

Date: Wednesday 26 February 2003

Venue: Committee Room 2, National Assembly for Wales

Title: Improving Performance in Social Services

Purpose

1. To report to the Committee on:

- the introduction of an annual programme of performance evaluation for individual social services authorities in Wales;
- progress with work on performance management;
- consultation and discussion on SSIW's plans for the future inspection and development programmes.

Summary and Recommendations

2. That the Committee note and comment on:

- SSIW's programme of performance evaluation (Annex 1);
- the performance management programme (Annex 2);
- next year's inspection and development programmes (2003-4), as set out on page 2 and in Annex 3 and Annex 4;
- SSIW's consultation document (Annex 3), setting out proposals for the inspection programme from 2004 onwards including the future for joint reviews.

3. SSIW are developing proposals and programmes of work in these areas alongside colleagues in health. In particular in inspection work we have been jointly considering the new arrangements for health inspection and we will need to consider further how the programmes will work together in the future. On development work we have been actively engaged in taking forward the joint agenda including the assessment frameworks for both children and adults. There are considerable similarities of approach in performance management and evaluation and we are seeking to capitalise on this including approaches to ICT.

Performance Evaluation (Annex 1)

4. This year (2002/03) has seen the introduction by SSIW of a performance evaluation process for each social services authority in Wales. This followed a process of consultation with key stakeholders. The approach adopted has been designed in such a way as to fit into the wider policy arrangements between the Assembly and local government in Wales and to be consistent with the Wales Programme for Improvement.

5. The ultimate aim of performance evaluation is to contribute to improving services to the public by establishing more consistent information about existing services and informing priorities for improvement.

6. The framework for the evaluation used two broad questions:

- How good are the services?
- How well placed is the authority to sustain and improve services?

7. These questions are then broken down into various elements (Annex 1) and SSIW has collated performance information under the framework headings on each local authority.

8. It is crucially important that the evaluation draws together all the information available to the Inspectorate, including the findings of inspections, joint reviews (and the successor arrangements) performance indicators, and other statistical data, statutory plans submitted by local authorities, monitoring of policy information and material from Auditors, other Inspectorates and contacts. The current year's round has collected a considerable amount of information and this will be extended and built upon for future years.

9. The process followed in the evaluation itself is described in Annex 1 attached and consists of the following key elements:-

- An initial assessment prepared by SSIW.
- This is compared with the authority's self-assessment at a meeting held between the Inspectorate and each local authority.
- Identification of strengths, areas for development, priorities for improvement action and for further examination which will be agreed with the authority.
- A formal letter to each authority setting out the outcome of the evaluation which the authority will place in the public domain through presentation to a public meeting of councillors.

10. The outcome of other evaluations will be fed into the Wales Programme for Improvement and it is expected that this be reflected in each the authority is own improvement plan and in the regulatory plan. Individual letters are currently being sent to authorities and SSIW is collecting material from each to assess the all-Wales position and contribute to future priorities for improvement work across Wales.

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Performance Management (Annex 2)

12. The Performance Management Project is coming to the end of the second year of its three-year lifespan. The special grant report for this programme will have been considered at Plenary on 25 February 2003. There are five principal areas of activity and each of these reflects an important step towards the development in Wales of robust information systems to generate key management information that assists effective strategic and operational management.

13. First, activity has been stimulated in the local authorities with advances being made in the acquisition and enhancement of information systems, equipment and staff training. Many authorities have prepared Performance Management Plans and all will be requested to update these early in 2003/2004 in order that progress can be assessed and future developments considered.

14. Second, there is a Consortium of Local Authorities looking together at the benefits to be

gained from sharing the development costs of a new system (and in due course implementing it). Third, there is a Consortium that has paved the way to review the existing Performance Indicators. Their work has led to a surge of interest in this aspect of performance management and there will be now be groups to consider performance indicators in both children's services as well as those for adults.

15. Fourth, the question of information quality is being addressed with the setting up of a Technical Working Group to advise and where necessary to improve the collection, collation and dissemination of quantitative information. Fifth, there is a training and development initiative that will offer all the management teams of all local authority social services departments the opportunity to consider the ways that performance management and related systems can be incorporated into efficient operational management and effective Performance Management Plans and Strategies.

16. Inevitably, a programme such as this draws in other aspects of the social care information agenda and these include the management of confidential information, links with complementary systems i.e. health, and keeping in step with other ICT initiatives in Wales.

Inspection Programme (Annex 3)

17. SSIW's inspection programme has been agreed annually following consultation with interested parties and discussion in the Health and Social Services Committee. Since 1999, the annual programme has been set in the framework of a five-year cycle of inspections, agreed earlier by Ministers. Within this cycle, each local authority receives a joint review, a major inspection of adult services and a major inspection of children's services. The particular theme for the main service inspection has been set nationally for a period, taking account of the consultation. SSIW has also carried out thematic inspections, regulatory inspections (now the responsibility of Care Standards Inspectorate for Wales), some joint inspections and latterly best value inspections.

18. The annual consultation has helped choose the themes for main service and thematic inspections, and has informed decisions about inspection methodology and process, the way judgements are expressed and the way in which inspection findings are presented to local authorities.

19. The current five-year cycle of inspections ends in 2003-4. Current arrangements for joint reviews also end in 2003. This provides an opportunity to review the overall framework for SSIW's inspection programme. It has already been agreed that SSIW will take direct responsibility for the successor arrangements to joint reviews and these will build upon the areas of strength within the current arrangements and seek to incorporate the findings of the programme of improvement.

20. The attached consultation paper sets out the context, the main issues and SSIW's proposals for the future framework of the inspection programme. It invites comment in general and on particular questions.

21. The paper has been sent to a range of stakeholder interests, including local authorities and

local government organisations, other inspectorates and auditors, voluntary organisations, professional bodies and trades unions. The paper was discussed at a meeting with local authority chairs/social services portfolio holders on 6 February and has also been discussed with Directors of Social Services. SSIW will hold meetings with major stakeholder organisations. SSIW will also involve stakeholders in further consultation as new forms of inspection are developed.

22. The relationship of SSIW's inspection programme to the Wales Programme for Improvement is of considerable interest to local government and to other inspectorates and auditors. SSIW has already put considerable effort into making its inspection programme and performance evaluation compatible with the Wales Programme for Improvement, and the consultation paper contains proposals to increase this compatibility.

23. The consultation on the main principles should be complete by March 2003. The implementation process will include further consultation.

Development Programme 2001-2006 (Annex 4)

24. The Social Services Inspectorate for Wales manages a development programme which has the following objectives:

- promoting and disseminating the development of good practice;
- supporting the implementation of policy;
- monitoring performance and promoting the results of inspection, research or other service review or evaluation.

25. The programme was developed in the current format two years ago so that there was a five years programme of which two years are now complete. The attached programme reports on progress made to date.

26. The attached programme sets out streams of work under the themes of:

- promoting quality;
- promoting independence and meeting dependency needs;
- safeguarding vulnerable people.

27. This includes a series of specific initiatives to address quality, management and performance across social services generally as well as services for adults and children. The programme is designed to set the development work of the Inspectorate in a comprehensive and strategic framework and works closely with others to support the Welsh Assembly's programmes of action in social care. Directors of Social Services and interests in the Welsh Assembly have been consulted prior to the Committee meeting. There will be a need to review this programme later in the year when we are three years into its implementation. This will provide an opportunity to align it with the new inspection programme described above, the findings of the performance evaluation programme and work on the Wales Programme for Improvement.

Compliance

28. The work of the Inspectorate is carried out under powers contained within Section 7 of the Local Authority Social Services Act 1970. These powers have been transferred to the Welsh Assembly and delegated to the Minister for Health and Social Services.

Conclusion

29. The Health and Social Services Committee are invited to provide their comments on these programmes of work.

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SOCIAL SERVICES INSPECTORATE FOR WALES

PERFORMANCE EVALUATION OF LOCAL AUTHORITY SOCIAL SERVICES 2002-2003

Introduction

1. This document sets out SSIW's arrangements for the performance evaluation of local authority social services in the current year 2002-2003.

Background

2. The social services White Paper *Building for the Future*¹ announced the intention to establish a performance management framework which can inform the Assembly about individual and relative performance in all areas of social services provision in Wales. Such a framework would bring together existing elements, such as the systematic programme of inspections and joint reviews, with new elements, in particular performance information developed and enhanced through SSIW's performance management project.

3. The social services performance management framework fits within wider arrangements between the Assembly and local government in Wales. Policy agreements, in which social services feature significantly, have already been established. The Wales Programme for Improvement sets out a process of self-analysis and risk assessment by local authorities (to which inspectorates and others will contribute), leading to improvement plans and regulatory plans. The overall partnership scheme between the Assembly and local government and the policy statement *Freedom and Responsibility in Local Government* (March 2002) set out respective roles and shared intentions. The policy statement sets out a vision of local authorities which:

- “provide clear leadership for their communities;
- deliver and secure high quality services for their communities;
- are open, accessible and accountable”.

4. The social services performance management framework will also have parallels with the framework for continuous improvement proposed for the National Health Service.

¹ “We therefore plan to consult with the WLGA and others to establish a performance management framework which can inform ... the Assembly about individual and relative performance in all areas of social services provision in Wales. We will maintain regular contact with social services departments to provide a structured basis for performance review. Reviews will be based on information drawn from the performance management framework. The format of these reviews is likely to be based on a standard model, which will be the subject of wide consultation.”

Building for the Future, Welsh Office 1999, paragraph 2.19.

Purpose and principles

5. The ultimate aim of performance evaluation is to contribute to improved services to the public, by establishing more consistent information about existing services and informing priorities for improvement.

6. The performance evaluation does not replace other forms of assessment such as inspections and joint reviews, performance indicators and the monitoring of policy implementation. It draws on all these sources to provide a balanced and comprehensive evaluation of performance.

7. The evaluation is conducted in partnership with local authorities. Local authorities have been asked to contribute to it and have to comment on SSIW's own assessments. The outcome has been an agreed and substantiated statement of relative strengths and areas for improvement, of priorities for improvement action and for further examination through review or inspection.

8. The process of performance evaluation will evolve over time, as the evidence base becomes more established, as authorities develop their own performance management systems and as SSIW establishes more continuous exchanges of information with authorities and other inspectorates and auditors.

9. In the first year in particular, SSIW has taken care not to add unduly to the burden of local authorities in carrying out other assessments of social services, for the Wales Programme for Improvement and for joint reviews. SSIW will not expect any fresh gathering of evidence but will draw on sources of information already available to itself and local authorities.

10. SSIW will review the process, in conjunction with local authorities and other interested parties, after the first round and are drawing up proposals for this.

Process

11. The performance evaluation has four main elements:

- SSIW have **collated** performance information on each local authority. SSIW has drawn on inspections and reviews, performance indicators and other statistical data, statutory plans submitted by local authorities, monitoring of policy information and information from other contacts. The information has been drawn together under the headings of the framework appended.
- SSIW have **compared** this collated performance evaluation with the authority's own assessment. Authorities have submitted an assessment they have already prepared for the Wales Programme for Improvement or any recent position statement for a joint review or equivalent document. Authorities have completed a brief questionnaire summarising their assessments under the headings of SSIW's framework (but not requiring detailed answers, any fresh background information or evidence).
- SSIW have **shared** its assessment with local authorities. SSIW has sent its summary assessment to local authorities and held meetings with senior officers to discuss the evaluation. The purpose of the meeting has been to seek agreement on strengths and areas for development and on priorities for improvement action or further examination.
- SSIW have **written formally** to authorities, setting out:

- relative strengths and areas for development in current service provision;
- factors likely to sustain and improve performance and factors which pose further risk to performance;
- priorities for improvement action;
- priorities for review or inspection.

Contributing to the Wales Programme for Improvement

12. The introduction of performance evaluation this year means it has both the opportunity of fitting in with the processes of the Wales Programme for Improvement and the problems of how to do this in practice, given that those processes themselves are evolving in different ways and timescales.

13. SSIW's performance evaluation both draws on and contributes to the authority's process of self-analysis – the balance of these will depend on the timing in individual authorities. SSIW cannot produce a single model or framework for evaluation that will fit the various models being used in different authorities, but there are similarities with many of them.

14. The key contribution of the performance evaluation to the Wales Programme for Improvement is to the corporate risk assessment and thus to the improvement plan and regulatory plan. SSIW's evaluation will form part of the collective contribution of inspectorates and auditors to the process. The timing of the proposed meetings – in or around November – and of the formal letter – January – has allowed time for consideration before risk assessments, improvement plans and regulatory plans are finalised.

Framework for evaluation

15. The framework for evaluation is appended to this document and is the basis for the summary questionnaire. It uses two broad questions:

- How good are the services?
- How well placed is the authority to sustain and improve performance?

16. The former question corresponds with the **delivery of local services** and **customer focus** headings in the Wales Programme for Improvement guidance. The latter question has aspects relevant to **culture, leadership, vision, capacity and capability, performance management** and **performance information** (linked with **information and communications technology**), **political and managerial structures and processes, procurement and project management, partnership, and members and staff**. Elements relevant to **equal opportunities** appear under both questions.

Published information

17. The outcome of the performance evaluation is intended to be helpful to those responsible for services, for other stakeholders and for the public. SSIW expects the local authority to place the formal evaluation letter in the public domain through presentation to a public meeting of councillors (for example a scrutiny committee or full council meeting). SSIW also expects the main outcomes of the evaluation to be reflected in authorities' improvement plans, published in accordance with guidance on the Wales Programme for Improvement. SSIW will refer to the outcomes of the performance evaluation exercise in general terms in publications such as the Chief Inspector's annual report and in papers for the National Assembly for Wales Health and Social Services Committee. SSIW will continue to publish inspection reports and other information including performance indicators.

Performance Evaluation

Structure of Evaluation

How good are your services?	Access to services
	Assessment
	Care management and review
	Range of services provided
	Quality of services provided
	Arrangements to protect vulnerable people
	Success in promoting independence and social inclusion
How well placed are you to sustain and improve services?	Workforce
	Performance management
	Planning and partnerships
	Resources
	Leadership and culture
	Corporate and political support and scrutiny
Further Information	

PERFORMANCE MANAGEMENT IN SOCIAL SERVICES

Introduction

1. The Social Services White Paper 'Building for the Future' highlighted the need to improve performance management capacity and capability in Social Services Departments and establish an evaluation and monitoring programme in SSIW. The Nuffield Institute for Health were commissioned to examine current capacity in this area. They found there was a very variable picture across Wales, in particular that few authorities had been able to develop robust systems for generating key management information to assist in the effective management of their social services since Local Government Re-organisation.

2. The Budget Planning Round resulted in agreement of a further £9.4m over the 3 financial years from 2001/2002 – 2003/4 to facilitate development and implementation of the Strategy. Following consultation in 2000, it was agreed to establish the Performance Management Development Fund with a three year life span and a budget of £7.35m over the full three years. The Strategy was published following consultation in September 2001 and this is now being actively implemented.

Progress to date

General

3. Local Authority Developments: Indications from the monitoring of the 2001/2002 expenditure and proposals for 2002/2003 show that activity has been stimulated across the whole range of issues that are part of performance management. Information officers have been appointed, equipment acquired, new systems established, capacity to manage data enhanced and staff training pursued. There is every indication that these developments will continue to enhance the capacity of social services departments to respond positively to the information needs of contemporary management.

4. Each authority has been required to prepare a Performance Plan and many have now completed this task. In 2003/2004 a requirement will be placed on each authority to review its present position and prepare an updated strategy that indicates the capacity they have been able to develop. It will also require them to outline the plans they have in place to sustain and where appropriate improve their capacity to meet the future need for operational and management information.

5. **The Systems Consortium:** The work of this Consortium recognises the need that good information systems are needed to improve information quality. The strength of the group lies in the fact that it has brought home to local authorities facing complex technological issues that there are many benefits to be had from working with others facing the same situation.

6. The ten authorities of the Consortium have been advised by KPMG and a specialist in social care systems. Together, they are seeking to develop an information system which is consistent with national and local e-government initiatives. At the same time it must meet the need for multi-agency information sharing, deliver business solutions within a best value framework, minimise service disruption when new systems are implemented and is able to respond to new information initiatives.

7. Working as a Consortium allows the Authorities to expect a more positive response from the

market, to reduce system purchase and implementation costs and enable them to have a stronger influence on future system development. It also offers the longer-term objective to contemplate the possibility of a 'made in Wales' solution to information systems.

8. Immediate steps to progress the initiative are being led by these authorities who urgently require systems to replace their ageing existing ones. A suitably qualified person to manage the project has been sought and expressions of interest from those who wish to be a partner in the development of the system will be invited. Other Authorities with systems that require replacing in the near future are being encouraged to assess the benefits this approach will bring.

9. **Information Quality:** The efforts to improve the technology have been accompanied by efforts to improve the quality of the information it provides. Joint working with the Local Government Data Unit has brought a professional approach to information collection and dissemination.

10. Alongside the work of the Data Unit, a Technical Working Group has been established. The purpose of this group is to bring together on a regular basis all those with responsibilities to either collect, process, collate or disseminate quantitative care information that is relevant to the whole of the social care sector. It will ensure that the standard and quality of information that is collected is maintained and then when disseminated it is done in a 'user-friendly' way. It will also be responsible for ensuring that once improvements have been achieved they are sustained and developed.

11. **The Performance Indicator Consortium:** This Consortium of local authorities has paved the way for a review of the existing performance measures. First, it has looked at how best use can be made of existing information systems to produce performance indicators. Second, it has considered how to deal with the diversity of indicators. Third, the group has received advice about how these might be presented to best effect within authorities, to those with responsibilities for monitoring services and to service users and the public. A final report from this group is now expected and this will, in due course, be distributed to the other authorities across Wales.

12. The work of this group has seen a surge of interest across social services authorities in Wales in the preparation and use of performance information. A programme of re-appraising the existing arrangements is being considered. Managers of children's services have established a group to consider their information requirements, the place of the Children First indicators, and the implications of information systems for monitoring the Integrated Children's System when it arrives in Wales. A similar initiative is required for Adult Services and consideration is also being given to the place of indicators that reflect activity between health and social care services, learning disability services, the protection of vulnerable adults, training and workforce initiatives.

13. **The Training Initiative:** The process of evaluating the tenders for this training is continuing. This work is particularly important in view of the Chief Inspector's Report which drew attention to the responsibility of Directors of Social Services to ensure that strong performance management arrangements are in place across social services functions and reporting on the authorities' performance. The training provider will be expected to deliver a training and development initiative to the senior management teams of all social services authorities in Wales with evaluated outcomes that include:

- an awareness of the advantages to be gained from the use of performance management systems;
- an understanding of the strengths and limitations that performance indicators can bring to management decisions;

- familiarity with the use and interpretation of indicators; and
- the basis of an effective and working Performance Management Plan/Strategy for the organisation.

14. Prior to the start of the main programme each authority will be contacted in order to ensure that the training accommodates the particular point at which it has reached in local performance management planning. The main programme is expected to commence in April and be completed in November 2003. In February 2004 there will be the opportunity to review the impact of the training and the progress made by authorities.

15. It is also intended to provide a series of one-day programmes at various locations throughout Wales in order that as many managers as possible can be made aware not only of the importance attached to this programme but also what its implications are for day-to-day operations as well as strategic planning and monitoring at local, regional and strategic levels.

16. **Other Initiatives:** It is inevitable that a programme such as this will draw in other aspects of the Social Care Information Agenda. During the course of the work that will provide the focus of the Performance Management Programme, recognition will also be given to:

- the confidentiality of information;
- the links with the wider ICT initiatives in Wales;
- maintaining contacts with the developments in this field that are taking place elsewhere; and
- advising on the particular contribution that the programme can make to other schemes such as the collection and collation of the carers information.

SOCIAL SERVICES INSPECTORATE FOR WALES

CONSULTATION ON THE INSPECTION PROGRAMME, JANUARY 2003

INTRODUCTION

SSIW's inspection programme is determined annually by the Welsh Assembly Government, following a process of consultation with interested parties. It is currently set within the framework of a five-year cycle of inspections, agreed earlier by Ministers, in which each authority is subject to a joint review (of the way in which the authority carries out its overall social services functions), a major inspection of an aspect of adult services and a major inspection of an aspect of children's services. These major inspections have been supplemented by smaller scale inspections to follow up earlier inspections or joint reviews, the authority's own best value reviews and in some cases particular concerns.

The coming year marks the end of the current five-year cycle. This gives an opportunity to review the overall framework for the inspection programme. Future arrangements should preserve the best of the current arrangements while taking into account major changes in the context in which SSIW's inspections take place.

This consultation paper is a stage in shaping future arrangements. The process of consultation will continue through the development of the new framework and new types of inspection. SSIW will engage stakeholders in different ways at different times over the next year and beyond. Some of the issues to be decided have already been the subject of discussion, through last year's consultation process and through various meetings during the year.

We welcome views from all interested parties. We encourage those who belong to organisations such as the WLGA, ADSS and SOLACE, or who are affiliated to WCVA, to route your comments through them or copy your comments to them so that they may form a collective view. SSIW will hold meetings with all these organisations to discuss the proposals in this paper. SSIW will also discuss the proposals with other inspection and audit bodies, with a view to co-ordinating inspection regimes.

Please send individual comments, to arrive by 7 March 2003, to:

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INSPECTION PROGRAMME 2003-4

Next year's programme has been largely determined by decisions taken after last year's consultation.

Joint reviews

Joint reviews will take place in Wrexham and Swansea. These will be the last under the current arrangements. Powys and Torfaen are due for review under the new arrangements. The timing of these will depend on progress in developing the new arrangements.

Adult services

SSIW will carry out a series of inspections of services to protect vulnerable adults. These will take place in Caerphilly, Conwy, Pembrokeshire and Cardiff.

Children's services

SSIW will carry out a series of inspections of services for children with disabilities. These will take place in Merthyr Tydfil, Ceredigion, Gwynedd, Neath Port Talbot and Newport.

Thematic inspections

SSIW will continue its inspection of services for people in or leaving hospital, which is currently being developed.

SSIW's capacity to carry out further thematic inspections next year will be limited by the need to develop new methodologies for main service inspections and joint reviews.

Best value inspections

The current regime of best value inspections will be significantly changed by the introduction of the Wales Programme for Improvement. SSIW will work with other inspectorates, auditors and local government interests, through the Wales Inspectorate Forum, to develop the new arrangements.

Have you any comments on the inspection programme for 2003-4?

FUTURE PROPOSALS

The context

Social services in Wales

Good social services are vital to protect vulnerable people and to promote independence and social inclusion. They are part of a network of services – national and local, public, voluntary and commercial – which support individuals, families and communities and help to resolve social problems.

Social services face challenges in carrying out complex tasks, balancing conflicting interests, and adapting to changing circumstances and public expectations. Current performance does not yet meet the high standards required across all services areas. As publicly funded services dealing with vulnerable people (who are often not well placed to safeguard their own interests), social services must be open to clear public scrutiny.

The Welsh Assembly Government has placed high priority on improving social services in Wales. It has put into effect many of the proposals in the White Paper *Building for the Future* and other initiatives designed to raise standards of care. The government expects SSIW to monitor the implementation and effectiveness of its policies.

The Wales Programme for Improvement

The Local Government Act 1999 introduced the best value regime of performance plans, reviews and inspections for all local government services. SSIW acts as the best value inspectorate for social services. In Wales, the best value regime has been modified through the introduction of the Wales Programme for Improvement. Local authorities are required to carry out an overall analysis and risk assessment of their services, and to concentrate improvement initiatives where they are most needed. External inspectors and auditors contribute to the analysis and risk assessment and carry out their scrutiny in a way that is responsive to these processes.

Performance evaluation

Inspections and joint reviews are part of a broader framework of evaluating the performance of local authority social services. SSIW's performance management project, carried out in partnership with local government, is bringing more accurate and comprehensive information through performance indicators and other statistical data. The Care Standards Inspectorate for Wales will produce more systematic information about registered care settings and other facilities, including those run by local authorities. More information comes from SSIW's development initiatives and from the monitoring of policy implementation.

SSIW has introduced an annual performance evaluation of local authority social services. This brings together information from these various sources, within a framework based on two questions:

- How good are the services?
- How well placed is the authority to maintain and improve services?

Inspections and joint reviews will both feed into this evaluation and draw from it.

Joint reviews

Joint reviews are a partnership between SSIW and the Audit Commission. Section 37 of the Audit Commission Act 1998 enables the Commission to assist the National Assembly for Wales in any study designed to improve economy, efficiency, effectiveness and quality of performance in the discharge of social services functions by local authorities.

The first five-year cycle of reviews (covering all local social services authorities in Wales and England) has been carried out by a special team on behalf of SSIW, SSI (England) and the Audit Commission. This arrangement ends in 2003, following a review commissioned by the Department of Health and the National Assembly for Wales. The Minister has decided that there will be successor to joint reviews in Wales, led directly by SSIW. SSIW will work in partnership with the Audit Commission in Wales to develop the successor arrangements.

Future legislation

A Health and Social Care Bill will propose new commissions to inspect health and social services in England. In Wales, SSIW and CSIW will continue as parts of the National Assembly for Wales (with recognised independence in their professional functions). The Bill may better define SSIW's functions and powers. There will be new arrangements for inspecting health services in Wales. A Single Audit Bill for Wales may change organisational arrangements for audit in Wales. The fundamental principles of inspection, audit, partnership and joint working are unlikely to change.

NEW ARRANGEMENTS

Performance evaluation

SSIW inspections will both contribute to and draw from the annual process of performance evaluation. The performance evaluation uses a framework structured under two main questions:

- How good are the services?
- How well placed is the authority to maintain and improve services?

SSIW proposes to use main services inspections (of adults' and children's services) mainly (but not solely) to verify the answer to the first question and to use the successor to joint reviews mainly (but not solely) to verify answers to the second.

SSIW will use the outcome of performance evaluation (priorities for improvement and for further examination) to help decide the scope and focus of main service inspections or any additional smaller scale inspections. These will form part of the regulatory plan for local authorities. Taken together, inspections, the successor arrangements to joint reviews and performance evaluation strengthen significantly the public accountability of social services.

Have you any comment on the relationship between performance evaluation and inspection?

The five-year cycle

The five-year cycle provides a systematic framework for covering all local authorities and for reviewing progress over time. It gives a balanced picture, of good practice as well as bad, rather than the biased picture which could result from a risk-based or worst-first approach. It recognises that there are inherent risks in social services (because they deal with vulnerable people), which require all services to be inspected from time to time. It allows the necessary planning time for major inspections and joint reviews.

The main argument against a cycle of this kind is the wish to be more responsive to particular concerns or to local authorities' own plans to examine or review their services. To meet this wish, SSIW could wait to see how local authorities assess their priorities or how concerns arise about particular services, then seek to build an inspection programme to meet these. Although possible, this approach has practical difficulties and might lead to a loss of balance in the programme. It would make it harder for SSIW to produce a coherent national picture of social services.

On balance, SSIW proposes to keep the five-year cycle as a framework for main inspections. This means that authorities will know when they will receive a joint review or main service inspection. Greater responsiveness will come in the choice of themes (and possibly scale) within the framework, and in the smaller-scale inspections which follow up major inspections or authorities' own reviews.

Do you agree that SSIW should maintain its five-year cycle as a framework for inspections?

***If so, do you agree that it should be modified as proposed?
If not, what framework do you favour?***

Joint reviews

Joint reviews have been successful in raising the political and public profile of social services and in highlighting the political, corporate and managerial direction of services. While they have effectively pointed out service failures and highlighted good practice, they cannot adequately judge the full range of services provided or the quality of practice across all service areas.

SSIW proposes that the successor arrangements to joint reviews will concentrate on how the authority as a whole carries out its social services responsibilities and thus on how well placed the authority is to maintain and improve its services. The methodology will include elements about corporate governance and the aspects in the second part of performance framework – workforce, performance management, planning and partnerships, commissioning and contracting, resources, leadership and culture, and corporate and political support and scrutiny.

Judgements about governance and management must still be related to the actual services delivered and the experience of those who use them (or who care for those who do). SSIW will need either to incorporate elements of direct service inspection within these whole-authority inspections or link the findings of other inspections into them. User-carer surveys will continue to feature. As with main service inspections (see below), SSIW may choose in discussion with the authority certain areas of service to examine.

SSIW will work with the Audit Commission in Wales to develop the framework and methodology for the new joint local authority social services inspections. We will take into account the views of stakeholders in various ways and at various stages during the process.

What aspects of current joint reviews do you most value?

What do you think should be changed?

Do have any comments on:

- ***the process of developing the successor inspections?***
- ***their scope?***
- ***their focus?***
- ***their methodology?***

Main service inspections

At present each authority receives a major inspection of children's services and of adult services within the five-year cycle. The themes within those inspections have been fixed in advance, following a consultation process. For example, during the year 2003-4 SSIW will carry out inspections of services to protect vulnerable adults and inspections of services for children with disabilities.

SSIW proposes a different approach from April 2004. Inspections will have some common elements, but SSIW will discuss with each authority on which aspect or aspects of children's or adults services it might most usefully focus. SSIW will bring national priorities to the discussion, but the choice will also be guided by SSIW's performance evaluation and by the local authority's own priorities under the Wales Programme for Improvement.

This will enable us to tailor inspections better to local circumstances. We might, for example, carry out an inspection highlighting one area of significant achievement and one area which the authority wishes to improve.

This new approach will require changes in inspection methodology. SSIW will need a repertory of inspection methods it can use for any area of service, without having to develop new inspection frameworks for each theme.

Do you agree that SSIW's main service inspections should be modified as proposed?

Do you have any more detailed comments on scope, focus or methodology?

Smaller-scale inspections

Smaller-scale inspections will be set within the context of the Wales Programme for Improvement and SSIW's performance evaluation. They will complement main service inspections and local authority social services inspections. They may be used:

- as the equivalent of best value inspections (when these are required) to inspect service areas agreed by SSIW and the local authority to merit examination outside the main inspection programme
- to follow up major inspections or serious concerns arising from other sources.

Do you have any comments about the use of smaller-scale inspections?

Thematic inspections

SSIW will still need to find ways of carrying out thematic overviews, to give a national picture of particular areas of service. This may be done as now, through additional inspections which survey the whole of Wales, with selected fieldwork, or through the collation of findings from other main service or smaller-scale inspections.

Do you have any comments about thematic inspections?

Other inspections

SSIW will participate in joint inspections arranged for services which span more than one discipline. These are likely to include youth justice services and, increasingly, joint health and social services.

The Minister may at any time request SSIW to carry out an inspection in response to serious concern.

Do you have any comments about other inspections?

OTHER MATTERS

Equality

SSIW co-operates with other bodies responsible for monitoring national policies, such as the equality commissions and the Welsh Language Board. In particular, inspectorates and auditors are discussing with the Commission for Race Equality how best to monitor the duty on local authorities to promote race equality. This will not be done through separate inspections but through collating information from inspections already in the programme.

Do you have any comments about the proposals to monitor equality?

Judgements

SSIW currently uses a 16-cell grid to express a summary judgement about the quality of service and prospects for improvement. The judgement has the merit of simplicity and concentrates the minds of inspectors, those inspected and those reading inspection reports. It shows clearly when services are judged to warrant serious concern, sufficient to merit direct political intervention. The grid is consistent with that used for best value inspections.

The simplicity of the judgements means that they are also crude. It is possible for services with widely differing characteristics to end up in the same cell of the grid. The judgement cannot highlight individual strengths and weaknesses.

SSIW is considering a multiple judgement, which would rate services separately under a number of headings (probably those used in SSIW's performance evaluation – for example, *assessment, care management and review, range of services*). These could still be brought together into the two dimensions of the current grid, but would show more clearly where strengths and weaknesses lie.

Do you think SSIW should:

- ***keep its current judgement grid, without additional judgements?***
- ***introduce a multiple judgement, alongside the current grid?***
- ***replace the current grid with a multiple judgement?***
- ***use a different form of judgement?***

Action plans

Local authorities are required to draw up action plans in response to joint reviews and SSIW's main service inspections. Currently, the local authority's action plan is included as part of the published report for main service inspections, but not for joint reviews. No action plans are required for best value inspections (because the authority will already have produced an action plan following its own best value review).

Publishing the action plan within the inspection report confers an additional status upon it and shows the public that the inspection has a consequence. On the other hand, the inclusion of the action plan delays the publication of the report and may in some eyes confuse the processes of presenting the report and getting a response.

Do you think SSIW should include action plans in the published inspection report, for:

- ***all major inspections (including the successor to joint reviews)?***
- ***main service inspections (as now)?***

Following up inspections

SSIW follows up some (but not all) inspections by asking for reports on the implementation of action plans and carrying out limited reality checks on progress. These result in a letter to the authority commenting on progress and pointing out any priority areas for further action. Such

letters may be presented to an open political meeting of the council or a committee, but rarely gain wider publicity. Some stakeholders have asked for better information about the results of and responses to inspections.

SSIW's annual performance evaluation letter will provide another opportunity to comment on an authority's response to inspections. SSIW expects authorities to place the letters in the public domain through presentation to the council or a committee.

Have you any comments on the way SSIW follows up inspections?

How (if at all) should the results be published?

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Annex 4

The programme covers a wide range of actions which are grouped under the three strategic themes of SSIW's development work and cover all our work

1. *Promoting Quality*
2. *Promoting Independence and Meeting Dependency Needs*
3. *Safeguarding Vulnerable People*

STRATEGIC THEMES & CORE AREAS	OUTCOMES SO FAR	TARGETS FOR 2003/2004	5 YEAR DIRECTION
<p>PROMOTING QUALITY</p> <p>Standards and Regulation</p>	<p>Contributed to development of implementation of CSIW and associated standards.</p>	<p>Contribute to further development and review of standards for:</p> <ol style="list-style-type: none"> 1. Domiciliary care 2. Residential care 3. Day care 4. Residential schools 5. Fostering agencies 6. Adoption agencies 7. Residential family centres 	<p>Standards fully in place and subject to monitoring and refinement.</p>

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FRAMEWORK FOR 2003-2004

STRATEGIC THEMES & CORE AREAS	OUTCOMES SO FAR	TARGETS FOR 2003/2004	5 YEAR DIRECTION
<p>Workforce</p> <p>Care Council</p> <p>Secure implementation of Care Council and associated programmes as set out in White Paper and Care Standards Act 2000 to improve quality and safeguards in the workplace.</p>	<p>Council established. Codes of conduct agreed and launched. Monitoring of Care Council's programmes established.</p>	<p>Lead sponsorship of Care Council which will establish register of workforce with first registration of social workers. Monitoring of Care Council's objectives and targets.</p>	<p>Registration of Social Workers & Residential Child Care Staff complete. Other staff on course. Care Council managing issues for the workforce including qualification and recruitment..</p>
<p>PROMOTING QUALITY (Contd)</p> <p>Social Services Management Training Recruitment and Retention including Workforce Taskforce</p> <ul style="list-style-type: none"> • Training policy • Review Diploma in Social Work and student funding • Review of TSP to raise standards in social care workforce • Develop overall qualification framework • Support employers to develop recruitment and retention strategy building on workforce audits. New Target In Year Workforce Taskforce 	<p>Implementation of Taskforce recommendations on workforce on recruitment and retention on course. Review of TSP completed and new format to be launched. Arrangements for review of DiPSW established.</p>	<p>Implement new TSP provisions. Complete DiPSW review and new degree.</p>	<p>New degree and training arrangements established.</p>

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FRAMEWORK FOR 2003-2004

STRATEGIC THEMES & CORE AREAS	OUTCOMES SO FAR	TARGETS FOR 2003/2004	5 YEAR DIRECTION
<p>SCIE (Social Care Institute for Excellence)</p> <p>Promoting knowledge and evidence based practice in social care.</p>	<p>SCIE established in October 2001. Welsh involvement secured including work programme and Board Member.</p>	<p>Lead commissioning of SCIE with further engagement with work programme and partners council. Promotion of outcomes.</p>	<p>SCIE fully established and promoting evidence based practice guides and knowledge.</p>

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STRATEGIC THEMES & CORE AREAS	OUTCOMES SO FAR	TARGETS FOR 2003/2004	5 YEAR DIRECTION
<p>PROMOTING QUALITY (Contd)</p> <p>Performance Management Framework</p> <p>Establish core components</p> <ul style="list-style-type: none"> • Planning • Management information • IT systems 	<p>Planning Guidance issued Grant Scheme established. Strategy published and being implemented. New Performance Indicator (PI) set in place.</p>	<p>Develop implementation of strategy and use strategy to support new evaluation framework and performance management processes through:</p> <ul style="list-style-type: none"> • Further development and implementation of strategy; • Training and development scheme • Refined and improved PI set 	<p>Full framework established and monitored.</p>
<p>Research</p> <p>Full use and development of Welsh Office of Research & Development programmes.</p>	<p>Research Grants Scheme commissioned key work. Ongoing.</p>	<p>Contribute to implementation of joint strategy including participation with other interests in initiatives to strengthen relationship between research and improvements in practice and service development.</p>	<p>Development of evidence / research based practice.</p>

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FRAMEWORK FOR 2003-2004

STRATEGIC THEMES & CORE AREAS	OUTCOMES SO FAR	TARGETS FOR 2003/2004	5 YEAR DIRECTION
<p>Carers</p> <p>Promote implementation of strategy.</p>	<p>Monitoring & promotion of strategy and Carers and Disabled Children Act 2000.</p>	<p>Support continued implementation and grant scheme. Make clear links between carers assessment and unified assessment process (chapter in Unified Assessment process).</p>	<p>Review implementation of strategy.</p>
<p>PROMOTING INDEPENDENCE AND MEETING DEPENDENCY NEEDS</p> <p>Unified Assessment Framework for Adults</p>	<p>Development of Assessment Framework completed. Consultation and piloting underway.</p> <p>Consultation completed and assessment framework launched. This includes eligibility criteria and fair access to care.</p>	<p>Support implementation.</p>	<p>Assessment Framework fully implemented.</p>
<p>Assessment Framework for Children in Need and their Families</p>	<p>Framework implemented in all authorities.</p>	<p>Promote establishment and improved use of Framework.</p>	<p>Use of Assessment Framework embedded in practice and incorporated in Integrated Children's System (ICS).</p> <p>Improved knowledge of children's need on individual and aggregated basis.</p>

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STRATEGIC THEMES & CORE AREAS	OUTCOMES SO FAR	TARGETS FOR 2003/2004	5 YEAR DIRECTION
<p>Looking After Children (LAC system) System</p> <p>Data Analysis Network (DAN)</p>	<p>System implemented in all authorities.</p> <p>DAN providing analysis of application of system.</p>	<p>Promote improved application of system.</p>	<p>Improved care planning and review of children's cases.</p> <p>System incorporated in Integrated Children's System (ICS).</p>
<p>PROMOTING INDEPENDENCE AND MEETING DEPENDENCY NEEDS (Contd)</p> <p>Improving Health of Looked After Children</p> <p>Assessment Planning Intervention and Review</p>	<p>Contribution to development of new regulations and guidance.</p> <p>Contribution to new clauses in Adoption and Children Act 2002 on care plans and reviews.</p> <p>Development Work to establish current provision and arrangements for statutory reviews.</p>	<p>Contribute to programme to support implementation of new regulations guidance.</p> <p>Contribution to revised regulations and guidance on care plans and reviews.</p> <p>Programme to support implementation of new arrangements.</p>	<p>Improved Health for Looked After Children.</p> <p>Improved Care Planning and Reviews.</p>

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STRATEGIC THEMES & CORE AREAS	OUTCOMES SO FAR	TARGETS FOR 2003/2004	5 YEAR DIRECTION
Integrated Children's System	Core elements of system developed. Consultation on initial drafts.	Commence piloting. Continue development of system, consultation, and associated research.	System implemented and providing: <ul style="list-style-type: none"> • Framework for assessment, care planning, intervention and review • aggregated information for performance management and planning.
Direct Payments for Adult Service Users and Carers	Development of schemes in some authorities.	Contribute to review and promote further development.	Development of use of direct payments in all authorities determined by user choice.
PROMOTING INDEPENDENCE AND MEETING DEPENDENCY NEEDS (Contd) Commissioning and Purchasing Services for Adults Developing strategies to improve choice and stability in commissioning services.	Commissioning guidance issued. Further engagement to promote effective commissioning including support to Care Strategy Group.	Advance work to secure sector through effective commissioning and related activity.	Charging: Support development of guidance on charging.

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STRATEGIC THEMES & CORE AREAS	OUTCOMES SO FAR	TARGETS FOR 2003/2004	5 YEAR DIRECTION
<p>Charging: Support development of guidance on charging.</p> <p>Supporting People: enable SSDs to share learning and preparation for Supporting People.</p>	<p>Consultation and research on charging undertaken.</p> <p>Work towards implementation in April 2003.</p>	<p>Contribute to setting framework and monitor.</p> <p>Review implementation process.</p>	<p>Arrangements for equitable charging in place.</p> <p>Supporting People implemented.</p>
<p>Resources for Social Care</p>	<p>Advised and contributed to Expenditure Sub Group (ESG), annual budgetary cycles and ADSS resources group.</p>	<p>Contribute to develop better modelling of social care system for commissioning and resource purposes.</p>	<p>Further refinement and development of planning and resource models.</p>
<p>Out of Hours Services and Care Direct</p> <p>New in year: Out of Hours Services / Care Direct.</p> <p>Review outcomes of inspection & implication for Care Direct in Wales.</p>	<p>Inspection findings published.</p>	<p>Set specific targets & programme including identification of implications for "Care Direct" in Wales.</p>	<p>Effective joint out of hours and direct access available.</p>
<p>PROMOTING INDEPENDENCE AND MEETING DEPENDENCY NEEDS (Contd)</p>			

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FRAMEWORK FOR 2003-2004

STRATEGIC THEMES & CORE AREAS	OUTCOMES SO FAR	TARGETS FOR 2003/2004	5 YEAR DIRECTION
<p>Joint Working with Health</p> <p>Partnership arrangements clarified and being implemented.</p>	<p>NHS Plan arrangements developed and being implemented.</p> <p>LH Boards to be established by April 2003.</p>	<p>Support implementation and operation of partnership with LHBs.</p>	<p>Partnership arrangements fully operational.</p>
<p>Flexibilities</p> <p>Implementation of flexibilities supported and monitored.</p> <p>Health and Social Care Guide</p> <p>Health, Social Care and Wellbeing Strategies</p> <p>Health and Social Care Review (Wanless)</p> <p>Emergency Pressures / Waiting Times</p> <p>Improved information collection Guidance on effective transfers / discharges and capacity mapping.</p>	<p>Flexibility programme rolled out.</p> <p>Health and Social Care Guide Signposts established and consultation launched.</p> <p>Arrangements established and guidance issued.</p> <p>Contribution to change agent work.</p> <p>Arrangements for winter 2002/03 in place. Monitoring being undertaken.</p>	<p>Support continued. Monitoring and embedding of arrangements.</p> <p>Guide to be implemented.</p> <p>Promote development of strategies including social care contribution.</p> <p>Increased contribution subject to resources.</p> <p>Further monitoring and development of arrangements.</p>	<p>Partnership working embedded.</p> <p>Charter standards implemented. Revised: Health and Social Care Guide Support.</p> <p>Planning systems effectively established.</p> <p>Services able to plan and manage for peaks in demand etc.</p>

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STRATEGIC THEMES & CORE AREAS	OUTCOMES SO FAR	TARGETS FOR 2003/2004	5 YEAR DIRECTION
<p>PROMOTING INDEPENDENCE AND MEETING DEPENDENCY NEEDS (Contd)</p> <p>Intermediate Care</p> <p>Policies for development and implementation of intermediate care services.</p> <p>Continuing Health Care Guidance</p> <p>Development and consultation.</p> <p>National Service Frameworks (NSFs)</p> <p>Older Persons NSF. Support Wales approach</p> <p>Children's NSF</p> <p>Other NSFs</p> <p>(eg Diabetes, Coronary Heart Disease)</p>	<p>Supported development of Assembly guidance.</p> <p>On course.</p> <p>Assessment aspect taken forward as part of single assessment process. Other elements being developed alongside Older People's Strategy (see below).</p> <p>On course. Support framework and review implications for social services.</p>	<p>Roll out of guidance and programmes.</p> <p>Review implementation.</p> <p>Support further implementation.</p> <p>Contribute to development</p> <p>Support further development, implementation and monitoring.</p>	<p>Intermediate care services implemented and evaluated.</p> <p>Consistent health and social care criteria in place.</p> <p>NSF fully implemented.</p> <p>Implementation of NSF taking place.</p> <p>NSF framework fully in place.</p>

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STRATEGIC THEMES & CORE AREAS	OUTCOMES SO FAR	TARGETS FOR 2003/2004	5 YEAR DIRECTION
<p>PROMOTING INDEPENDENCE AND MEETING DEPENDENCY NEEDS (Contd)</p> <p>Other Standards Work</p> <p>Links with NHS and professional and practice developments eg Fundamentals of care, Innovations in care. Implementation led by health professional groups.</p>	<p>Fundamental aspects of care and innovations in care developed and issued.</p>	<p>Support to further development.</p>	<p>Results of developments incorporated in policy and practice for health and social care.</p>
<p>Older People</p> <p>Response to the Royal Commission developed and implementation framework established. Wales strategy for Older People.</p>	<p>Support Older Persons Strategy work.</p>	<p>Secure further development and implementation of policy.</p>	<p>Policy implementation in place and monitored.</p>
<p>NHS Funded Nursing Care</p>	<p>Specific initiatives on NHS funded nursing care and personal care.</p>	<p>Secure further development and implementation of policy.</p>	<p>Policy implementation in place and monitored.</p>

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FRAMEWORK FOR 2003-2004

STRATEGIC THEMES & CORE AREAS	OUTCOMES SO FAR	TARGETS FOR 2003/2004	5 YEAR DIRECTION
Mental Health and Mental Health Strategy	Strategy issued and support implementation of Strategy and NSF. Mental health inspection disseminated and fed into policy and practice development.	Contribute to strategy implementation being monitored. Care Programme Approach (CPA) as part of unified assessment.	Improved services association with strategy implementation.
PROMOTING INDEPENDENCE AND MEETING DEPENDENCY NEEDS (Contd) Child and Adolescent Mental Health Strategy	Strategy issued, "Everybody's Business". Implementation commenced. Link established between implementation of strategy and strategic approach to improving placement choice and stability for looked after children	Continue to contribute to and promote implementation.	Strategy implemented. Improved services and outcomes for children.
Learning Disabilities Framework for services. Fulfilling the Promises.	Consultation on service framework completed.	Support implementation issue guidance on Person Centred Planning (linked to Unified Assessment Process).	Monitoring implementation of the framework and services.

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STRATEGIC THEMES & CORE AREAS	OUTCOMES SO FAR	TARGETS FOR 2003/2004	5 YEAR DIRECTION
<p>Physical and Sensory Disabilities</p> <p>Inspection work and research reviews completed. Implications for policy under consideration.</p>	<p>Framing development work in light of inspection and research.</p>	<p>Consult on actions arising from inspections and research.</p>	<p>Consolidated programme of action in place.</p>
<p>PROMOTING INDEPENDENCE AND MEETING DEPENDENCY NEEDS (Contd)</p>			

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STRATEGIC THEMES & CORE AREAS	OUTCOMES SO FAR	TARGETS FOR 2003/2004	5 YEAR DIRECTION
<p>Services for disabled children</p>	<p>Promotion of social services contribution to inter-agency working:</p> <ul style="list-style-type: none"> • Development of inter-agency indices (registers) of disabled children including supporting production of discussion document • Promotion of implementation of Assessment Framework and co-ordinated care planning <p>Work commended on identifying referral pathways for universal neonatal hearing screening.</p> <p>Contribution to work on autism strategy.</p>	<p>Continue to promote social services contribution to inter-agency work.</p> <p>Promote and contribute to development of integrated approach to transition between children's and adult services.</p>	
<p>Substance Misuse</p> <p>Short term targets of strategy established.</p>	<p>Contribution to work led by policy divisions.</p>	<p>Maintain provision of professional advice as required to work led by policy divisions.</p>	
<p>PROMOTING INDEPENDENCE AND MEETING DEPENDENCY NEEDS (Contd)</p>			

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STRATEGIC THEMES & CORE AREAS	OUTCOMES SO FAR	TARGETS FOR 2003/2004	5 YEAR DIRECTION
Adoption	Monitoring progress of Adoption and Children Bill and provision of professional advice. Supporting establishment of adoption register and promoting its use by authorities.	Support implementation of Adoption and Children Act. Incorporate findings from permanence inspections in development work.	Improved adoption services. Planning for children includes appropriate consideration and use of adoption.
Foster care		Review of foster care (to be commissioned as part of work on Improving Placement choice and Stability).	Improved strategic approach to placements for looked after children.
Residential Care		Supporting a sector-wide developmental approach to the planning, commissioning and provision of better children's residential care.	A cost-effective, residential care sector that meets required standards and contributes to improved placement choice and stability and better outcomes for children.
Improving placement choice and stability for looked after children	Consultation on draft strategic framework. Research commissioned into Demand and Profile of Use / Availability of Specialist and Intensive Placements.	Support launch and implementation of strategic framework including reviews of foster and residential care.	LA placement strategies have capacity to meet needs of looked after children.
PROMOTING INDEPENDENCE AND MEETING DEPENDENCY NEEDS (Contd)			

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FRAMEWORK FOR 2003-2004

STRATEGIC THEMES & CORE AREAS	OUTCOMES SO FAR	TARGETS FOR 2003/2004	5 YEAR DIRECTION
Children and Young people's Partnerships and Extending Entitlement	Guidance issued and being implemented.	Support implementation and role of social services.	Improved inter-agency planning and development of services for children and young people.
Youth offending	Contribution to Welsh Assembly Government's engagement with the youth offending agenda.	Work with social services managers to improve identification and response to tackling interface issues between social services and youth offending services.	Efficient and effective service provision for young offenders / children in need.
SAFEGUARDING VULNERABLE PEOPLE (LINKS WITH PROMOTING QUALITY)			

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FRAMEWORK FOR 2003-2004

STRATEGIC THEMES & CORE AREAS	OUTCOMES SO FAR	TARGETS FOR 2003/2004	5 YEAR DIRECTION
<p>Protecting Vulnerable Adults</p> <p>Promotion of procedures.</p>	<p>Monitoring high profile exercise undertaken. Workshop to advance processes on multi-agency basis.</p>	<p>Lead strengthening of links between Adult Protection For a and SSIW.</p> <p>Issue guidance on financial management.</p> <p>Review progress in light of inspection.</p> <p>Sponsor conference to disseminate current practice on prevention.</p>	<p>Review of effectiveness of procedures.</p>
<p>Establishment of register for protection of Vulnerable Adults (POVA).</p>	<p>Link with action on England and Wales basis.</p>	<p>Support implementation of register.</p>	<p>Register fully established.</p>
<p>Identification of Induced and fabricated Illness in Children</p>	<p>Supplementary guidance to Working Together to safeguard Children developed and issued.</p>	<p>Support implementation.</p>	<p>Improved recognition, and services, for children and families.</p>
<p>SAFEGUARDING VULNERABLE PEOPLE (LINKS WITH PROMOTING QUALITY) (Contd)</p>			

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STRATEGIC THEMES & CORE AREAS	OUTCOMES SO FAR	TARGETS FOR 2003/2004	5 YEAR DIRECTION
Area Child protection Committees	<p>Review of reports of Serious Case Reviews.</p> <p>Circular issued announcing availability of monies for ACPC Development.</p>	<p>Promote dissemination of findings from review of Serious Case Reviews.</p> <p>Develop guide to promote best practice in commissioning and conducting SCRs (continuation from 2002/3)).</p> <p>Monitor ACPC's use of monies for development.</p> <p>Reports on reviews of extent to which ACPC Child Protection procedures reflect guidance on child prostitution / safeguarding children from commercial sexual exploitation /asylum seeking children.</p>	
<p>Complex Investigations (allegations against professionals or carers)</p> <p>Information sharing between police and social services in complex investigations ("Lost in Care" regulation 22)</p>	<p>Practice Guide for local authorities issued 2000.</p> <p>Contribution to work led by policy division – guidance issued</p>	<p>Review of practice guide to take account of policy/legislative changes, knowledge gained from experience and extend its remit to other groups (implementation of response to Carlile review).</p> <p>Support implementation of guidance.</p>	<p>Maintaining confidence in quality of investigation of allegations against professionals and carers.</p> <p>Support implementation of guidance.</p>
Carlile Review	<p>Assembly Government's response to report has been published.</p>	<p>Contribute to implementation.</p>	<p>Improving safeguards for children in the NHS.</p>
SAFEGUARDING VULNERABLE PEOPLE (LINKS WITH PROMOTING QUALITY) (Contd)			

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FRAMEWORK FOR 2003-2004

STRATEGIC THEMES & CORE AREAS	OUTCOMES SO FAR	TARGETS FOR 2003/2004	5 YEAR DIRECTION
Climbie Inquiry	Monitoring of progress of Inquiry.	Contribute to work associated with response to Inquiry recommendations.	Improving safeguards for children.
<p>Information Sharing – Application to Social Services</p> <p>Application of Caldicot to Social Care</p> <p>Information sharing between police and social services in complex investigations (“Lost in Care” regulation 22)</p>	<p>Review of protocols and arrangements for application of Caldicot to social care.</p> <p>Contribution to work led by policy division – guidance issued.</p>	<p>Support development and monitor protocols.</p> <p>Support implementation of guidance.</p>	<p>Protocols fully established.</p> <p>Support implementation of guidance.</p>
<p>Achieving Best Evidence (in criminal proceedings involving vulnerable people as witnesses)</p> <p>Investigative Interviewing (Vulnerable people, including children)</p>	Guidance issued.	<p>Support implementation.</p> <p>Contribute to development of training materials.</p>	<p>Guidance being implemented.</p> <p>Training materials in use.</p>
Advocacy	<p>Contributed to policy developments.</p> <p>Contribution to review by Children’s Commissioner.</p>	<p>Contribution to work led by policy divisions.</p> <p>Incorporate learning from Commissioner’s review in development work.</p>	Improved services, and access to services for children and vulnerable adults.
SAFEGUARDING VULNERABLE PEOPLE (LINKS WITH PROMOTING QUALITY) (Contd)			

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STRATEGIC THEMES & CORE AREAS	OUTCOMES SO FAR	TARGETS FOR 2003/2004	5 YEAR DIRECTION
<p>Complaints procedures</p> <p>Public Interest Disclosure (whistle-blowing)</p> <p>Private Fostering</p> <p>Inter-country adoption</p>	<p>Contribution to policy development and review by Children's Commissioner.</p> <p>Contribution to review by Children's Commissioner.</p> <p>Promote awareness of responsibilities of social services personnel.</p> <p>Contribution to work on promoting awareness of private fostering.</p> <p>Support Implementation of Adoption (inter-country aspects) Act.</p>	<p>To maintain contribution to work done by policy divisions and incorporate learning from Commissioner's review in SSIW development work.</p> <p>Incorporate learning from Commissioner's review in development work.</p> <p>Promote awareness of responsibilities of social services personnel.</p> <p>Continue support.</p> <p>Continue support.</p>	<p>New complaints procedures in place.</p> <p>Public interest disclosure understood as safeguard for vulnerable people.</p> <p>Appropriate procedures in place and being monitored for effectiveness.</p> <p>Increased awareness of private fostering ensuring improved safeguards and promotion of welfare for children.</p> <p>Improved practice in inter-country adoption work including safeguards for children.</p>