the quality of childcare. Currently only childcare services for children under 8 years are required to register with us. We will support Welsh Government proposals to extend the requirement to register services for children over 8 years and make sure that we have the capacity to meet demand for more registrations and inspections.

We will also continue to work closely with Estyn in developing a joint inspection framework for non-maintained early years childcare settings that deliver the foundation phase, for those services regulated by both organisations.

Unlocking intelligence

Knowledge is powerful and underpins the development of work. We intend to further develop our new IT system to unlock the intelligence gathered during our inspections to support the improvement of social care in Wales.

This year we will develop the tools that in future will allow us to undertake a greater analysis of trends and themes which we can use to inform the sector, commissioners and Ministers and to help the improvement of social care in Wales.

We will also use the new system as a lever for business change and to improve the consistency of our practice.

Efficient online services will allow us to simplify, streamline and reduce bureaucracy. Our goal is to allow new childcare services to register online in 2016.

Supporting and developing our staff

Without our professional, skilled and experienced workforce we would not be able to deliver our programme of work.

We bring a wide range of expertise to our work, with former social workers, youth workers, nurses, teachers, and occupational therapists amongst our staff. Following our successful campaign to recruit fee paid inspectors, we have increased our capacity to work through the medium of Welsh and can draw on a broader range of specialists to supplement our permanent staff.
We will continue to strive to work transparently and will report on progress in delivering our business plan in my Annual Report.

“I think fundamental change was needed, and this is certainly in the right direction … We are looking at it so that these should be much more outcome-based as well, and based on well-being. CSSIW has already embarked on that programme quite considerably, it feels to me, and the programme overseen by their Board I think has been very effective in that regard”.

Phil Evans, ADSS giving evidence to the Health and Social Services Committee on the Regulation and Inspection Bill.

**Continual Improvement**

Under our modernisation programme we established our guiding principle: to put people using services at the heart of our work. We have made significant progress.

Through our plan for 2015-16 we will continue to develop and improve our services building on these strong foundations with a relentless focus on the Well-being of people using services.

Imelda Richardson
Chief Inspector
Chapter Two
About CSSIW

Care and Social Services Inspectorate Wales (CSSIW) is the independent regulator for social care services in Wales. We carry out functions on behalf of Welsh Ministers under the powers of the following Acts:

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

Regulation covers:

Registration – we decide who can provide services.

Inspection – we inspect those services and publish reports on our findings.

Enforcement – we take action to make sure that requirements of the legislation and regulations are met.

Concerns – we investigate concerns about the services we regulate.

Unannounced site based inspections are central to our strategy for the services we regulate. However, we cannot be there all the time and so we actively seek the views of ‘others’ including people using services, their families, carers; the care staff in settings and commissioners. This involvement of people in our work strengthens the assurance we can provide and reduces the risk of poor quality care.

Information on the services we regulate and the cycle of inspection coverage can be found at Annexes A and B.

We also review local authorities to provide assurance on the quality of social services and to promote improvement. We do this through a programme of local inspections, monitoring visits and national thematic reviews listed in Annex C. We also assess the Annual Council Reports produced by the Directors of Social Services.
# Chapter Three
## Our Aims, Visions and Values

<table>
<thead>
<tr>
<th>Our Aims</th>
<th>Our Vision and Values</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Provide independent assurance</strong> about the safety, quality and availability of care and social services to help achieve better outcomes for people who use services.</td>
<td><strong>Valuing People:</strong> Improving care and social services for people who use services, their carers and families.</td>
</tr>
<tr>
<td><strong>Safeguard people</strong> by protecting and promoting the rights and well-being of people using care and social services.</td>
<td><strong>Delivering Results:</strong> Championing good quality services and acting swiftly to tackle poor quality services and care.</td>
</tr>
<tr>
<td><strong>Improve care</strong> by encouraging and promoting improvements in the safety, quality and availability of care and social services.</td>
<td><strong>Achieving Excellence:</strong> Demonstrating professional knowledge, independence, consistency and fairness in our work.</td>
</tr>
<tr>
<td><strong>Inform</strong> the development of policy, legislation and standards and provide independent professional advice.</td>
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**Business Plan 2015–16**
Chapter Four
Supporting Change

Our work supports the Welsh Government’s Programme for Government which is committed to the continuous improvement of public services in Wales to ensure:

- people have a strong voice and greater control over the services they receive;
- children and families have high quality early years childcare;
- effective collaboration with public services, other regulators and inspectorates.

This plan sets out our contribution to the aims of Sustainable Social Services, the Child Poverty Strategy for Wales and changes in the law through the Social Services and Well-being (Wales) Act; the Well-being of Future Generations (Wales) Act and the Regulation and Inspection of Social Care (Wales) Bill.
# Chapter Five
## Working with Others

### Inspection Wales

We work closely with Estyn, Healthcare Inspectorate Wales (HIW) and the Wales Audit Office (WAO) in order to:

- promote joint and collaborative working;
- co-ordinate planning to produce programmes of work that avoid duplication and ensure that key risks and concerns are examined;
- develop information and knowledge sharing;
- identify opportunities to bring together intelligence on public services and report in ways which support service improvement, inform policy making and strengthen public accountability.

Our programme of work is set out in Annex D.

### Care Council for Wales

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

### Other

We are members of the Wales Health and Social Services Concordat, the Welsh Regulators Forum and the Four Nations Heads of Inspectorate through which we work closely with other UK inspectorates to share knowledge, experiences and practice in order to benchmark our work and strive for continual improvement.
Chapter Six
Our Objectives, Deliverables and Measures for 2015-16

Our overarching objectives for 2015-16 are set out below.

<table>
<thead>
<tr>
<th>Assuring and Improving Care and Social Services</th>
<th>Strengthening our Business</th>
<th>Preparing for the Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Registering and inspecting care services</td>
<td>• Professional Workforce Development</td>
<td></td>
</tr>
<tr>
<td>• Tackling poor care</td>
<td>• Improved Quality, Efficiency and Effectiveness</td>
<td></td>
</tr>
<tr>
<td>• Promoting Good Practice</td>
<td>• Outcome Based Regulation and Inspection</td>
<td></td>
</tr>
<tr>
<td>• Strengthening the Voice of People</td>
<td>• Developing our digital services</td>
<td></td>
</tr>
<tr>
<td>• Improving Social Services</td>
<td>• Developing our Services through the medium of Welsh</td>
<td></td>
</tr>
<tr>
<td>• Working with Others</td>
<td>• Supporting the extension of childcare registration</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Supporting the development and implementation of new legislation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Developing a joint inspection framework for early years with Estyn</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Developing a judgement framework and piloting for adult services</td>
<td></td>
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<tr>
<td></td>
<td>• Implementing a new framework for local authority work</td>
<td></td>
</tr>
</tbody>
</table>

Our Deliverables and Measures for 2015-16

Objective No. 1 Assuring and Improving Care and Social Services

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Register new providers and determine variations</td>
<td>• Clear and thorough audit trail of all applications, rejections, registrations and variations that shows compliance with regulations</td>
</tr>
<tr>
<td></td>
<td>• Registration applications determined within 14 weeks of submission</td>
</tr>
<tr>
<td>Deliverable</td>
<td>Measure</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| Inspect regulated services                                                | • Completion of a programme of inspections  
• Clear and thorough audit trail to check compliance with regulations checked regularly through planned and unplanned inspections.  
• Inspection reports issued within 28 days of last inspection activity  
• Inspection reports made public within 63 days of first visit |
| Ensure concerns are dealt with in a timely, professional manner and in accordance with policies and regulations | • Change in number of concerns reported  
• Analysis of concerns by source and response  
• Action taken in response to concerns including enforcement action |
| Ensure non-compliance notices are issued in line with policy and procedures and action taken to address them | • Issue non-compliance notices within 28 days with the inspection report or sooner if required  
• Non-compliance notices are issued and reported on monthly  
• Where a service remains non-compliant – steps to enforcement action |
| National and thematic reviews of local authorities and review of Directors of Social Services Reports under the Annual Council Review Framework (ACRF) | • Complete the programme of inspections  
• Recommendations for improvement accepted and implemented  
• Letters to Directors of Social Services |
| Collaborative working with Inspectorates, auditors and other regulators to provide assurance on the delivery of public services | • Joint working with partners – reports and recommendations for improved services |
| To further strengthen the voice of people by the establishment of three regional advisory boards so that service users and local stakeholders can be more involved in our service delivery. | • Regional advisory boards in place which meet on (at least) a six monthly basis  
• More effective local engagement with stakeholders |
### Objective No. 2 Strengthening our Business

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide learning and development to ensure our staff have the skills and</td>
<td>• Learning &amp; Development Plan being delivered to meet assessed needs of</td>
</tr>
<tr>
<td>support they need to deliver CSSIW’s business priorities</td>
<td>staff</td>
</tr>
<tr>
<td></td>
<td>• Completion of training and assessment of impact</td>
</tr>
<tr>
<td>Continue to review workforce and structures ensuring the right people are</td>
<td>• Delivery of business priorities during the year</td>
</tr>
<tr>
<td>in the right posts at the right time</td>
<td></td>
</tr>
<tr>
<td>Carry out all regulatory Inspections using the Short Observational</td>
<td>• The SOFI tool is used to enhance regulatory inspections and ‘people</td>
</tr>
<tr>
<td>Framework for Inspection (SOFI) tool (where appropriate)</td>
<td>centred’ approach</td>
</tr>
<tr>
<td></td>
<td>• Number of inspections completed</td>
</tr>
<tr>
<td>To further develop the new ICT system and introduce online services for</td>
<td>• Online services and provider ‘satisfaction’</td>
</tr>
<tr>
<td>providers and extend digital services using a range of channels</td>
<td>• Improved transactional efficiency</td>
</tr>
<tr>
<td></td>
<td>• Performance data on interactions – hit rates on web sites, tweets</td>
</tr>
<tr>
<td>Development of a new risk tool</td>
<td>• Implementation of tool and use in inspections</td>
</tr>
<tr>
<td>To strengthen our arrangements for quality assurance across all aspects</td>
<td>• High quality inspection reports are published</td>
</tr>
<tr>
<td>of our work and establish a quality assurance framework</td>
<td>• Number of appeals</td>
</tr>
<tr>
<td>Maintain strong governance and control</td>
<td>• We deliver our priorities within budget and achieve efficiencies</td>
</tr>
<tr>
<td>Improve our services in Welsh</td>
<td>• Implementation of ‘More Than Just Words’ plan</td>
</tr>
<tr>
<td></td>
<td>• Implementation of response to Welsh Language Standards</td>
</tr>
<tr>
<td></td>
<td>• Active offer</td>
</tr>
<tr>
<td></td>
<td>• Number of complaints</td>
</tr>
</tbody>
</table>
### Objective No. 3 Preparing for the Future

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Measure</th>
</tr>
</thead>
</table>
| Review policies and procedures to reflect changes in legislation and policy development – specifically the Social Services and Well-being (Wales) Act and Regulation and Inspection of Social Care (Wales) Bill | • Revise inspection process to capture ‘well-being’ and other relevant provisions of Act  
• Contribute to the development of the Bill and related regulations/codes |
| Extend registration of child care. Note this will support the new UK Tax Free Childcare scheme and Universal Credit arrangements. This has the potential to significantly increase the range and number of settings to be regulated for children up to 16 | • Successful registration of new providers and changes to the registration of existing providers  
• Information sharing arrangements with HMRC |
| A new framework for local authority inspections that will give more coherence to national and thematic reviews, and the annual evaluation of performance | • Finalise and pilot new framework  
• Feedback from local authorities  
• Provide a stronger evidence base for improving the performance of social services |
| Together with Estyn, to design and implement a joint inspection framework for childcare and early years education in non-maintained settings | • Finalise and pilot new framework  
• Feedback from providers  
• Improved assessment of settings and clearer reporting |
| Pilot a judgement framework for adult services and develop a new inspection framework | • Develop new inspection framework in consultation with stakeholders and pilot |
Chapter Seven

Governance

Our National Advisory Board is an important element of our strategy to provide greater ‘voice and control’ for people in our work. The Board is comprised of members who reflect the views and interests of a wide range of stakeholders. A minimum of 50% of the membership is drawn from the public, carers, people who use services or organisations which support them. The Board help us to fulfil our strategic purpose by:

- being the voice for people and stakeholders;
- helping to set our priorities and monitor our performance; and
- contributing to the development of our work.
The Board is integral to our governance framework:

- **National Advisory Board**
  - Regional Advisory Panels
  - Regional Offices

- Chief Inspector
  - Leadership Group
  - Management Board

- Change Management Board
  - Senior Responsible Officer
  - Project Boards

Internal Meetings:
- H&S Committee
- Staff Development Group
- Joint CSSIW and TUS Meetings

Business Plan 2015–16
Our governance framework includes policies, processes and controls to ensure that we deliver our business objectives to the highest standards of public accountability. This includes arrangements to provide assurance on risk management and internal control. The Chief Inspector publishes an annual report on our activities and submits a Governance Statement to the Department’s Additional Accounting Officer providing assurance on the system of internal control in place.

Change Programme

In 2011 we embarked on a Modernisation Programme – an ambitious programme of change to modernise our services and improve the efficiency and effectiveness of our regulation and inspection work. We have improved our engagement with stakeholders, strengthened partnership working with other inspectorates and the sharing of information, improved our business processes, aligned our structures to business priorities and delivered significant budget efficiencies. In 2014 we introduced a new ICT platform which will provide the foundation for the development of our digital services.

However, CSSIW must continue to adapt and change to continually improve our services and respond to the dynamic agenda for care and social services in Wales. A Change Management Board was established in March 2015 to replace the Modernisation Programme Board and oversee the continuing development of CSSIW’s business. In 2015-16 the priorities will be:

- Supporting the extension of childcare registration.
- Contributing to the development of the Regulation and Inspection of Social Care (Wales) Bill and the regulations.
- Supporting the implementation of the Social Services and Well-being (Wales) Act.
- Improving our digital services providing a range of online services to providers of care and social services and making information more accessible to people using services.
- Introduce a joint inspection framework for early years in conjunction with Estyn.
- Pilot a quality judgement framework for adult services.
- Introduce a new framework for our local authority work.

These developments will ensure that we continue to be a relevant and effective regulator, safeguarding people using services, driving up the quality of those services, and providing assurance to Welsh Ministers and the people of Wales.
<table>
<thead>
<tr>
<th>CSSIW Change Programme – Objectives</th>
<th>Enablers (Projects)</th>
<th>Benefits</th>
</tr>
</thead>
</table>
| Developing our people and building capacity | Learning and Development | Improved services  
  Induction training  
  Professional development  
  New legislation and professional practice |
| Supporting the Welsh Government’s agenda | R&I Bill | Improved inspection and reporting; focus on ‘Well-being’; increased oversight and accountability of services.  
  Clearer assurance and better understanding |
| | New Inspection Framework | Clearer assurance and better understanding. |
| | Integrated Inspection Framework with Estyn | Increased assurance on services and availability of services for parents. |
| | Childcare registration extension |  |
| | Quality Assurance Framework | Increased assurance and greater ‘added value’ to promote the improvement of services. |
| | Local Authority Inspection Framework | Secure and accessible information. |
| | Information Security and sharing | Online services – less bureaucracy and more efficient processes.  
  Easier access to our services and information.  
  More opportunity to get involved and have a voice. |
| | Digital Services | Ensuring our work is responsive and focused on the issues that matter to people using services. |
| | Regional Advisory Boards |  |
Chapter Eight
Finance and Resources

Our Indicative budget for the next three years is as follows:

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2015-16</th>
<th>2016-17</th>
<th>2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indicative Budget (£000's)</td>
<td>*14,461</td>
<td>*14,461</td>
<td>*14,461</td>
</tr>
</tbody>
</table>

Budget management and ensuring value for money from our resources is essential to achieving our objectives; our budget is reviewed annually and expenditure against budget is monitored on a monthly basis by our Leadership Group.

* Resource bids to deliver priorities on extension of childcare registration have not been included in the above figures.

Functions and Structures

Chief Inspector
Imelda Richardson

Assistant Chief Inspector (ACI)
Enabling
Rob Rogers

Enabling Division & South West Region

Assistant Chief Inspector
Operations
David Francis

South East Region

Assistant Chief Inspector
Strategy
Nigel Brown

Strategy Team & North Region

Chief Inspector’s Office
Corporate Services and Knowledge Management Branch

Communications and Engagement Team
Business Process and ICT Branch

South West Wales
Regional Director

Head of Registration and Enforcement
National Business Development Manager

South East Wales
Regional Director

Head of Local Authority Performance
Policy Lead

Strategy Inspectors & Support Staff

North Wales
Regional Director
Annex A
Services Regulated by CSSIW

Care homes
We are responsible for registering and regulating residential and nursing homes for adults of all ages. On 31 March 2014, there were 675 older adult care homes with 22,816 places and 457 younger adult care homes with 3,424 places registered.

Children’s homes
These include a range of services including care homes for looked after children, specialist placements for up to 52 weeks and respite services for children with a range of disabilities. On 31 March 2014, there were 129 children’s homes registered to provide 595 placements.
Day care for children
We register and inspect day care for children under eight years of age including child minders, nurseries and after school clubs. On 31 March 2014, there were 4,446 day care settings with 76,590 places.

Domiciliary care agencies
We regulate the agencies and organisations that provide care and support for people in their own homes and in the community. On 31 March 2014, there were 422 domiciliary care agencies registered.

Adult placement schemes
These are locally run schemes that enable up to two people who have care and support needs to live as part of a family. Placements may be permanent or short term including periods of respite care. On 31 March 2014, there were 11 adult placement schemes registered.

Nurses’ agencies
These are organisations that provide private nursing services in the community and also support people with their personal care. On 31 March 2014, there were 38 nurses’ agencies registered.

Local authority and independent fostering services
Children can be cared for by foster carers who look after them in their homes either for short periods of time or long term. We are responsible for inspecting agencies and local authorities to ensure that these services are able to meet children’s needs and that they are protected from harm. On 31 March 2014, there were 50 fostering services, 28 were operated by third sector and 22 run by local authorities.

Local authority adoption agencies and voluntary adoption agencies
We inspect, but do not register, adoption services provided by local authorities and voluntary organisations. They provide services including the recruitment, assessment and approval of adults who wish to adopt a child and also support for the prospective adopters and children, including siblings. We do however register independent adoption agencies and CSSIW has one agency on its register. On 31 March 2014, there were 23 adoption services.

Boarding & residential schools and further education colleges that accommodate students under 18
We are responsible for the inspection of welfare arrangements for children in boarding schools, specialist residential schools and further education colleges in Wales. Estyn is responsible for inspecting the education provision. On 31 March 2014, there were nine boarding schools with 1,173 places and 11 residential schools with 238 places registered.

Residential family centres
These provide a residential assessment service for families with children and help to develop parenting skills and improve relationships. On 31 March 2014, there was one residential family centre registered.
Annex B
Cycle of Coverage

We carry out a rolling programme of inspections of registered services planned in line with the cycle of coverage set out in the following table. We adopt a risk based approach so that the investigation of concerns, enforcement action against poor services may lead to variations to this cycle in year.

### Adult Services

<table>
<thead>
<tr>
<th>Service type</th>
<th>Frequency</th>
<th>Baseline Inspection</th>
<th>Focused Inspection Routine</th>
</tr>
</thead>
<tbody>
<tr>
<td>Care home – residential Older/younger</td>
<td>Annual</td>
<td>Normally once in every three years*</td>
<td>Normally twice in every three years</td>
</tr>
<tr>
<td>Care home – nursing Older/younger</td>
<td>Annual</td>
<td>Normally once in every three years*</td>
<td>Normally twice in every three years</td>
</tr>
<tr>
<td>Domiciliary care agency</td>
<td>Annual</td>
<td>Normally once in every three years*</td>
<td>Normally twice in every three years</td>
</tr>
<tr>
<td>Nurse agency</td>
<td>Annual</td>
<td>Each year – do not consider ‘quality of life’ theme</td>
<td>Each year – do not consider ‘quality of life’ theme</td>
</tr>
<tr>
<td>Adult Placement Scheme</td>
<td>Annual</td>
<td>Normally once in every three years*</td>
<td>Normally twice in every three years</td>
</tr>
</tbody>
</table>

### Children’s Services

<table>
<thead>
<tr>
<th>Service type</th>
<th>Frequency</th>
<th>Baseline Inspection</th>
<th>Focused Inspection Routine</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children’s residential home</td>
<td>Annually</td>
<td>Normally once in every three years*</td>
<td>Normally twice in every three years</td>
</tr>
<tr>
<td>Adoption agency</td>
<td>3 years</td>
<td>Normally once every three years*</td>
<td>None</td>
</tr>
<tr>
<td>Fostering agencies</td>
<td>Annually</td>
<td>Normally once every three years*</td>
<td>Normally twice in every three years</td>
</tr>
<tr>
<td>Residential Family centre</td>
<td>Annually</td>
<td>Normally once every three years*</td>
<td>Normally twice in every three years</td>
</tr>
<tr>
<td>Boarding Schools</td>
<td>3 years</td>
<td>Normally once every three years*</td>
<td>None</td>
</tr>
<tr>
<td>Further Education Colleges</td>
<td>3 years</td>
<td>Normally once every three years*</td>
<td>None</td>
</tr>
<tr>
<td>Residential Special Schools</td>
<td>Annually</td>
<td>Normally once in every three years*</td>
<td>Normally twice in every three years</td>
</tr>
</tbody>
</table>
### Childcare

<table>
<thead>
<tr>
<th>Service type</th>
<th>Frequency</th>
<th>Baseline Inspection</th>
<th>Focused Inspection Routine</th>
</tr>
</thead>
<tbody>
<tr>
<td>Childminder</td>
<td>2 years</td>
<td>Normally once in every four years*</td>
<td>Normally once in every four years*</td>
</tr>
<tr>
<td>Crèche</td>
<td>2 years</td>
<td>Normally once in every four years*</td>
<td>Normally once in every four years</td>
</tr>
<tr>
<td>Day care</td>
<td>Annually</td>
<td>Normally once in every two years*</td>
<td>Normally once in every two years*</td>
</tr>
<tr>
<td>Sessional Day care</td>
<td>2 years</td>
<td>Normally once in every four years*</td>
<td>Normally once in every four years*</td>
</tr>
<tr>
<td>Out of School Care</td>
<td>2 years</td>
<td>Normally once in every four years*</td>
<td>Normally once in every four years*</td>
</tr>
<tr>
<td>Open Access Play Provision</td>
<td>2 years</td>
<td>Normally once in every four years*</td>
<td>Normally once in every four years*</td>
</tr>
</tbody>
</table>

* Where received concerns/information requires it, baseline inspections can be more frequent than this.

A risk tool is applied at the point of registration and annually thereafter. The tool is also used when specific concerns come to light. Our inspection methodology also differentiates between baseline inspections, covering a fuller range of issues, and focused inspections targeting particular issues of concern as follows.

**Baseline:** a baseline inspection is a comprehensive “audit” of a registered service, covering all four ‘quality’ themes: Quality of Life; Quality of Staffing; Quality of Management and Leadership and Quality of the ‘Environment’.

It is systematic and checks both the outcomes for people using the service and the underpinning systems and records.

As with all inspections, baseline inspections are usually unannounced.

Routine baseline inspections are planned as part of the inspection cycle but will be brought forward at any time if there are concerns or the service is felt to be high risk. In addition, baseline inspections are carried out post-registration: within six months; when a voluntary suspension of a childminder is lifted at the next scheduled inspection; where the service is ‘service of concern’.

**Focused inspection** – a focused inspection is a short, flexible inspection (usually unannounced) with a limited scope and is normally concerned with judging the quality of life for the people using the service; however, it does provide an opportunity to identify issues or concerns in other areas. Focused inspections are primarily based on an observational approach, often using the short observational framework for inspection (SOFI). Inspections may be targeted to explore and address a specific issue or issues arising from a concern or another information source.

This risk based approach to inspections, whilst it cannot give absolute assurance, provides reasonable assurance that people who receive care services are safe and services comply with the regulations.
Annex C
Programme of National and Thematic Reviews

<table>
<thead>
<tr>
<th>Reviews</th>
</tr>
</thead>
<tbody>
<tr>
<td>National thematic review of services for adults with learning disability</td>
</tr>
<tr>
<td>Review of domiciliary care services and outcomes achieved for people</td>
</tr>
<tr>
<td>National review to focus on the length of time children are looked after with a specific look at the impact of the Public Law Outline</td>
</tr>
</tbody>
</table>
Annex D
Programme of Joint Working with other Bodies in 2015-16

<table>
<thead>
<tr>
<th>Inspections</th>
<th>Who</th>
</tr>
</thead>
<tbody>
<tr>
<td>To participate in Her Majesty’s Inspectorate of Probation (HMIP) inspection of Youth Offending Service in Wales</td>
<td>CSSIW and HMIP</td>
</tr>
<tr>
<td>Publish jointly with HIW an annual monitoring report on the Deprivation of Liberty Safeguards</td>
<td>CSSIW and HIW</td>
</tr>
<tr>
<td>Explore the development of an inspection framework of both children’s and adult safeguarding boards</td>
<td>Inspectorate Wales (IW), HMIC and HMIP</td>
</tr>
</tbody>
</table>

Joint Working with Care Council for Wales in 2015-16

<table>
<thead>
<tr>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engage, support and provide professional advice to Care Council for Wales on all relevant issues</td>
</tr>
<tr>
<td>Develop current information sharing arrangements towards the longer term objective of a “knowledge hub”</td>
</tr>
<tr>
<td>Research on the key issues driving recruitment and turnover of registered managers across Wales to ascertain factors that influence stability of workforce</td>
</tr>
</tbody>
</table>