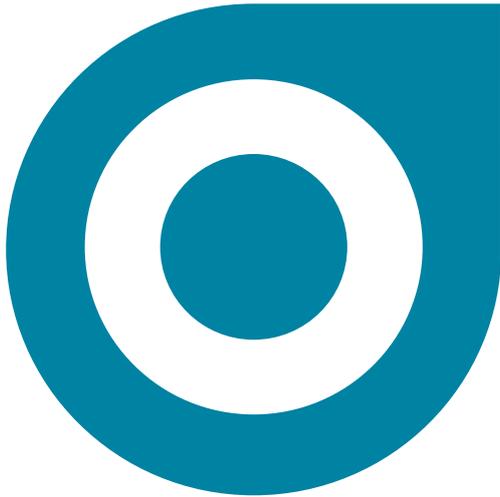


CHIEF INSPECTOR'S ANNUAL REPORT 2011-2012

Improving Care and Social
Services in Wales





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Services in Wales

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Care and Social Services Inspectorate Wales (CSSIW) is the independent inspectorate and regulator for social care and social services in Wales.

This report reviews and reflects on our work for the period from 1 April 2011 to 31 March 2012 and provides a comprehensive overview of our findings.

It also describes the progress we are making in improving our work through our modernisation programme and looks forward to the challenges ahead in 2013 and beyond.

In doing so it fulfils the duties set out in section 142 of the Health and Social Care (Community Health and Standards Act) 2003.

Where to get more information

We write reports of all our inspections and reviews including this annual report.

We also publish quarterly information on the number of service settings and places that are regulated by Care and Social Services Inspectorate Wales (CSSIW).

For all this information and further details about CSSIW please visit our website, www.cssiw.org.uk.



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Contents

Chief Inspector's Overview	4
Chapter One	
Who we are and what we do	10
Chapter Two	
Quality and Improvement	15
Chapter Three	
Safeguarding People	32
Chapter Four	
Working with other Inspectorates	39
Chapter Five	
Moving Forward	42



CHIEF INSPECTOR'S ANNUAL REPORT 2011-2012

Chief Inspector's Overview

I have pleasure in reporting on the progress made in social care and social services in Wales in this, my third report as Chief Inspector and CSSIW's fifth annual report.

During the past year the landscape for social care and social services has continued to change.

The Welsh Government's consultation on the Social Services and Wellbeing (Wales) Bill finished on 1 June and the announcement of proposals to develop a separate White Paper on inspection and regulation followed soon after. Both of these initiatives are designed to support the implementation of Welsh Government's Sustainable Social Services Programme.¹

In December 2011 Welsh Government and local government in Wales set out a compact for change based on the development of voluntary collaboration between councils.² It reinforces an expectation that future collaborative working will be based on Local Health Board and police authority boundaries.

These developments lay down a challenge to social care and social services to transform the way that they do business if they are to deliver efficient, economic and effective support for the people of Wales. I believe that CSSIW is well placed to respond to this challenge.

Putting people at the heart of our work – transforming the way we work

Over the last year we have continued our journey to turn our vision and commitment of putting people at the heart of everything we do into action. Through our modernisation programme we have continued to transform CSSIW – to challenge ourselves and



Putting people at the heart of our views - Chief Inspector Imelda Richardson listening to views at a CSSIW's stakeholder event.

the culture of our organisation - to put people first, to drive up improvements in social care and to safeguard the interests of people who need and use services, their families and their carers. One of the most significant changes to be implemented in the last year is the change to the way we inspect regulated services.

¹ Welsh Government's Sustainable Social Services Programme <http://wales.gov.uk/topics/health/publications/socialcare/guidance1/services/?lang=en>

² Welsh Government and Local Government in Wales compact for change <http://wales.gov.uk/topics/improving-services/publicationsevents/publications/compact/?lang=en>

As well as checking services are run in accordance with regulations and are meeting national minimum standards, CSSIW now focus and report on the quality of experiences for people using services, framing the inspection around four themes:

- quality of life
- quality of staff
- quality of leadership and management
- quality of the environment.

The intensity of inspection is based on an assessment of the risk to the safety of the service users. Full inspections, interspersed with shorter more focussed inspections, provide a more productive approach to delivering our annual inspection programme to a very high standard. Our inspectors now spend more time listening and speaking with people using services, their families and carers to hear about their experiences and the support they are receiving.

By the end of March 2012 the introduction of these changes were starting to transform the way CSSIW works and were attracting positive endorsement by carers, people who use services and staff. Some providers in particular have fed back how the shorter, more accessible inspection reports have brought value to their business, either through sharing and using with their staff to provide feedback, or with people already using or thinking of using their services.

Our inspection and review activity is central to our engagement with people who use services and their carers. However, it is our ambition to involve and listen to people who use, need, commission and deliver social care in Wales in all aspects of our work so that we gain a wider understanding of what people want, need and expect from social care services.



We have carried out an analysis of the responses to the Engagement Strategy that we issued for consultation last year. As a result we have developed our Participation Plan that will be launched in 2013. The three year plan will offer opportunities for people to participate, challenge and develop our work. The key features include establishing national and regional advisory boards, quality review panels and independent visitors to supplement and support our inspections of regulated services.

Our modernisation programme, which began in January 2011, rests on a fundamental belief that we can do things better and at reduced cost by introducing new and more efficient ways of working. We have involved our staff to adapt and change the way we work, and they have risen to the challenge admirably. Despite major changes they ensured we met our target to carry out our full programme of inspections in 2011-12. We have made, and will continue to make progress.

During 2011-12, we began streamlining our business, reducing four main and satellite office locations to three. Our offices in Llandudno Junction, Carmarthen and Merthyr Tydfil are now home to three regional teams who lead our inspection, review and evaluative activity across Wales. Our National Office is also based in Merthyr Tydfil.

We have also developed a new organisational structure to better support our ambition to become a citizen led organisation. Introduced in October 2012, this structure includes the creation of area manager posts and will be delivered from within existing resources to provide more effective integration of our work with local authorities and regulated settings. This will enable us to align our activity with the proposed regional commissioning arrangements set out by Welsh Government and establish more consistent and efficient ways of working. It has set the scene for regional reporting by CSSIW in 2012-13.

Our work with other inspectorates and regulators continued to grow this year. Our collaboration with the Care Council for Wales has resulted in joint work in a number of areas, including the joint commissioning of a review of recruitment processes and information sharing between employers. Our collaboration with Estyn, Healthcare Inspectorate Wales (HIW) and the Wales Audit Office (WAO) through the Inspection Wales Programme saw tangible progress with information sharing and planning for joint national and thematic reviews. This is explored further in chapter four of this report.

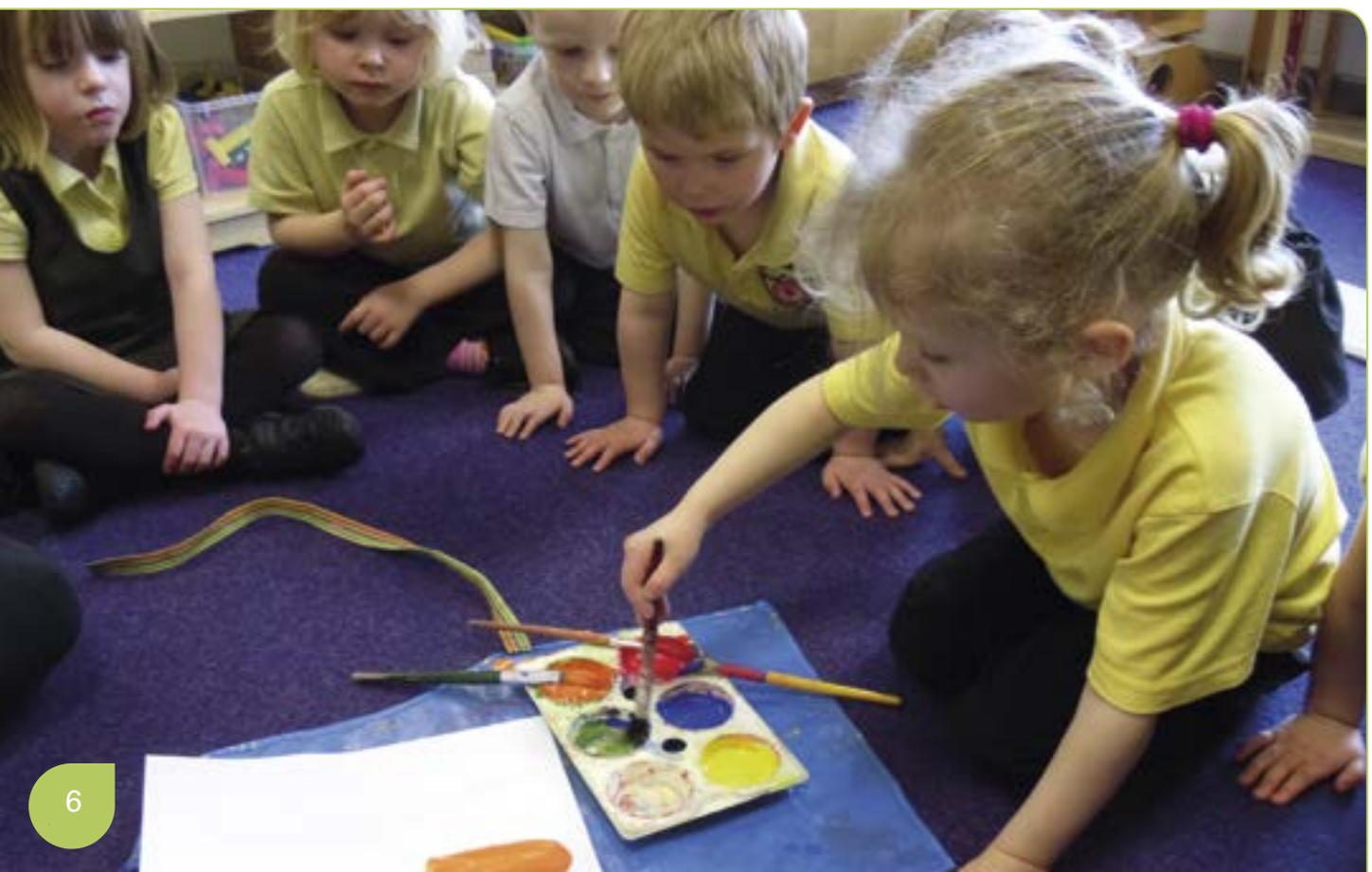
Overview of social care services in Wales 2011-12

CSSIW is in the unique position of holding intelligence on the performance of social care services across the full range of adult and children's services and across the spectrum of providers and commissioners.

We can comment on the quality of individual providers of early years and social care services and on the corporate performance of a local authority in support of its social services responsibilities.

Our job is to get behind the performance indicators, providing independent and objective assessment, examining the quality of the services and comparing these to the experience of the people who need and use services.

The complexity of demands on social care services noted in last year's annual report continues to present difficult challenges for local authorities and their partners. Encouragingly we have found more examples of good quality, innovative services staffed by excellent practitioners and managers.



This year's report focuses on two key elements of social care and social services: the quality of the service delivered and the effectiveness of arrangements for safeguarding children and adults.

Safeguarding adults and children is a pre-requisite for ensuring well being and development.

This requires clear leadership and accountability amongst elected members, chief officers and all staff. This is necessary to ensure everyone is clear about their responsibilities, accountabilities and duties to safeguard and protect children and vulnerable people.

Good organisations create a positive culture where staff and people who use services are respected and their views are heard and acted on. Staff induction, training and professional support are essential elements of effective safeguarding.

A clear focus on safeguarding has to be underpinned by good governance, with open and transparent processes for quality assurance, audit and reporting. Effective communication with staff, elected members and users of services is essential to ensure that the quality of the service is understood at all levels and prompt action is taken to correct poor performance.

Safeguarding requires a culture of constant vigilance which encourages enquiring minds, professional challenge, robust self assessment and quality assurance and a continuing desire to improve systems and practice.

Good quality services promote and facilitate the active involvement of staff and people who use social care services so that they can improve their knowledge and understanding of how to meet these needs. Our analysis shows that the majority of the current measures of performance improved in 2011-12. While this is positive, it is important to

view performance indicators in the context of the experience of people who use services. For example, the reduction in delayed transfers of care for older people from hospital in 2011-12 undoubtedly reflects a positive experience for many people who are ready to leave hospital. There is, however, evidence from our engagement activity that some older people feel under pressure to make choices and accept placements in care homes that do not reflect their wishes and hopes.

In another example, improved performance in the convening of child protection case conferences and reviews of children in need and looked after children plans is to be welcomed, but the evidence from our inspections is that timeliness is no guarantee of the quality of outcomes for children from those activities. This is why the work by Welsh Government to develop a national outcomes framework for social services is so crucial and why the work of CSSIW is central to understanding the quality of services.

The findings from our inspections of both regulated social care and local authority social services have identified numerous examples of good services and positive outcomes for the people who use them.

They also reveal stark variability of performance across Wales – variability that cannot always be explained by the different demographic and economic challenges that are faced by social care and social services. This means that the ambition of Ministers and policy makers for a more equitable level and quality of provision across Wales³ will require collaboration and hard work to achieve. The evidence from our activity and from our analysis is that improvement will come when leaders and managers at every level (including the very highest) properly understand, challenge and nurture the quality of practice at the front line.

³ <http://wales.gov.uk/cssiwswebsite/news/publications>

Since 2009 CSSIW has published 75 reports specifically on safeguarding and protecting children and adults. These include national reviews and inspections of:

- arrangements to safeguard and protect children and adults;
- local children's safeguarding boards;
- an examination of the role of serious case reviews in improving practice to protect children;
- monitoring reports on the protection of vulnerable adults and deprivation of liberty safeguards; and
- specific inspection, investigation and monitoring reports on local authorities.⁴

The issues raised from our work in Pembrokeshire have led to heightened awareness about safeguarding in Wales, in the context of safe recruitment and employment practice and in dealing with allegations of professional abuse particularly in relation to education and youth services. This, in turn, has led to a range of safeguarding issues in other authorities coming to the attention of the inspectorates. However, other authorities have learnt from our safeguarding inspection reports and developed and improved their safeguarding arrangements across children's and education services.

There have been other significant examples of professional abuse in the UK, notably Winterbourne View, which have also had a significant impact on the work of the inspectorate in providing assurance about the safety of similar services in Wales. In Wales services are externally validated and assured by CSSIW who complete unannounced site based inspections on an annual basis for adults and people with learning disabilities. CSSIW has taken account of the lessons learned from the Winterbourne View experience and we remain convinced that unannounced site inspections, the cornerstone of our work, are the best route to providing quality and safety for vulnerable people.

Safeguarding our citizens must remain a fundamental priority in all our services; to do this effectively requires constant and consistent attention by everyone. I have been encouraged by the level of engagement from all stakeholders and the commitment shown to further improving systems and practice to safeguard people.

The challenge for all is to secure a consistently good quality service for people beyond and between the milestones of referral, assessment and review. The evidence from our inspections and reviews is that much more needs to be done to assure quality in terms of outcomes for the people who need or use social care, early years and social services.

The territory for improvement remains the need to focus on outcomes for people, both as the measure of success for services and as the starting point in the design and delivery of new patterns of support. In addition the pace of whole system improvement needs to accelerate. This will be crucial if the aspirations of Welsh Government for sustainable social services in Wales are to be fully realised in the coming years.

Finally, my heartfelt thanks to everyone in the social care sector in Wales, including CSSIW staff, who are working every day to improve and enhance the quality of life of people receiving care. Thanks also to everyone who has worked with us over the past year in helping us improve and change. Please continue to work with us over the next year to continue to drive up improvements.



Imelda Richardson
Chief Inspector

⁴ <http://wales.gov.uk/cssiwsite/news/publications>

Progress and delivery in 2011-12

Highlights

Last year we published our strategic plan for 2011-16. Highlights from our progress and delivery in 2011-12 are outlined below.

Our progress in 2011-12

- In January 2011 we embarked on our modernisation programme, with the intensity of inspection based on risk and the focus of inspection on the experience of the person using the service in relation to four quality themes.
- We engaged with a wide range of stakeholders to inform them of our modernisation work and involve them in the development of that work.
- We engaged our staff in developing new ways of working, through workshops, focus groups, online surveys and detailed work at the front line to test the new tools and approaches.
- We introduced changes to the self assessment and data return from regulated providers of social care services to better support a pre inspection risk assessment of the service.
- We introduced independent moderation of our annual local authority review assessment and evaluation work.
- We seconded a member of staff to work half time on behalf of Estyn, Health Inspectorate Wales (HIW) and Wales Audit Office (WAO) as Joint Inspectorate Programme Manager to further our collaborative work.
- We established a Regulation and Transformation Board with the Care Council for Wales and agreed a new information sharing protocol between the two organisations in April 2012.

Our delivery in 2011-12

- We delivered our full inspection programme of more than 4,000 unannounced inspections through a period of modernisation and organisational change.

- We reviewed the performance of 22 local authority social services departments and reported on their progress.

In 2011-12 we published the following reports:

- May 2011 - Protection of Vulnerable Adults Monitoring report for 2009-10.
- May 2011 - inspection of arrangements for assessment and care management of children in need in the Isle of Anglesey.
- June 2011 - inspections of learning disability services in Carmarthenshire
- July 2011 - inspections of learning disability services in Neath Port Talbot.
- July 2011 - inspection of adult protection in Ceredigion.
- September 2011 - overview report of the Joint Inspection of Local Safeguarding Children Boards.
- October 2011 - review of the adult social services department in Powys.
- November 2011 - report of the review of commissioning in Cardiff City Council.
- December 2011 - report of an inspection of children's services in Neath Port Talbot.
- January 2012 - report of the review of the National Services Framework for Older People; "Growing old my way (joint report with Healthcare Inspectorate Wales)."
- February 2012 - Deprivation of Liberty Safeguards Monitoring report for 2010-11(joint report with Healthcare Inspectorate Wales).
- February 2012 - review of the Vale of Glamorgan's adult services and community resource service.
- March 2012 - report of the inspection of child protection in the Isle of Anglesey.

Chapter One

Who We Are and What We Do

CSSIW encourages the improvement of social care, early years, and social services by registering and regulating services; inspecting and reviewing; and by providing professional advice to Ministers and policy makers. CSSIW carries out its functions on behalf of Welsh Ministers, and whilst we are part of Welsh Government there are a number of safeguards in place to ensure our independence.

Three regions (North Wales, South East Wales and South West Wales) are the focus for professional assessment and judgement about services and organisations. They inspect and review local authority social services and regulate and inspect social care and early years settings and agencies. Our National Office in Merthyr Tydfil leads on managing and analysing information to deliver all Wales reviews, and provides professional advice to improve services.

Regulatory activity

As at 31 March 2012 we had 6,193 regulated settings. Regulation includes registering services that wish to provide care and social services, inspecting the services, responding to concerns about services, ensuring that they comply with the regulations and standards and taking enforcement action if services do not comply with the law.

The settings (or services) we regulate are listed below.

Care homes

These include care homes registered to provide nursing care. These include homes for both older adults (65 and over) and younger adults.

Domiciliary care agencies

These provide home care (sometimes known as 'home help') and support people in their own homes and in the community.

Adult placement schemes

Adult placements are locally run schemes that enable up to two people who have care and support needs to live as part of a domestic family environment. These include permanent long term placements, short term placements and periods of planned respite care which are designed to specifically meet the needs of an individual.



Nurses' agencies

The agencies have been subject to regulation since 2003 and inspected by CSSIW since April 2004. They provide nursing services. Many of the agencies are also registered to provide domiciliary care and are therefore subject to two slightly different regulatory frameworks.

Children's homes

These include a range of services from traditional care homes for looked after children, a range of specialist placements for up to 52 weeks to respite services for children with a wide range of disabilities.

Day care settings for children under eight including child minding

These are the services most likely to be used by a parent looking for flexibility and choice in balancing family, work and other commitments in line with Welsh Government's policy statement, *Nurturing Children, Supporting Families 2011*⁵.

Local authority and independent fostering services

Fostering is about looking after other people's children when they are unable to remain with their own families. Foster carers are required to provide care to children and young people for a few days, weeks, months or even years, depending on their needs. The majority of children who are looked after by the local authority will be placed in foster care at some stage and it is vital that services are of a high quality and have all of the safeguards in place. Local authority fostering services are not registered but are inspected.

Local authority services and voluntary adoption agencies

Most adoption work is undertaken by local authority adoption services. The work includes: recruitment; assessment and approval of potential adopters; and support services for adopters, children for whom there is a plan for adoption, adopted children and their siblings. Local authority adoption services are not registered but are inspected.

Adoption support agencies

These undertake the range of support services as indicated above, plus work with birth parents and intermediary work. Local authorities contract with agencies for them to do specific pieces of work. All adoption services and agencies are inspected on a three yearly cycle.

Boarding schools, residential special schools and further education colleges that accommodate students under 18

CSSIW has responsibility for the inspection of welfare provision in boarding schools, residential special schools and further education colleges in Wales. The education provision in these schools is subject to separate inspection by Estyn. The residential care aspects of these schools play an important part in the children's education. CSSIW inspects the school against specific national minimum standards issued by Welsh Government to assess whether the schools are satisfactorily safeguarding and promoting the welfare of pupils who board there.

Residential family centres

These provide assessment and support services for children and families, helping to improve parenting skills and providing social workers and others with a professional assessment of those skills.

⁵ Welsh Government's policy statement, *Nurturing Children, Supporting Families 2011*
<http://wales.gov.uk/topics/childreynoungpeople/publications/childcarepolicy/?lang=en>

CSSIW inspect under the Care Standards Act 2000, the Children Act 1989, the Children and Families (Wales) Measure 2010 and the Adoption

and Children Act 2002, our inspection activity of regulated services is listed below.

Table 1: Number of adults' services settings and places regulated by CSSIW

			31 March 2010	31 March 2011	31 March 2012
Adult Placements		Settings	13	13	12
		Places (a)	.	.	.
Adult Residential	Care Homes (Older Adults)	Settings	722	704	694
		Places	23,648	23,340	23,199
	Care Homes (Younger Adults)	Settings	463	463	470
		Places	3,221	3,302	3,403
Domiciliary Care		Settings	378	397	407
		Places (a)	.	.	.
Nurses' Agencies		Settings	36	34	36
		Places (a)	.	.	.
Total		Settings	1,612	1,611	1,619
		Places	26,869	26,642	26,602

(a) Places are not registered in domiciliary care, nurses' agencies, adult placement schemes and those settings and services that CSSIW do not register. Denotes data not applicable (.)

Source: CSSIW business support system

Table 2: Number of children's services settings and places regulated by CSSIW

		31 March 2010	31 March 2011	31 March 2012
Children's Residential	Settings	117	119	119
	Places	562	576	586
Fostering Services	Settings	47	47	47
	Places (b)	.	.	.
Adoption services	Settings (a)
	Places (b)	.	.	.
Boarding Schools	Settings	10	10	10
	Places	1,161	1,161	1,161
Residential Special Schools	Settings	12	12	12
	Places	253	247	240
Further Education Colleges	Settings	4	3	3
	Places	195	170	170
Total	Settings	190	191	191
	Places	2,171	2,154	2,157

(a) This information is not automatically generated from the business system. (b) Places are not registered in Fostering services, Adoption services and those settings and services that CSSIW do not register. Denotes data not applicable (.). Denotes data not available (..)

Source: CSSIW business support system

Table 3: Number of children's day care services settings and places registered with CSSIW

		31 March 2010	31 March 2011	31 March 2012
Childminders	Settings	2,372	2,389	2,348
	Places	11,962	12,133	12,081
Full Day Care	Settings	548	572	600
	Places	22,278	23,837	25,248
Sessional Day Care	Settings	814	810	798
	Places	17,650	17,656	17,589
Out of School Care	Settings	513	515	500
	Places	17,151	17,484	16,886
Creches	Settings	53	50	46
	Places	955	857	802
Open Access Play Provision	Settings	78	88	91
	Places	3,321	3,330	3,427
Total	Settings	4,378	4,424	4,383
	Places	73,317	75,297	76,033

Source: CSSIW business support system

Table 4: Number of inspections due and carried out by CSSIW

	31 March 2010	31 March 2011	31 March 2012
Adults' Services			
Number of settings due to be inspected	1,492	1,511	1,498
Number of settings that have been inspected	1,494	1,517	1,568
% of settings that have been inspected	100	100	105
Children's Day Care			
Number of settings due to be inspected	2,474	2,257	2,322
Number of settings that have been inspected	2,348	2,188	2,400
% of settings that have been inspected	95	97	103
Children's Services (a)			
Number of settings due to be inspected	170	187	172
Number of settings that have been inspected	165	173	180
% of settings that have been inspected	97	93	105
Total			
Number of settings due to be inspected	4,136	3,955	3,992
Number of settings that have been inspected	4,007	3,878	4,148
% of settings that have been inspected	97	98	104

(a) includes boarding schools and further education colleges

Source: CSSIW business support system

In reconciling these figures with the number of services it is important to note that not all settings have inspections every year. Childminders for example have inspections every other year and boarding schools an inspection every three years. Further, inspections which took place towards the end of the year will not have been captured in these figures as CSSIW only records an inspection as complete once the final report has been issued.

Inspection

The percentages of completed inspections can exceed 100% due to repeat visits in the light of incoming concerns and assessment of risk.

- 6,193 settings were regulated by CSSIW at 31 March 2012, a decrease of 33 settings (less than one per cent) from 6,226 settings at 31 March 2011.
- Whilst services were registered and deregistered throughout the year, the total number of services registered at any one time remains fairly constant. CSSIW spends a considerable amount of time on considering changes to conditions of registration.
- There were 104,792 places within these regulated settings at 31 March 2012, which is an increase of 699 places since 31 March 2011. CSSIW does not currently hold information on the numbers of service users within these places.
- 3,992 settings and services were due to be inspected in 2011-12.
- 4,148 or 104% of settings and services due to be inspected in 2011-12 were inspected, an increase from 98% in the previous year. This performance was achieved with a reduced number of staff in CSSIW, down from 279 in 2010-11 to 245 in 2011-12.

Local authority social services

Our work to inspect and review local authority social services covers all service areas. We undertook 14 specific inspections of local authorities in relation to their children's services and six inspections of services for adults. We also delivered 51 site visits to adult services and seven to children's services. These visits were often to new projects and considered service delivery and the experience of people using services. During 2011-12 we used for the second time our new internal framework for the inspection and review of social services. This supports an annual cycle of review and evaluation of evidence by the Inspectorate. Each year at the end of October CSSIW details the overall evaluation of each local authority to the respective directors of social services and this informs an annual inspection plan for each social services authority in Wales. This plan will include specific activity in response to each authority's particular circumstances, and any survey or fieldwork done to inform national reviews or inspection by CSSIW in the year. The evaluation takes account of the requirement for directors of social services to report annually on performance and plans for improvement set out in the statutory guidance on the role and accountabilities of the director of social services. The outputs from our work in local authority social services are listed in the foreword and have informed the analysis throughout this report.

Chapter Two

Quality and Improvement

“ Our inspectors will spend more time listening and speaking to people about their experience of the service and support they are receiving. ”

~ Chief Inspector, Care and Share,
April 2012

Summary

A quality service is one that is effective, safe and promotes improvement in outcomes for people. CSSIW was able to identify examples of good practice and innovation in all local authorities. The evidence suggests that the quality of services improved in 2011-12, but that the nature and extent of that improvement is very variable across Wales. Many of the current measures of good performance that are concerned with timeliness of response to citizens in need have got better. We are concerned, however, with what appears to be anomalies with the application of current performance data within local authorities and will be exploring this further in 2012-13.

The challenge for all is to secure a consistently good quality service for people beyond and between the milestones of referral, assessment and review. Our job is to get behind the performance indicators, providing independent and objective assessment, examining the quality of the services and comparing these to the experience of the people who need and use services. The evidence from our inspections and reviews is that much more needs to be done to assure quality in terms of outcomes for the people who need or use social care, early years and social services.

The shape of social care in Wales

As at 31 March 2012 there were just over 78,700 adults receiving support from social services in Wales. Of these 82 per cent were receiving community based services, with 18 per cent living in care homes. During a sample week in September 2011, a total of 22,740 adults received home care in Wales. On a like-for-like basis (excluding data for Denbighshire, which is not available for the previous two years) this represents a small increase of one per cent on the previous year.

There were 2,900⁶ children registered on local authority child protection registers as at 31 March 2012. On the same date there were 5,725 looked after children in Wales, a rise of almost 6 per cent on the previous year. The overwhelming majority of looked after children were placed in foster placements, 4,430⁷ as at 31 March 2012.

There are four local authorities in Wales each with more than 400 looked after children – Cardiff, Neath Port Talbot, Rhondda Cynon Taf and Swansea. There are three local authorities with a rate of looked after children in excess of fifteen per thousand population, Neath Port Talbot (16.7), Merthyr Tydfil (15.5) and Torfaen (15.1). Local authorities need to consider the rate of looked after children that they think is appropriate for their population, alongside outcomes for children in need and looked after children. They need to ensure that their services are focussed on promoting and safeguarding the welfare of children as currently children in need have poorer outcomes than looked after children⁸.

⁶ Rounded to nearest five.

⁷ Rounded to nearest ten.

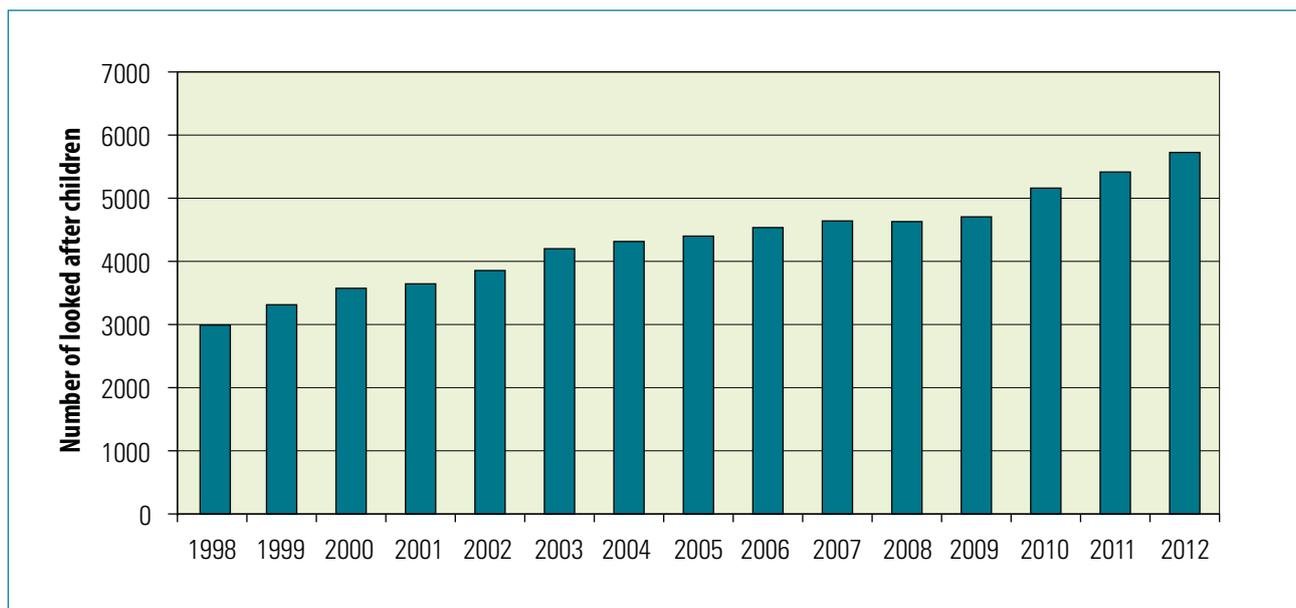
⁸ <http://wales.gov.uk/cssiwsb/subsite/newcssiw/publications/ourfindings/allwales/2009/cincensus2010/;jsessionid=3983F1417792978F64E5DF74C645298D?lang=en>

One of the challenges for authorities with high numbers of looked after children is securing a sufficient supply of foster carers to meet the demand for placements. This is vital to avoid an inappropriate use of residential care and/or the placing of children outside of the local authority boundary. All authorities should seek to understand the reasons for the growth in their looked after children population. It is vital to keep a focus on outcomes and plans for permanence for looked after children.

The growth in the number of looked after children presents a number of challenges and dilemmas. In the last fourteen years the number of looked

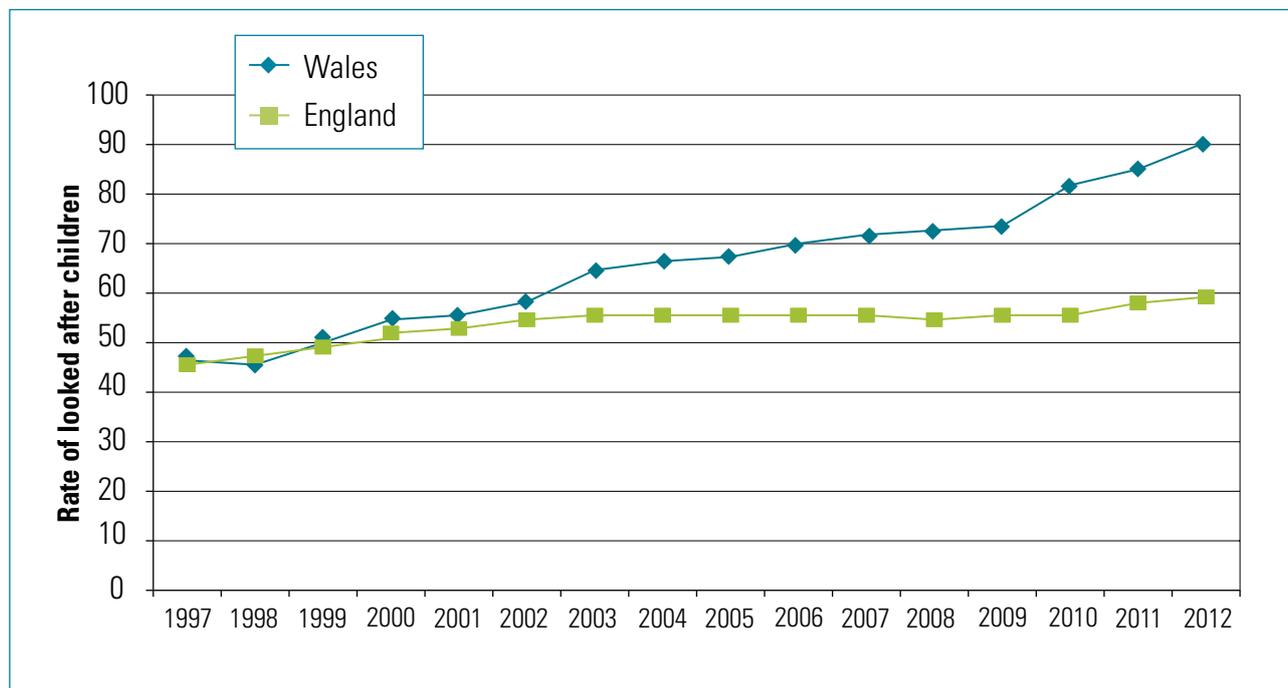
after children in Wales has risen from 2,991 in 1998 to 5,725 in 2012. In only one year, 2008, was there a reduction in numbers by ten children. In England during the same period, numbers of looked after children rose from 53,300 to 67,050. The significant issue that we need to understand is why the rate of looked after children has changed so significantly. In 1998 the rate per 10,000 population under 18 years was 45 in Wales and 47 in England. By 2012 despite the rate rising in both countries, in Wales it has risen to 91 compared to 59 in England. Across Wales this varies from a rate per 10,000 of 54 in Flintshire to 167 in Neath Port Talbot. Further, the increase in the rate of looked after children in Wales shows no signs of slowing down.

Figure 1: Total number of looked after children in Wales



Source - Social services data collection: children looked after, available at Welsh Government dissemination system <https://www.statswales.wales.gov.uk>

Figure 2: Rate of looked after children per 10,000 aged under 18

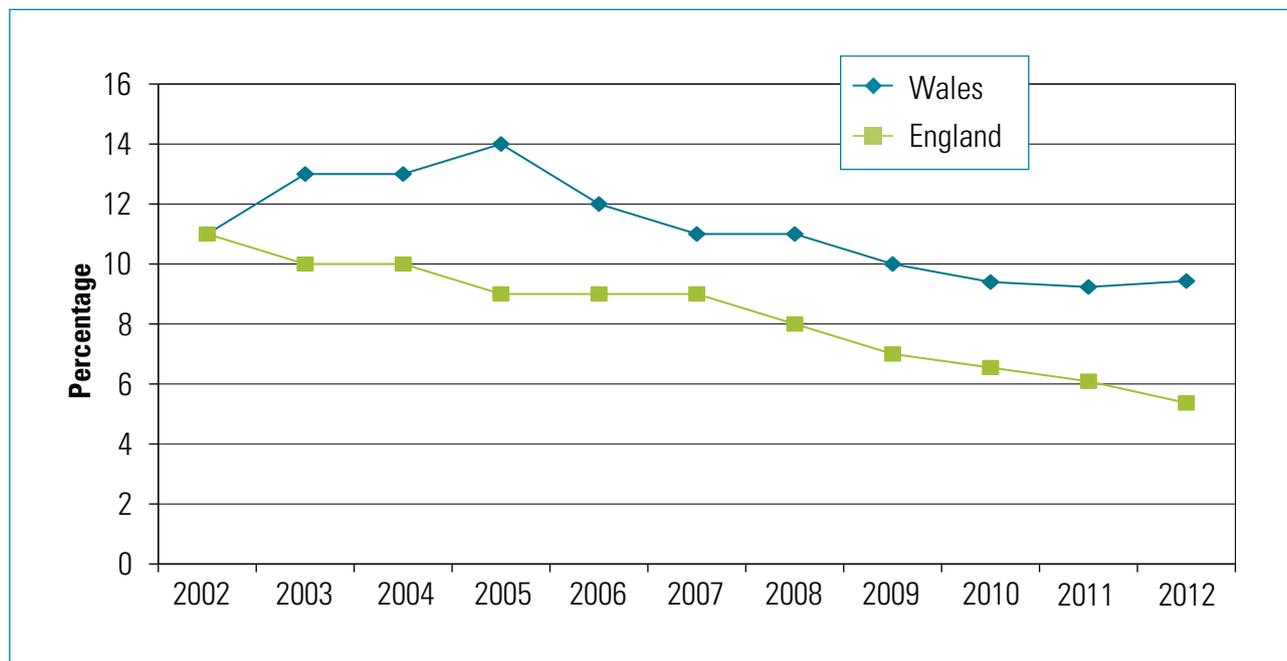


Source - Social services data collection: children looked after, available at Welsh Government dissemination system <https://www.statswales.wales.gov.uk>

One of the factors to be considered is the percentage of looked after children placed with parents. In 2002 this stood at 11 per cent in Wales and England, but by 2012, in Wales this had fallen to nine per cent compared to five per cent in England. It is difficult to explain why there has been such a change in the profile of the looked after populations in Wales when compared to England during these periods. It is, however, important that we get as full an understanding of this as possible, because this has significant implications in terms of practice, resources and capacity to meet this ever increasing demand, particularly in the current financial climate.

The question that also needs to be addressed is what should the rate of looked after children be? While legislation and policies aim to support children growing up in their own families, the children in need census presents further dilemmas. Although relatively new, now in its fourth year, the most recent data available for 2011 shows that children in need have worse outcomes in terms of educational attainment than looked after children at every stage and fall well below the achievement levels when compared to all pupils.

Figure 3: Percentage of looked after children placed with parents



Source - Social services data collection: children looked after, available at Welsh Government dissemination system <https://www.statswales.wales.gov.uk>

Table 5: Children in need by Key Stage 4 attainment as at 31 March 2011

	Key stage 1	Key stage 2	Key stage 3	Key stage 4	
				Level 2 Threshold	Level 2 threshold including GCSE grade A*- C in English or Welsh first language and mathematics
All pupils	83%	80%	68%	67%	50%
Looked after children	57%	49%	22%	23%	10%
Children in need who were not looked after	43%	40%	21%	16%	9%

Source: 2011 CIN Census and National Pupil Database

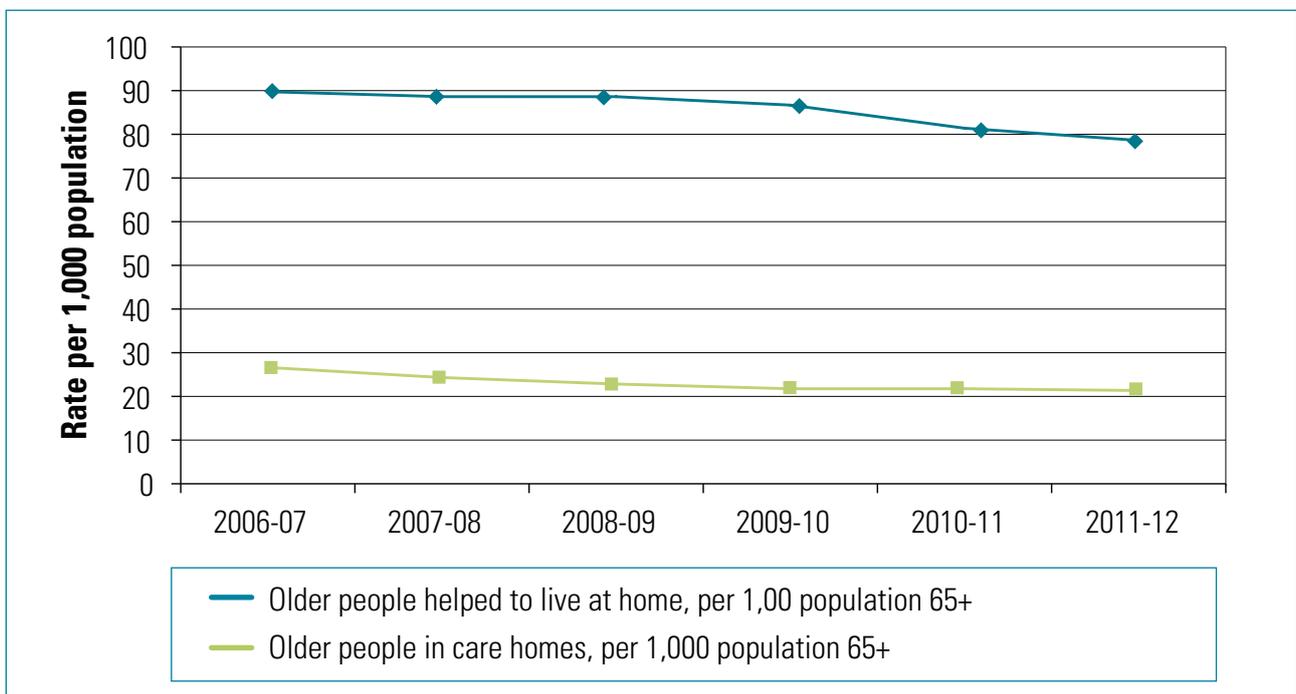
This demonstrates that local authorities are succeeding in halting and turning around the disadvantages that children have when entering the looked after system. However, if the aim is to keep children with their families a concerted effort is needed to address the educational and other disadvantages that children in need experience. Of the 1,970 children entering the care system in 2011-12, the two largest groups were the 10 -15 year olds (570) and the 1 - 4 year olds (490). Clearly the opportunity to redress the disadvantage children in need experience is much greater for those children entering the looked after system at a younger age. Effective multiagency working is essential from the outset in identifying children in need and the role of strategic partnerships cannot be over emphasised in tackling disadvantage.

In supporting children to live with their families, it is essential that we ensure that their wellbeing and development is safeguarded and outcomes are improved when compared to children who are looked after. Previous research has indicated that looked after children often report higher rates of wellbeing when they are looked after compared to when they were living at home. Looking ahead, the challenges that need to be addressed are: what is the rate of looked after children that local authorities should be aiming to achieve given the profile of their local populations? And what strategies need to be in place to ensure that children in need living with their families have better outcomes? Without addressing these two key questions there is every likelihood based on current trends that the numbers of looked after children will continue to increase and that children in need will continue to experience poorer outcomes than children looked after.

CSSIW is currently undertaking a review of work with children in need and looked after children to help identify what approaches are most likely to improve outcomes for children in need. This will be published in 2013, however, further research is needed to get a fuller understanding of the picture and to inform the way forward.

The quantity of regulated services for social care in Wales has changed only slowly and marginally from 2008 - 2012. In March 2008 there were a total of 6,214 settings providing 101,666 places. In March 2012 the equivalent figures show that there were 6,193 settings providing 104,792 places. The question raised by these figures is the extent to which they conceal changes to the detailed pattern of services which support the needs of people and the aspirations of policy makers. Deeper analysis does reveal some noteworthy changes in the detailed pattern of provision. For adults there has been a decline in the number of care homes for older adults in the last four years, coupled with an increase in the number of domiciliary care agencies. It is important to note, however, that the rate of older people (per thousand population) supported in care homes has fallen only relatively slowly in recent years, while the rate of older people supported in the community has also fallen over the same period. The rate of older people supported in the community in relation to those who are in care homes helps clarify the balance between prevention and reliance on care home placements. The fall in the rate of older people supported in the community could indicate that people are finding it harder to obtain help, although in more progressive authorities it could be an indication of success in promoting and supporting preventative services – a dimension that is not easily captured in the current performance indicators.

Figure 4: The rate of older people supported in the community and in care homes at 31 March per 1,000 population



Source - Social services data collection: adult services, available at Welsh Government dissemination system <https://www.statswales.wales.gov.uk>

Overall, the evidence suggests that the welcome developments in reablement, telecare, telehealth and the provision of community equipment, have yet to achieve a better balance between institutional and community based care for older people in Wales. Achieving faster progress will rest on the further development of integrated services with health partners and the efficient use of resources in the face of increased demand.

In regulated services for children the most significant change from 2008 – 2012 has been an increase in the number of places for full day care from 20,346 to 25,248. The same period saw a decline in the amount of out of school day care regulated by CSSIW from 18,753 to 16,886. It is possible that this decline in unregulated out of school day care is offset by other forms of support for parents and which is not regulated, i.e. care that is provided for less than two hours.

The number of places in children’s homes saw a small but steady rise from 2008 – 2012 rising from 528 to 586⁹. While the number of fostering services has remained steady at 47 since 2009, the number of children in foster placements rose from 3,630 as at 31 March 2009, to 4,430 at 31 March 2012. The growth in the number of children in foster placements (22 per cent) mirrors the rise in the number of looked after children over the same period from 4,705 to 5,725 (22 per cent).

Several local authority social services in Wales took significant steps to collaborate in the commissioning or provision of social care services in Wales. In some examples this includes plans for a full scale merger of the relevant social services departments between two authorities.

⁹ Not all places in children’s homes in Wales are taken by children from Wales



Progress with partnerships

Blaenau Gwent County Borough Council and Caerphilly County Borough Council have a clearly thought out plan for the integration of social services across the two authorities. This is scheduled for completion in 2014, when there will be a single management team and governance arrangements.

Powys County Council is currently sharing a director of social services with Ceredigion County Council. There are opportunities to achieve some benefits from collaboration for example, with out of hours' services, training and commissioning functions. As the councils span two health boards which have different priorities, this will create a challenge to the extent of collaboration.

These and other collaborative arrangements between local authorities are an absolute necessity given the social, demographic and financial pressures facing social care service in Wales and across the UK. CSSIW supports this approach, however, this will always be qualified by the extent to which

collaboration and integration achieves better outcomes for citizens. The challenge for local authorities and their partners is to turn aspirations and plans into substantial examples of partnerships that can be experienced by staff at the front line and by people using services. At the same time it is crucial that the line of accountability for each service through to the director of social services and the elected leadership of a local authority is absolutely clear. The report of CSSIW's review of the statutory role of the director of social services in Wales, which will be published in early 2013 will further explore these issues.

The partnership between social services and health services is crucial to the delivery of effective support for the citizens of Wales. CSSIW found many examples of collaboration in the delivery of services, particularly in the provision of new approaches to supporting vulnerable older people. The viability and prospects for the success of the partnership with health services was assessed by CSSIW as a significant risk in more than a third of the councils in Wales.

The Gwent Frailty Programme, which was implemented from April 2011, is a partnership between Aneurin Bevan Health Board and Torfaen, Blaenau Gwent, Caerphilly, Monmouthshire and Newport local authorities. It has received funding from Welsh Government. By creating teams of health and social care professionals, the Frailty model aims to:

- ensure people have access to the right person at the right time;
- focus on preventative care – wherever possible avoiding hospital admissions;
- reduce the length of a hospital stay when admission is necessary;
- reduce the need for complex care packages;
- avert crises by providing the right amount of care when needed; and
- co-ordinate communication by providing a named person for all contact.

This ambitious project is at an early stage of implementation with clear indications of its positive impact reported by directors of social services, particularly in terms of the strengthening of reablement services. The challenge for all is to identify meaningful output and outcome measures for the success of the project.

Quality of life

The Programme for Government sets out the ambition to ensure that citizens have a much stronger voice and control over the services that they receive in order to promote their wellbeing. CSSIW is committed to understanding and reporting clearly on the quality of life of those people who need or receive help from social care services. We are developing our methodologies so they provide accurate information about the experience of people who use services, with a focus on rights, control and wellbeing.

Feedback from our inspectors and our work with failing services in 2011-12 suggests a direct correlation between the wellbeing of people living in care homes and the quality of the leadership provided by the home manager. Some providers of care homes for adults are struggling to recruit experienced and qualified managers. This underlines the importance of initiatives to develop leadership, training and support for social care managers and staff across Wales.

CSSIW registers and inspects services for children provided by private and voluntary organisations, as well as by local authority social services. Feedback from our inspectors suggests that the services provided are largely meeting the needs of children. Mandatory registration with the Care Council for Wales for residential child care workers began in June 2008.

Staff are required to complete the qualification for working in residential child care before renewing their registration (three years from registration). Of the original group of staff registered in 2008 just over half remained registered in June 2012. Of those that remained registered, 99 per cent were qualified by June 2012. CSSIW inspectors report that this progress with achieving a qualified workforce has had a positive impact on the quality of the service provided.

“ It was nice to see that the inspector was given the remit to mix with the staff and children as they can paint a good picture of the Nursery and I feel they should be aware of CSSIW inspectors and what they do. ”
~ *Manager of a nursery*

Our work to review the performance of the 22 local authorities in Wales during 2011-12 confirms that all faced increasing demand, reducing resources and the prospect of profound demographic and economic

challenges in the years ahead. The modernisation of services discussed in last year's report continues, but the pace of change will need to increase if local authority social services are to meet the expectations of citizens and policy makers within declining budgets. The better performing authorities were those which:

- focus on early intervention and preventative services;
- turn plans and aspirations into new patterns of service and support;
- work hard at forming partnerships with health services and the private and voluntary sector;
- sustain a stable and competent workforce;
- are clear about thresholds for access to services and the decision making processes that manage demand;
- implement good quality assurance and performance management systems.

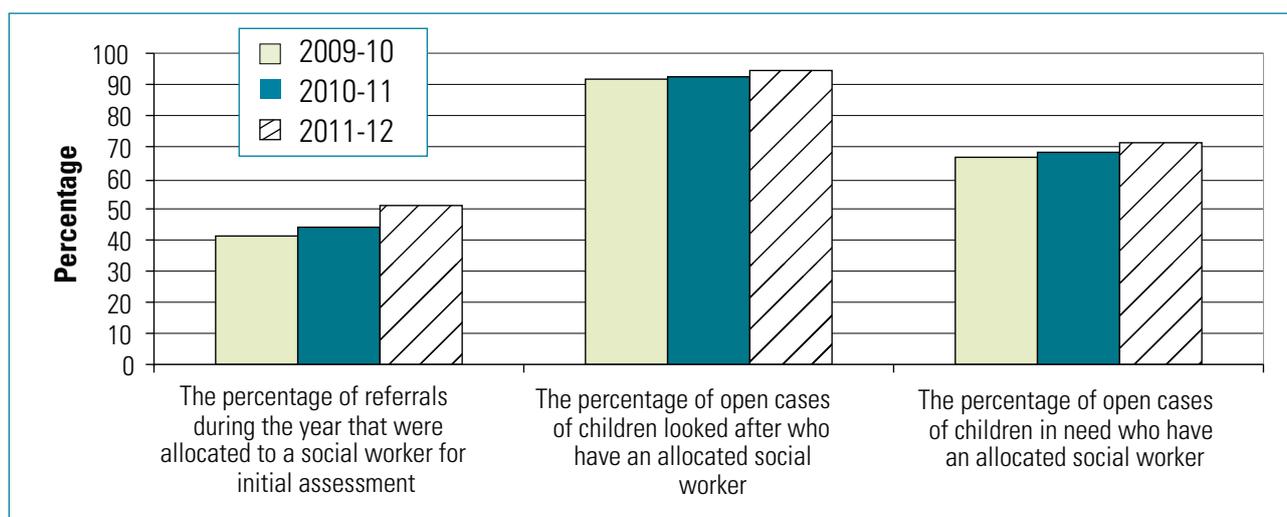
These positive factors are linked: success in one or more tends to drive progress with the others.

Unfortunately the reverse is also true: an authority experiencing difficulty in one area will struggle to achieve success elsewhere. This is particularly true in respect of workforce issues; it is notable, for example, that the achievement of positive outcomes in children's social services is very difficult in the face of problems with the recruitment and retention of competent and experienced staff.

Services for Children

Against a background of wide variability in the quality of services there are some encouraging signs of improvement with most performance indicators showing better performance compared to last year. As last year, in almost all cases in Wales, decisions about referrals were made within one day. The year 2011-12 also saw an improvement in the percentage of referrals allocated to a social worker for initial assessment, and in the percentage of open cases of looked after children and children in need allocated to a social worker. Authorities need to continue to improve the percentage of referrals allocated to a social worker for initial assessment.

Figure 5: Improvement in social worker allocation

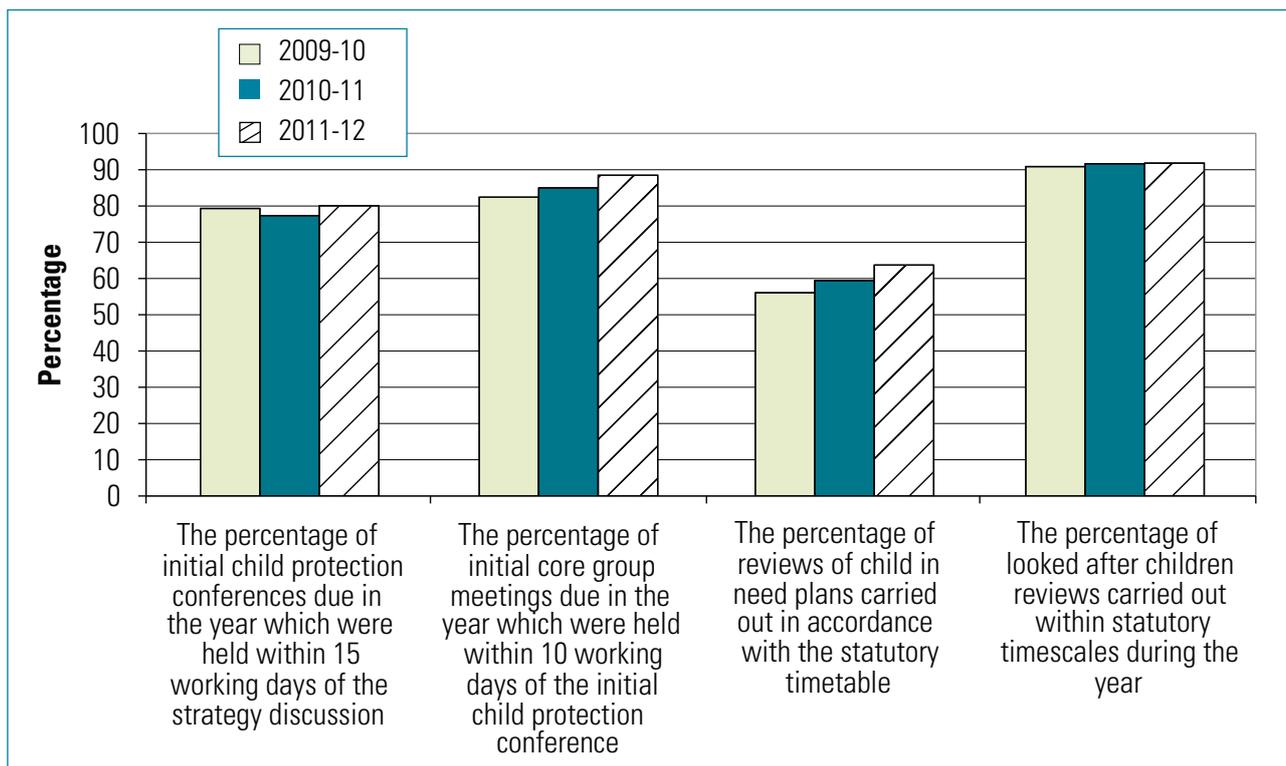


Source - Social services data collection: children's services, available at Welsh Government dissemination system <https://www.statswales.wales.gov.uk>

Overall, local authorities continue to ensure that children on the child protection register have an allocated social worker, with authorities achieving this objective in 99.7 per cent of cases. This year also saw improvements in the prompt convening

of child protection conferences, initial core group meetings and the reviews of both child in need and looked after children plans. Authorities need to further improve their performance in respect of reviews for child in need plans.

Figure 6: Improvement in timeliness



Source - Social services data collection: children's services, available at Welsh Government dissemination system <https://www.statswales.wales.gov.uk>

Overall, these figures demonstrate an improvement in the timeliness of activity and better compliance with statutory guidance. Other indicators and the evidence from our inspection activity, however, suggest that the quality of the outcomes from this activity is very varied across Wales. There is evidence of:

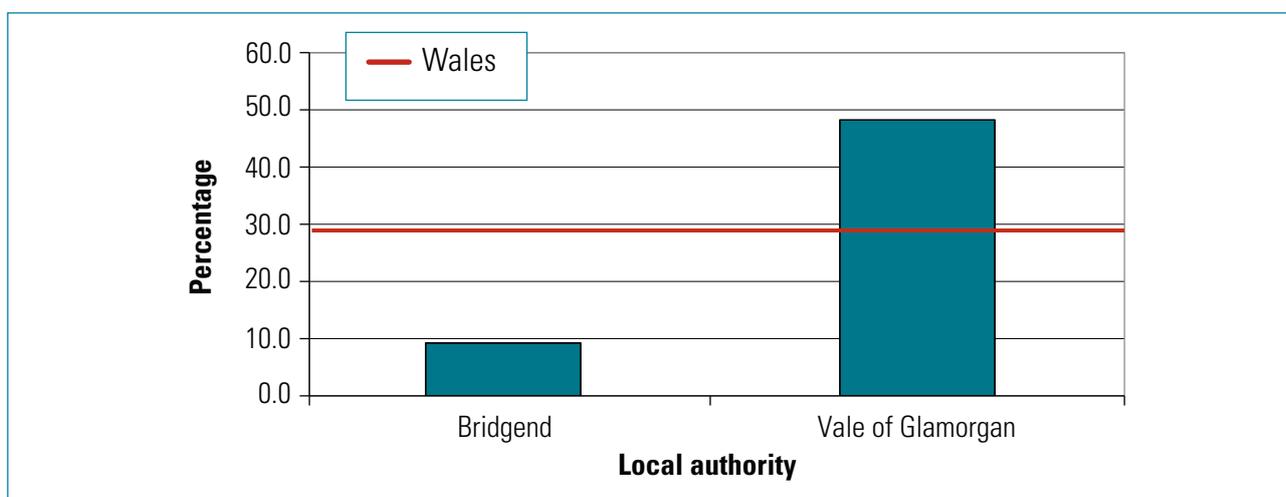
- high levels of re-referrals;
- inconsistent assessments;
- deterioration in the quality of case management after the initial assessment;
- poor educational attainment for looked after children;
- 1 in 10 of looked after children not registered with a GP within 10 working days of the start of the placement; and
- almost half of all former looked after children, still in contact with the local authority, were not in education, training or employment.

Variability in performance

The percentage of referrals that were re-referrals within twelve months rose slightly this year to nearly 30 per cent. High rates of re-referrals can indicate problems with the quality of assessments, plans and reviews, raising questions about the

outcomes for children and young people from the support that they have received. The continuing variation in performance across Wales is striking with the highest and lowest figures for Wales found in neighbouring authorities.

Figure 7: Percentage of referrals that were re-referrals within 12 months



Source - Social services data collection: children's services, available at Welsh Government dissemination system <https://www.statswales.wales.gov.uk>

It is likely that different approaches to recording and interpretation of guidance is, in part, the explanation for the noticeable variation in the level of re-referrals across Wales. Consistency in the way performance information is collected and reported by authorities is essential in order to give a clear account of performance and enable accurate analysis and comparison.

Evidence from our inspections of children's services show that many local authorities have upgraded their arrangements for managing initial concerns and referrals. Social services are often

working well with partner agencies to clarify eligibility criteria and to develop services for early intervention. Organisations are moving towards a more systematic approach to meeting the needs of all children in their area. In some areas, the response by social services to enquiries from other agencies and from the public is compromised by inadequate administrative coordination and support. The outcomes from multi agency planning are not clearly discernable and referral and case management arrangements are often driven by process or procedure rather than outcomes for children.

Services for Adults

Evidence from our inspections of adult services show that all local authority social services are striving to reform their services with a focus on integrating provision across health and social care and across geographical boundaries with partner authorities. Some have achieved notable success in implementing new patterns of services; others are finding it difficult to turn plans in to action. Those authorities that have been less successful are the ones that face high volumes of work and struggle to manage their staff, finances and performance effectively in response.

Review of Powys County Council: Adult Social Services Department

The 2011 review noted that strategic plans for the last four years had prioritised service modernisation but found little evidence that senior managers are able to sustain significant service change. Fragmented service leadership over time had contributed to a lack of clarity and focus on

operational responsibility and accountability. This had adversely affected the Council's ability to drive the service development and improvement it needs to achieve.

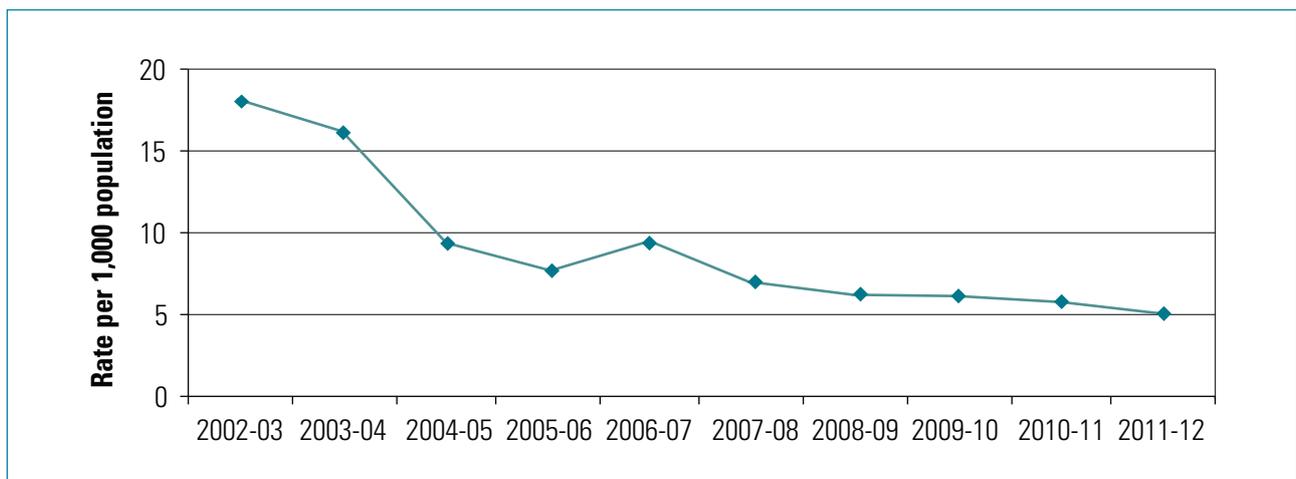
More recent site visits by CSSIW show promising signs of improvement.

Review of Vale of Glamorgan County Council: Review of Adult Services and Vale Community Resource Service

The 2011 review found that work with health partners had supported growing success in early intervention and reablement services through a new community resource service for older people.

The more recent annual review and evaluation of the performance of the Council in 2011-12 found a good alignment with key partners, including good collaborative arrangements with Cardiff City Council and other key stakeholders. Stability in the corporate team coupled with good support for social services helped to secure progress.

Figure 8: Delayed transfers of care per 1,000 population 75+



Source - Social services data collection: adult services, available at Welsh Government dissemination system <https://www.statswales.wales.gov.uk>

The most notable feature in the published performance indicators for adult social services is the continued improvement in delayed transfers of care for social care reasons.

The rates of delayed transfers of care are particularly low in North Wales and have improved incrementally in the last three years. The evidence suggests that the key to success has been the development of structured access to preventative and reablement services across health and social care. A recent report 'Getting back on your feet: reablement in Wales, WRVS' identified that collaboration between local authorities in North Wales is particularly strong and contributes to the success of reablement services.¹⁰ Across Wales care is needed to make sure that the success in tackling delayed transfers of care is not also partly dependent on the over use of long-term care home placements or the discharge of vulnerable people to unsafe or ineffective arrangements for care and support.

The experience of older people leaving hospital

CSSIW met advocates for older people in the Gwent region. The advocates reported concerns about the pressure exerted on older people and their relatives to leave hospital promptly following the decision that a person is ready for discharge. Some older people feel that they have to accept support arrangements that are not their first choice, including a move to a care home rather than a return to their own home with increased and improved support. Some people who are 'self funders' are reported to have moved to care homes which they cannot afford and which they then have to quickly leave.

Progress with timely review of care plans for older people has continued with an increase in the percentage of annual reviews for the third year in succession. As noted earlier while the rate for older people supported in care homes has fallen slightly, at the same time the rate for older people supported in the community has also declined over the last three years. Feedback from providers suggests increased dependency of people using services which may indicate higher thresholds for access. There is considerable variability in the rate of older people supported in care homes between authorities, with some authorities having higher rates compared with most others (e.g. Blaenau Gwent, Anglesey, Rhondda Cynon Taf, Neath Port Talbot and Gwynedd). Local authorities need to ensure that they understand the trends and the reasons for this in their area.

The Welsh Government has recognised the slow progress in achieving a better balance between institutional and community based services in its update to the Programme for Government in May 2012.¹¹ The number of people receiving direct payments has risen from 4.2 per cent to 5 per cent of all adults who use community based services. While the total number of people receiving direct payments has more than tripled since 2005-6, this still represents a relatively low figure for an option that is usually well regarded by the people who receive it. Overall, the indicators and evidence available to CSSIW confirm that the significant new developments in services identified in the detail of our inspections and reviews are, as yet, only marginally altering the big picture of social services provision in Wales.

¹⁰ WRVS <http://www.wrvs.org.uk/our-impact/reports-and-reviews/getting-back-on-your-feet-reablement-in-wales>

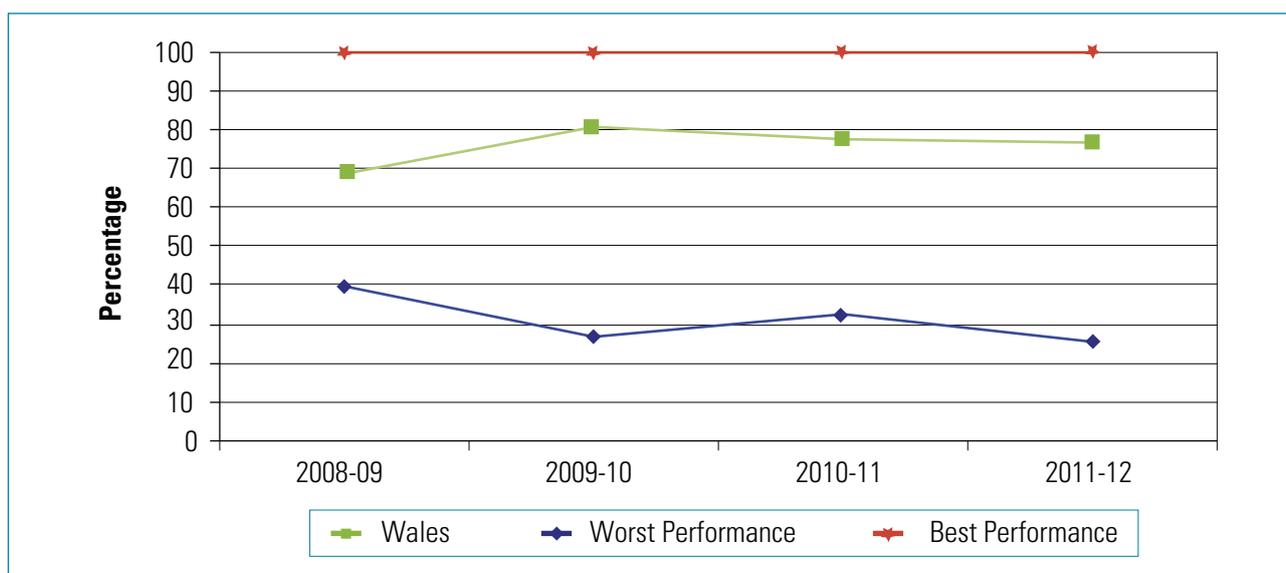
¹¹ Programme for Government <http://intranet/English/OurDepartments/SPFP/Pages/ProgforGovAnnualReport.aspx>

Support for Carers

There are estimated to be more than 340,000 carers in Wales. Demographic pressures will bring increasing pressures on family members to care for their relatives while continuing to try to meet other work, family and financial commitments. The Welsh Government is committed to supporting carers through the full implementation of the Carers' Measure. Regulations came into force in January 2012 and Welsh Government is working in partnership with local health boards and local authorities, who are to submit their information and consultation strategies for carers by 2012.

Across Wales in 2011-12 there was a fall in both the percentage of carers who were offered an assessment or review of their needs in their own right and in the percentage of carers who received an assessment or review. The variability in performance across Wales is marked: with 100 per cent being offered a review or assessment in Gwynedd, Wrexham, Neath Port Talbot, the Vale of Glamorgan, Rhondda Cynon Taf and Merthyr Tydfil, while only 25 per cent of people were offered the same in Monmouthshire.

Figure 9: The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year



Source - Social services data collection: adult services, available at Welsh Government dissemination system <https://www.statswales.wales.gov.uk>

The percentage of carers who received an assessment or review and then went on to be provided with a service increased slightly in 2011-12 and has increased by 15 percentage points since 2009-10. This suggests that while services for carers are being improved and expanded they may be increasingly focussed on those in greatest need.

It is also important that local authorities and their partners can demonstrate that effective support is available to carers through formal and informal support services. This is an area CSSIW intend to explore further especially as the figures raise concern and require investigation.

Support for Carers: Progress in Wrexham County Borough Council

Extensive consultation has been undertaken with carers in Wrexham about how to improve support to them. Carer's grants have been introduced and the council has increased the percentage of carers who have been provided with a service. There has been an increase in the numbers of carers registered with Wrexham Carers services and in the numbers accessing welfare benefits. Further improvements are planned as the carers' strategy is implemented. The proportion of identified carers who receive a service is higher than in many authorities

Support for Carers: The Merthyr Young Carers Project

A Young Carer is someone under the age of 18 years who takes responsibility for someone in their family who is ill, disabled, experiencing mental ill-health or affected by substance misuse. The Merthyr Young Carers Service provides young carers with a chance to be children and young people through the provision of regular after school-clubs and activity days with others in a similar situation to them, as well as one-to-one support, residential breaks and any other support the young carer and their family may need.

Quality of Workforce

There are approximately 70,000 people in Wales employed to deliver social services and social care. CSSIW has been working closely with the regulator of the workforce, the Care Council for Wales (Care Council) to ensure that the two organisations maximise the benefits of sharing intelligence about the performance of social care services.

CSSIW and Care Council for Wales: Partnership in action

CSSIW and the Care Council have increased their joint working through improved strategic and operational arrangements for regulation and inspection. This has resulted in several practical examples of significant collaboration, including:

- a review of recruitment processes and information sharing between employers
- an examination of the provision of residential child care in Wales
- the development of revised national occupational standards for inspectors.

Local authorities are generally more successful in recruiting and retaining staff to work in adult services than they are in their services for children¹². Not surprisingly the most successful authorities are those that think ahead and use their workforce plans to prepare for the future. In one notable example, Blaenau Gwent County Borough Council and Caerphilly County Borough Council have developed an integrated workforce plan in preparation for the planned merger of their respective social services departments.

Strong leadership and management combined with a stable workforce are important indicators of good services. Our inspection of children's services in Torfaen County Borough Council published in July 2011¹³ found that a stable workforce that included teams of experienced staff (13% of staff in post for less than two years) had a positive impact on the quality of services for children and young people in transition to adult services. However, even in the more stable working environments our inspections of local authority children's services highlight concerns about the size and complexity of some social worker's caseloads.

¹² 2011-12 Chief Inspector's Letters to Directors of Social Services

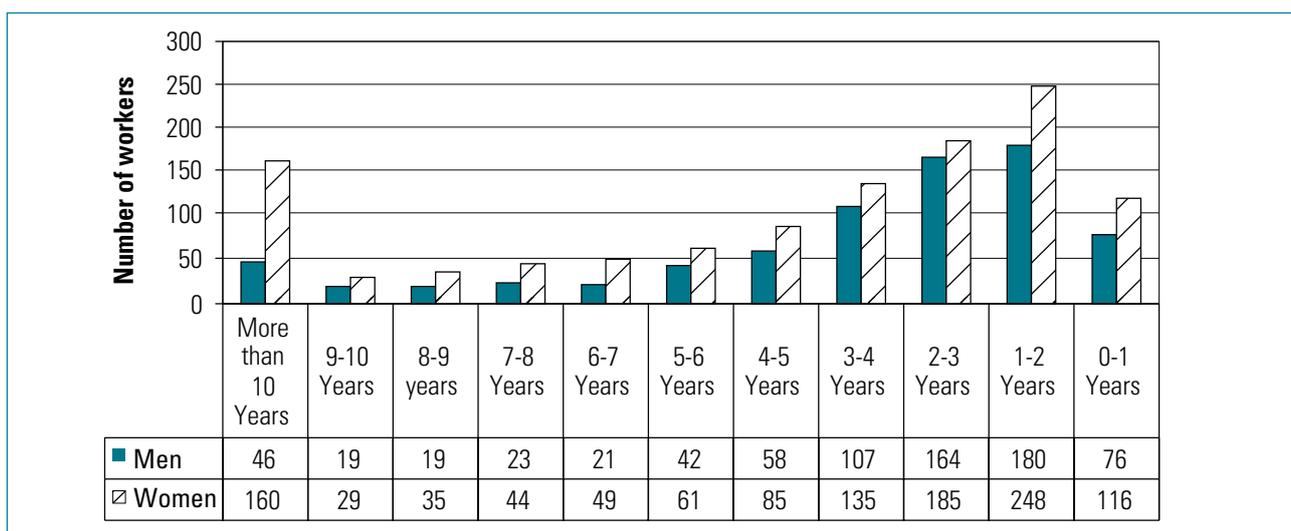
¹³ CSSIW inspection of children's services in Torfaen <http://wales.gov.uk/cssiwsubsite/newcssiw/publications/ourfindings/torfaen/torf/?lang=en>

In this high pressure environment good supervision and management of staff is of crucial importance to positive outcomes for children and young people. Our work indicates that the frequency and quality of supervision available to social workers remains variable. Our inspection of safeguarding for children in the Isle of Anglesey County Council found that poor performance was being challenged through informal rather than through formal performance management processes. All local authorities need to ensure that they deliver effective supervision as part of performance management as it is a cornerstone of good practice.

For the period 2011-12 seven local authorities had interim directors of social services and another was led by a director who is scheduled to retire. This indicates a high level of turnover in this critical role.

In regulated services for children while there is some stability in the availability of residential child care managers, there continues to be high turnover of residential child care workers; with 33 per cent having taken up their post in the last two years and 51 per cent in the last three years. Overall the turnover on the residential child care part of the register of social care workers in the year to June 2012 was 15 per cent ¹⁴.

Figure 10: Number of years residential child care workers on the Register at June 2012 had been in their current job



Source - Care Council for Wales: Profile of the Residential Child Care Managers and Workers in Wales 2012

Promoting quality: Using voluntary approval to drive improvement

CSSIW became the approval body for the childcare at home (nannies) scheme in April 2011. The scheme had previously been administered by Nestor Home Care. In Wales, childcare provided in the child's own home (nannies) is not subject to compulsory

registration but there are benefits for parents who use a service which is approved by a public body. Checks on the suitability of a nanny are undertaken by the scheme and qualifying parents are able to claim working tax credits to offset the costs of childcare. Welsh Government, with CSSIW, is exploring the possibility of introducing voluntary approval for other forms of childcare which are not subject to compulsory registration.

¹⁴ Care Council for Wales 2012 Profile of the Residential Child Care Managers and Workers in Wales, p7,p13,p21

Data from the Care Council shows that over half (53 per cent) of managers of adult care homes had been in post for more than five years and over a quarter (28 per cent) of managers for over ten years¹⁵. This illustrates some stability in the provision of experienced managers. There is limited evidence of there being a reserve of people qualified as managers ready to take on the role as the current cohort move on or retire.¹⁶

Carers and people who use domiciliary care services have told our inspectors of concerns about the high turnover of home care staff.



Concerns about consistency of staffing

“ I’ve had 17 carers come to my home. They never tell you who is coming, what time they are coming and often they are too rushed to do a good job. ”

~ Adult user of home care in Cardiff¹⁷.

One very elderly lady in Blaenau Gwent wanted to stay with the carers she knew well. Her family made strong representation to senior managers asking that no change be made. This was rejected. She then asked for a direct payment so she could stay with her existing provider. This was agreed, but she was not allowed to stay with them while the direct payment was put in place. Because of a number of delays, this meant that for nearly four months she had an unnecessary change of carers. Once the direct payment was in place she changed back to the providers she preferred, and is now content¹⁸.

Conclusion

The complexity of demands on social care services noted in last year’s report continues to present difficult challenges for local authorities and their partners. Encouragingly we have found more examples of good quality, innovative services staffed by excellent practitioners and managers. Several local authorities are attempting to develop integrated provision with neighbouring authorities and with their partners in health services. Many performance indicators are moving in the right direction. An optimistic view of the future would highlight the opportunities for more efficient and effective services presented by improvements in health care, housing options and assistive technology for people in need. This has to be underpinned by strong leadership, excellent succession planning and workforce development.

The territory for improvement remains the need to focus on outcomes for people, both as the measure of success for services and as the starting point in the design and delivery of new patterns of support. In addition the pace of whole system improvement needs to accelerate. This will be crucial if the aspirations of Welsh Government for sustainable social services in Wales are to be fully realised in the coming years.

¹⁵ Care Council for Wales 2012 profile of the Adult Care Home Managers in Wales, p10

¹⁶ Care Council for Wales 2012 profile of the Adult Care Home Managers in Wales, p13

¹⁷ Review of Commissioning in Cardiff City Council <http://wales.gov.uk/cssiwsite/newcssiw/publications/ourfindings/cardiff/cdf/?lang=en>

¹⁸ Review of Social services in Blaenau Gwent County Borough Council <http://wales.gov.uk/cssiwsite/newcssiw/publications/ourfindings/blaenauGWent/blaengwe/?lang=en>

Chapter Three

Safeguarding People

“ I worked with a lady making her will. A percentage would be shared with her son and niece. Her son made her sign a cheque that would enable him to pay off his mortgage. ”

~ Advocate for an older person

Summary

CSSIW is committed to safeguarding people by protecting and promoting the rights and wellbeing of citizens in need of social care and social services throughout our work. Our focus is always on the safety and wellbeing of people, listening to and learning about their experiences. The effective safeguarding of children and vulnerable adults is predicated on good partnership working between agencies; prompt responses to concerns; clear and effective decision making and good governance arrangements that provide clarity of accountability and responsibility.

We found that local authorities generally make a prompt response where children or vulnerable adults may need protection and many authorities are delivering a good, professional service for adults at risk and for children and families. The growth in the number of completed adult protection referrals in recent years was reversed this year, with the number of completed referrals falling by 14 per cent in 2011-12. This is likely to reflect, in part, a better response to initial alerts (not all of which proceed to an adult protection investigation). The extent to which revised thresholds for adult protection investigations are supporting better safeguarding and protection is unclear and will be subject to further investigation by CSSIW.

The number of children on child protection registers remained static in 2011-12, but this conceals marked variation in the figures for individual authorities, some of which experienced a dramatic rise in registrations while others have recorded a significant reduction in numbers. For both children and adults the quality of staffing, together with the effective supervision, quality assurance and team management were crucial to the success or failure of safeguarding services.

Services for Children

National performance indicators show that local authorities are taking prompt decisions about referrals in the large majority of cases. Steady improvement over the past three years can be seen in the allocation of social workers to assess referrals and to cases of children in need. It is encouraging to see that increasing numbers of children subject to assessments are seen by social workers and that the percentage of children seen alone by social workers during an initial assessment has also improved, up from 25 per cent to 33 per cent in the last three years. However, local authorities need to significantly improve their performance to ensure that children are seen by social workers as part of their assessment. Local authorities continue to ensure that all children on child protection registers are allocated to a social worker. Initial child protection conferences were held within 15 days in 80 per cent of cases.

The improvement in performance noted above was achieved against a backdrop of increased activity to support the safeguarding of children.

CSSIW completed a national review of local safeguarding children's boards (LSCBs) in Wales this year. The review was delivered in partnership with Healthcare Inspectorate Wales, Her Majesty's Inspectorate of Probation, Her Majesty's Inspectorate of Constabulary and Her Majesty's Inspectorate of Education and Training (Estyn). Last year's report discussed the emerging findings from the review which confirmed that, in general, children are now better safeguarded since the death of Victoria Climbié¹⁹. Seven critical success factors emerged in the review.

- commitment and leadership
- governance and accountability
- strategic direction
- structure for partnership working
- funding – few LSCBs had long term funding
- performance management
- citizen engagement.

CSSIW carried out a joint investigation with Estyn into the handling of allegations of professional abuse within education and youth services in Pembrokeshire. The investigation concluded that there had been a lack of oversight by elected members and officers at the most senior level of the handling of cases of alleged professional abuse in education services. The absence of effective governance reflected failures with the culture of the authority as a whole and there was little or no evidence of a rights based approach to safeguarding children in education services.

The safeguarding issues arising from the work in Pembrokeshire County Council are complex and significant. They have raised fundamental questions about assurance in respect of safeguarding.

These include what level of safeguarding is required, by whom and how it will be provided. At the heart of this is the question of the implications for an organisation or public authority if it is unable to meet the required level of assurance in respect of safeguarding. This challenges all concerned including: elected members, school governors, front line staff, managers, corporate directors, inspectorates and regulators, policy makers and government to consider our respective roles and responsibilities and the contribution they make to providing assurance about safeguarding.

We have also undertaken work with the Care Council examining recruitment practice in a number of local authorities relating to staff found to be involved in professional abuse. Although the incidence of professional abuse appears to be low, its impact is high. Our work with other inspectorates reaffirms the need for constant vigilance. Strong governance, openness, transparency, rigour, timeliness and effective intra and inter agency working are essential pre-requisites for delivering safe services.

A follow up of concerns identified earlier by CSSIW about safeguarding children by Anglesey County Council, where Welsh Ministers had appointed commissioners, was completed in October 2011. The inspection found that an improvement programme was in place and that initial assessments had become more timely and effective. While there were also signs of improvement in workforce and communication issues, inspectors concluded that the pace and depth of the programme for improvement needed to increase.²⁰

¹⁹ CSSIW 2010 – 2011 Annual Report <http://wales.gov.uk/cssiwsite/newcssiw/publications/annualreports/1011ar/?lang=en>
Joint Inspection of Local Safeguarding and Children's Board 2011 – Overview <http://wales.gov.uk/cssiwsite/newcssiw/publications/ourfindings/allwales/2011/lscb/?lang=en>

²⁰ Children's Safeguarding Inspection Isle of Anglesey October 2011

In 2009 CSSIW published its report "Improving Practice to Protect Children in Wales - An examination of the Role of Serious Case Reviews". This identified that serious case reviews were not fulfilling their intended purpose and made recommendations for constructing a new framework for reviewing, learning and improving policy and practice in child protection.

During the following two years, CSSIW has led the professional development of the new Child Practice Review process which becomes operational in January 2013. This has entailed extensive work with professionals and practitioners across Wales.

The new framework has a number of features that mark it out from the serious case reviews. This includes greater practitioner and family engagement, stronger managerial accountability to ensure a culture of learning and a more streamlined, flexible and proportionate approach to reviewing inevitably complex cases. This has the potential to significantly change and improve the way practitioners and agencies work together, as it encourages a culture of continuous learning and practice improvement through a process of multi-agency review. Critical to achieving this, is embedding this approach as part of everyday practice, as opposed to only doing it when something goes seriously wrong. Significant interest has been generated in this work from other countries and a full report of the development of this new approach will be published in 2013.

Services for Adults

CSSIW's annual review and evaluation of the performance of all 22 local authority social services in Wales in 2011-12 suggests a largely improving picture in relation to the further development of policies and processes to safeguard adults from abuse. Local authorities also need to ensure that improvement is evidenced in practice. Most authorities have invested time and effort in their adult safeguarding systems and are providing



a prompt and largely effective response to referrals. Some authorities have also increased the capacity in the system by creating new posts and appointing additional staff. As in previous years, the evidence available to CSSIW shows that more needs to be done to monitor, record and review the outcomes for vulnerable people from the improvements in systems and processes.

Adult Protection in Ceredigion and Carmarthenshire: progress made but more to be done

An inspection of adult protection in Ceredigion in 2011 found improvement in the response to allegations of abuse since the previous inspection in 2009-10. The inspection found, however, that the lack of case conferences and adult protection plans was resulting in the implementation of adult protection being 'front loaded', with the emphasis on initial discussions²¹.

An inspection of learning disability services in Carmarthenshire in 2011 undertaken with the Wales Audit Office found that good foundations had been put in place to create a new model for adult protection that had potential to improve practice. The case files read by inspectors did not yet provide consistent evidence of improved practice²².

²¹ Inspection for Adult Protection in Ceredigion County Council <http://wales.gov.uk/cssiwsubsite/newcssiw/publications/ourfindings/caredigion/ceredigion1/?lang=en>

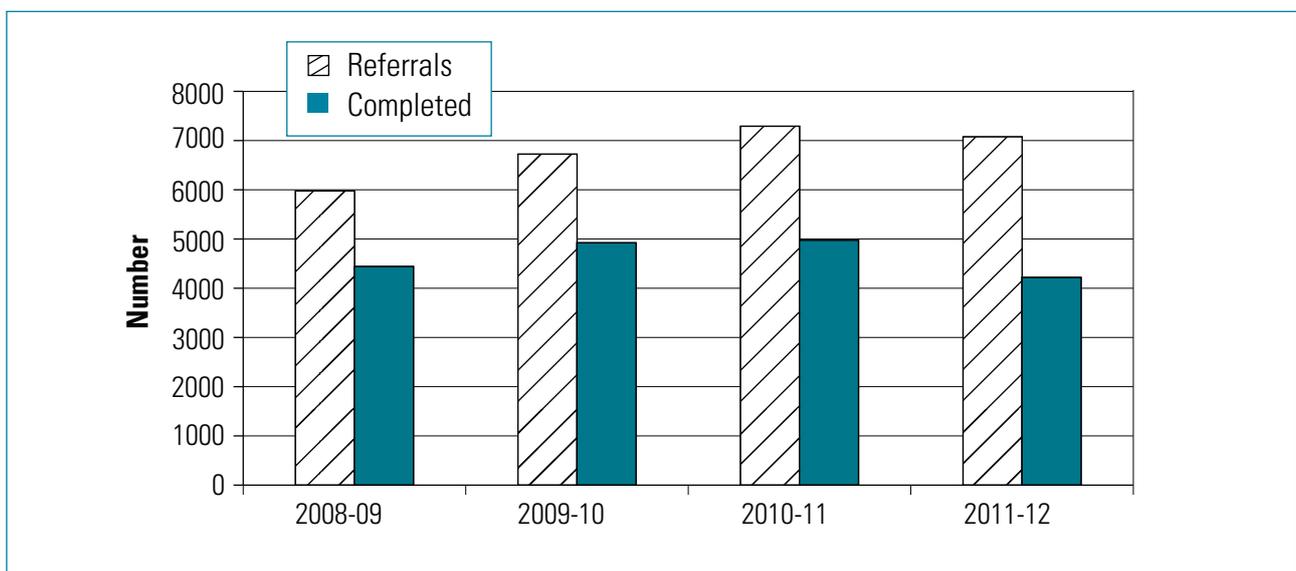
²² Inspection of Learning Disability Services in Carmarthenshire County Council <http://wales.gov.uk/cssiwsubsite/newcssiw/publications/ourfindings/carms/carmins/?lang=en>

The requirement by Welsh Government for local authorities to deliver annual adult protection reports, including data to commonly agreed standards, was established by In Safe Hands published in 2000²³. Since 2007 CSSIW has been responsible for collating the information and reporting annually to the relevant Minister. We are supported with this task by Knowledge and Analytical Services within Welsh Government which collects the data from local authority social services. While data quality has improved from previous years, further improvements are needed (and will come as we implement a new collection mechanism in 2012-13). There is a need, therefore, to be cautious about the interpretation of the figures for 2011-12. What is clear, however, is that the number of completed referrals for adult protection in Wales fell in 2011-12. It is important to note that

the total number of initial referrals or alerts for adult protection fell only slightly in Wales over the same period. The fall in completed referrals suggests that an increasing number of those alerts are managed through processes other than adult protection. This interpretation has been supported by comments received from several local authorities. There are significant variations in the rise and fall in completed referrals in Wales, with eight authorities recording a rise in numbers. Adult protection committees need to ensure that they fully analyse and understand the trends within their own area.

CSSIW will be investigating the reasons and context for the decline in completed referrals for adult protection through its review and evaluation of local authorities during 2013.

Figure 11: Protection of vulnerable adults – all Wales



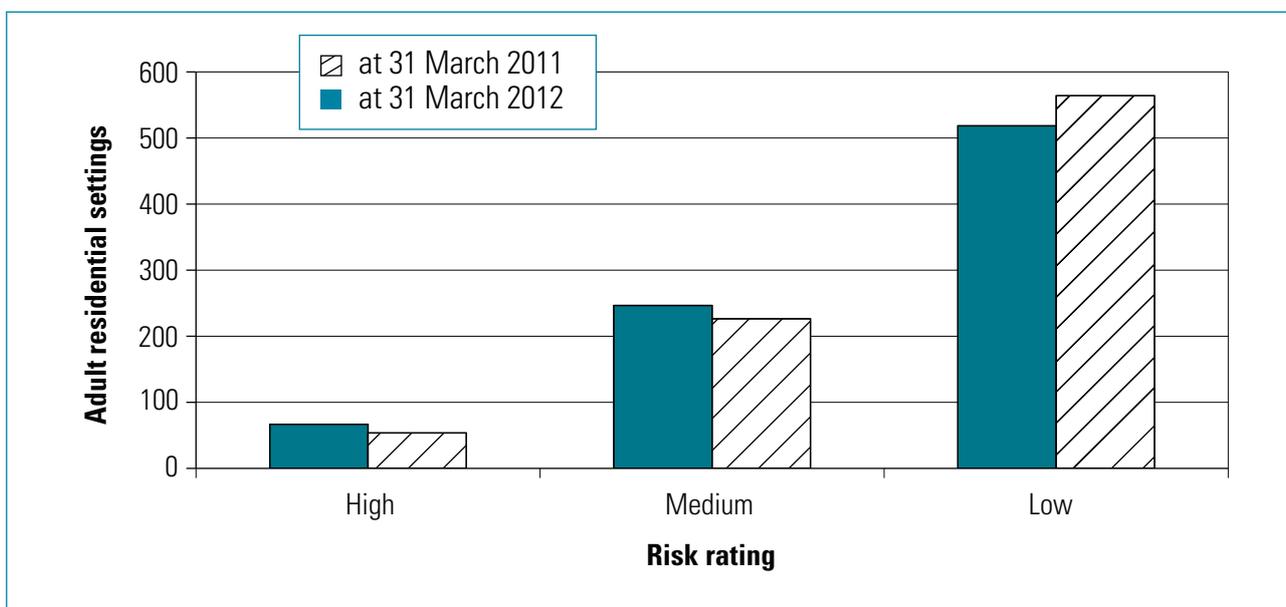
Source - Social services data collection: protection of vulnerable adults, Welsh Government

²³ In Safe Hands

The provision of safe and reliable social care services is crucial to an effective and preventative approach to safeguarding vulnerable adults. In 2010-11 CSSIW began to develop a risk assessment framework in its inspections of regulated services. The risk rating tool used was focussed on the risk to the safety of people using a service in the broadest terms. It was deployed initially against those settings which inspectors provisionally assessed as likely to be high risk. The tool was not used in all inspections and was deployed more thoroughly in services for adults than for children. Using the

risk assessment framework has helped CSSIW to profile the social care sector and target our activity on those settings where improvement is most urgently needed. During 2011-12 inspection activity in those settings assessed as high risk in the previous year was focussed on driving urgent improvement. Early indications suggest that in adult services there was a reduction in high and medium risk settings in 2011-12 along with a corresponding increase in low risk settings. This indicates improvement and shift in risk during the year and across the same settings where the risk tool was used in 2010-11 and 2011-12.

Figure 12: Changes in risk



Source - CSSIW business support system

There is no room for complacency in response to these figures. While the overall picture suggests improvement, the fact that ten per cent of care homes for older adults in Wales are judged to be high risk should encourage all to be rigorous in the pursuit of further progress. The development of the risk assessment framework is only the first stage

of improvement in our inspection methodology in regulated services. In 2013 we will move on to introduce a judgement framework that is much more closely focussed on outcomes for people, building on and using the lessons learned from our use of the risk assessment framework and the implementation of the four quality themes in our methodology.



Safeguarding people: Demonstrating action

In 2011 CSSIW successfully prosecuted a care home provider in North Wales. The concerns regarding Highcroft Care Home were brought to the attention of CSSIW through the North Wales Procedures for the Protection of Vulnerable Adults. An investigation was conducted by CSSIW assisted by the district nursing service from Betsi Cadwaladr University Health Board and members of staff both previously and currently employed at the care home. The investigation found that the registered provider/manager had failed to comply with regulations and that this had resulted in the neglect of three older people who were living at the home.

As the safety and wellbeing of people living in registered services is paramount, this prosecution is a clear example of CSSIW actively using its powers of enforcement to promote and secure the protection of people in services that fail to provide appropriate standards of care.

Safeguarding people: Demonstrating action

On the advice of CSSIW, Welsh Ministers made representation to Llanelli Magistrates' Court for an emergency cancellation of the registration of the Hafan Tywi care home. The inability of the home's owners to pay staff, coupled with a longstanding problem with lack of investment in the home, created an unstable environment for the home's residents. Many dedicated staff continued to work without pay, but the situation at the home worsened as certain staff began to leave. Due to the increasing risk to people's safety and wellbeing, CSSIW took the rare step of applying for an emergency order to cancel the registration of the home. All former residents of the home have moved to other homes in the local authority area and staff from Hafan Twyi have been offered jobs in a number of the alternative homes.

Last year's report described CSSIW's response to the concerns raised in the BBC Panorama programme aired in May 2011 about Winterbourne View Hospital in South Gloucestershire. CSSIW organised and delivered a special inspection of every care home in Wales run by a subsidiary of the company that operated the hospital featured in the original broadcast. The findings from this exercise found no evidence of poor care or malevolent cultures operating

in the homes. Later in 2011 the publicity arising from the Panorama programme precipitated a referral of concerns to Healthcare Inspectorate Wales about a care home that was not in any way connected to the company responsible for Winterbourne View Hospital. This information was passed to CSSIW and we responded as described below.

Safeguarding people: Demonstrating action Using enforcement to drive improvement

An unannounced inspection of an adult care home for people with learning disabilities and mental health needs found significant areas of concern. The home was assessed as high risk. Further inspections were undertaken as additional concerns emerged. CSSIW was not satisfied at the response to our inspection findings and issued a Notice of Proposal to cancel the registration. This proved effective in bringing about change in the service as the provider made significant investment in the service and introduced a new management structure. Consequently CSSIW did not need to proceed to issue a Notice of Decision to cancel registration. The latest inspection of the home (unannounced, in August 2012) found improvements in the way in which the registered persons act to keep people living in the home safe. Risk assessments are now reviewed and include details of how identified risks are managed.

CSSIW will be using our initial findings on risk in regulated services to inform our priorities for focussed inspections during 2012-13. It will also influence the implementation of our new approach to the inspection of regulated services that is discussed fully in the last chapter of this report.

This year saw the publication, for the first time, of a fully joint monitoring report by CSSIW and HIW on the operation of the Deprivation of Liberty Safeguards in Wales²⁴. The combined intelligence and analysis of the application of the safeguards across health and social care found a range of matters of concern. Local authorities need to take action to address these findings.

The application of the Deprivation of Liberty Safeguards in Wales

Together, CSSIW and HIW found a lack of access to clear information and knowledgeable support which might improve public understanding of the Safeguards and the Mental Capacity Act. Other matters of concern were the low level of referrals to Independent Mental Capacity Act Advocates (IMCAs) to support the relevant person and their family and friends; and the rare use of reviews to challenge individual authorisations or to confirm that they continue to meet needs.



²⁴ Deprivation of Liberty Safeguards: Annual Monitoring Report <http://wales.gov.uk/cssiwsubsite/newcssiw/publications/ourfindings/allwales/2012/dols/?lang=en>

Chapter Four

Working with other Inspectorates

“ We are transforming our big public services - health, social services and education - to respond to rising expectations, while also coping with financial constraints. Our guiding principle is to ensure the different area of our public services work together to meet people’s needs effectively. ”

~ First Minister, Review of Programme for Government May 2012²⁵

The delivery of better services for the people of Wales is absolutely dependent on effective collaboration and partnerships between the providers and commissioners of services. CSSIW and its fellow inspectorates in Wales are committed to promoting, supporting and monitoring progress with this objective. This means designing our methodologies and processes so that they can properly assess and report on services that will increasingly cut across organisational and geographical boundaries. It also means that we need to practice what we preach – demonstrating that we can work effectively and efficiently with other inspectorates. At the centre of our effort to work together with the three other major inspectorates in Wales is the Inspection Wales Programme.

Inspection Wales

In January 2011 CSSIW signed a strategic agreement in order to boost joint working with Estyn – the education and training inspectorate for Wales, Healthcare Inspectorate Wales (HIW) and the Wales Audit Office (WAO). The agreement sets out five key objectives to support collaborative working between the inspectorates.

Key Objective 1

Our joint and collaborative working is guided by a common vision and purpose, and supported where necessary by strategic agreements and operational protocols.

Key Objective 2

Our respective planning and programming activities will be co-ordinated such that they result in proportionate programmes of work which avoid duplication and ensure that key risks and concerns are being examined.

Key Objective 3

We will develop the approaches to information and knowledge sharing between our respective organisations to guide our programmes of work and to help ensure that intelligence is actively and promptly shared.

Key Objective 4

We will identify opportunities to bring together the knowledge and intelligence we collectively hold on public services, and report this in ways which support service improvement, inform policy making and national scrutiny and strengthen public accountability.

Key Objective 5

We will continuously monitor the progress we are making with joint and collaborative working and report this openly and transparently to key stakeholders.

²⁵ First Minister’s review of Programme for Government

Significant progress has been made with these objectives during 2011-12 including:

- the launch of a joint website for the inspectorates
- the delivery of joint training
- the use of common induction material for new staff
- the agreement of an information sharing protocol between the Heads of Inspectorates
- the identification of a programme of joint inspections and reviews between the four inspectorates for 2012-13.

For the second year, under the local government measure, CSSIW has been working closely with WAO to share and analyse information on the Chief Inspector's letters to directors of social services' on their local authorities' performance²⁶.

A key role for the inspectorates is to identify risks and poor prospects for improvement in sufficient time to help prevent failure in services and poor outcomes for citizens. While CSSIW and our partners are continually working together to deliver effective collaboration in this regard. While the recent experience of assessing the corporate arrangements and governance for safeguarding children in Pembrokeshire identified several areas for improvement in our individual and joint working practices, it also demonstrated the inspectorates' readiness to work together in response to serious concerns about the safeguarding of children.

Working together in Pembrokeshire

Concerns about the quality of safeguarding practice in education and youth services in Pembrokeshire arose following a joint inspection of education services by Estyn, including inspectors from WAO and CSSIW in June 2011. This was followed by a joint investigation undertaken in June and July 2011 by CSSIW and Estyn on the handling and management of allegations of professional abuse and the arrangements for safeguarding and protecting children in education services which was highly critical of the local authority. A special investigation of corporate governance in Pembrokeshire by WAO in November 2011 found that too much informality and lack of consistency and effective challenge had weakened accountability, leaving the local authority open to unnecessary risk. Also in November 2011 CSSIW worked with Her Majesty's Inspectorate of Constabulary (HMIC), Healthcare Inspectorate Wales (HIW), Estyn and her Majesty's Inspectorate of Probation (HMIP) to review the interagency arrangements and practice to safeguard and protect children in Pembrokeshire. The report of this review was published in November 2011. Monitoring and evaluation by the joint inspectorates will continue in 2012-13.

The findings and implications of this joint inspectorate activity for safeguarding children in Wales are discussed in the Safeguarding People chapter of this report.

As we move forward into 2012-13 CSSIW will continue to look for opportunities for collaboration in our day to day work. In addition the joint inspectorates have identified the following priorities for our work together in the coming year.

²⁶ <http://wales.gov.uk/cssiwsite/newcssiw/publications/lareviews/20112/?lang=en>



Our plans for joint working in 2012 -13 include:

Outcomes for children – rising LAC and issues arising from children in need census. Issues for schools in tackling disadvantage and poverty, including support for young carers	CSSIW, Estyn, WAO
Young people not in education, employment or training – NEETs	WAO, CSSIW, Estyn, HIW
Review of commissioning for social care services	CSSIW, HIW, WAO
Community Mental Health Services: Community Treatment Orders	HIW, CSSIW
National Preventative Mechanism (NPM) for the United Nations Operational Protocol to the Convention against Torture.	CSSIW, HIW

The joint inspectorates²⁷ will also be working together on a range of other evaluative activities; including work between WAO, Estyn and CSSIW in local authorities under the Local Government Measure and between CSSIW and HIW to monitor the Mental Capacity Act Deprivation of Liberty Safeguards and produce the second annual joint monitoring report.

²⁷ <http://www.inspectionwales.com/>

Chapter Five

Moving Forward

CSSIW is the only organisation in Wales charged with providing an independent assessment of the quality of social care and social services. Through our work, the public, Welsh ministers and policy makers gain an objective view of outcomes for the people of Wales.

As we move into 2013 we enter a critical time for social care and social services in Wales. The impact of the planned Social Services and Wellbeing (Wales) Bill, the introduction of a White Paper on regulation and inspection and the possibility of UK wide reform of welfare benefits are only three of the most significant features of the landscape in the next few years. At a time of profound change and intense pressure on budgets the role of CSSIW in providing public assurance about the quality of services becomes ever more important. We will continue to concentrate our efforts on understanding and communicating the quality of the experience of people using services. We will get even better at involving people who use services throughout all our work including as independent visitors, members of our quality panels or members of our advisory boards. Every inspection is an opportunity to engage with people who use services. Using system wide information, alongside our own evidence, we will make sure that the public and policy makers have a clear idea about the strengths and weaknesses of social services and social care in Wales.

CSSIW has already moved its operation from four regions to three and, from October 2012, reorganised our staff structures to include senior inspector and area manager posts. This will further develop the integration of regulatory and local authority work and establish a strong CSSIW presence in local authority areas. The new structure enables us to deliver our business more efficiently, with fewer staff and within our budget for 2013-14.

National Review of outcomes for Looked After Children and Children in Need in Wales

CSSIW is undertaking this review of outcomes for children in need, to investigate the interventions and services that are successful in keeping children from being looked after, and how those children can achieve positive outcomes in health and education. The published report of the review will provide an overview of services across Wales, to inform policy development and to promote best practice. The review team will work closely with colleagues in Estyn to share intelligence, evidence and conclusions. The report will be published in February 2013.

In 2013 our new registration and enforcement teams (established in October 2012) will significantly reduce the number of people in CSSIW making registration decisions and improve consistency of decision making. The registration process itself has been tested against 'Lean' principles making sure every step of a process adds value. A fully revised registration process will be discussed with stakeholders early in 2013 and launched in April.

It is CSSIW's preferred option to cease categories of registration. The system for registering against categories is based on practice which existed before 2002 and the Care Standard Act. The use and descriptions of categories was never set down in regulation in Wales as part of the Care Standards Act as it was in England. As a result services transferred with a wide range of descriptions of categories which may not be appropriate today, for example, Elderly Mentally Infirm. In July 2011 CSSIW commissioned Professor Bob Woods of the Dementia Services Development Centre (Wales) at Bangor University to consider the impact of ceasing to use categories. He was asked to consult with a wide range of stakeholders, consider research evidence and the impact of the ending of categories in England. Following the report from Professor Woods we will, in autumn 2012, be inviting all stakeholders to provide feedback about our proposal

to phase out the use of categories. The aim is to focus on meeting the assessed needs of people who require a registered service, increase choice, reduce the regulatory burden on service providers and reduce delay for people needing support from care services. We will consider the feedback so that we can understand the impact of the proposed change in order that we can make a final decision and consider how best implementation might be managed.

Unannounced site based inspection remains the cornerstone of our work in regulated services in Wales. Tools such as the Short Observational Framework for Inspection (SOFI) will be increasingly used in the coming year to improve the knowledge and expertise of inspectors where there are people with cognitive or communication difficulties in services where they inspect. All our inspectors are being trained to use this tool. The use of observational methods has already raised the quality of our evidence, improved our immediate feedback to staff and managers and is key to identifying institutional abuse.

SOFI (Short Observational Framework for Inspection)

We have introduced a inspection tool, SOFI (Short Observational Framework for Inspection) that can be used by inspectors to make a judgement as to what life is like for people using services. It is used when people using the service are unable to say what their care and treatment is like, for example people with dementia or young children. It provides a snapshot observation and can be used flexibly to record observations for a group of individuals or on a one-to-one basis.

During the roll out of CSSIW's modernisation plans our intention to introduce a quality judgement framework in regulatory services has been explained. Many people have responded positively and are keen

to see the detail. We are considering introducing judgements based on outcomes rather than standards on each of the four themes that feature in our inspection reports. We are hoping to align the framework to the National Outcomes Framework proposed in the Social Services and Wellbeing (Wales) Bill and therefore need to see how this proposal will develop during 2013. We are committed also to aligning the framework to that of other Welsh regulators where possible. An outline framework has been presented to stakeholders for feedback. We anticipate that the framework will be tested early in 2013 with a view to incremental implementation across regulated services from April 2013.

Our engagement with stakeholders and citizens will continue to evolve in 2013 as we introduce regional advisory boards, regional quality panels and a national advisory board. In 2013 we will test the use of independent visitors, initially with a pilot in the South West region.

Our inspections, reviews and annual evaluation of local authority social services performance will continue to evolve in 2013. We will be reporting on our review of the statutory role of the director of social services, beginning a review of commissioning in social services and completing a national review of outcomes for looked after children and children in need. In 2011-12 we introduced independent



moderation of our annual review assessment and evaluation of local authority social services performance. We will continue this in 2012-13 and beyond. We will also continue with a relentless focus on the quality of safeguarding and protection for children and adults in Wales. The Social Services and Wellbeing (Wales) Bill envisages new national eligibility criteria, portable assessments and a statutory framework for adult protection, among many other significant proposals. The professional advice and practice development expertise of CSSIW have much to offer policy makers and other stakeholders

as this new pattern of support takes shape. We are well advanced in our journey of improvement. Tangible benefits such as shorter and more focussed inspection reports based on the quality themes in regulated services can already be seen. As we introduce our quality judgement framework, people who use or need services and their carers will be able to make better and more informed choices about their care and support. We are taking a path that is both sustainable and responsive to the changing environment in which we work. We will always strive to put the citizen at the heart of all our work.