

Intelligence and Risk Plan
Key Deliverables
2012/13

	Key deliverable	Description	Outcomes	Lead	Timescale	Resources & interdependencies
STRATEGIC	1. New CI Key Performance Indicators (KPIs) and new data collection processes to support their delivery	<p>We will work with ET, Audit Committee and Board to develop and agree new KPIs.</p> <p>The intelligence team will develop and deliver any necessary revised data collection processes to support newly defined and improved KPIs.</p> <p>We will amend performance reporting arrangements to reflect changes for these, and investigate the procurement of business intelligence software to support this.</p>	<ul style="list-style-type: none"> •Improved performance measures that accurately capture, measure & report on key business achievements of CI and focus on outcomes for people. •Improved quantitative and qualitative performance monitoring and reporting •KPIs to drive service improvement and better outcomes for people using services 	Ingrid Gilray (Karen Anderson Lead Director)	May 2012 – Oct 2012	<ul style="list-style-type: none"> •Contained within current resources of intelligence team. •ICT support required, dependant on changes. •Resources directorate currently undertaking early work on procurement of performance information system

OPERATIONAL	<p>2. Communication of Key Performance Indicators (KPIs) to all Staff.</p>	<p>Develop and deliver a communication plan to tell staff about KPIs and to raise their awareness about how the work they do contributes to delivery of organisational business achievements and KPIs.</p>	<ul style="list-style-type: none"> •Improved understanding and ownership amongst staff of new KPIs. •Improved staff awareness of how their work contributes to delivery of corporate KPIs. • Appropriate links to to new staff appraisal system established, including the development of team plans and individual plans that reflect corporate KPIs •Improved staff motivation and performance. 	<p>Ingrid Gilray (Karen Anderson Lead Director)</p>	<p>July-Dec 2012</p>	<ul style="list-style-type: none"> •Containable within current resources of Intelligence team. •Comms team advice required •ED implications for development of CI staff appraisal system
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OPERATIONAL	<p>3. Improved pre-inspection information about regulated care services (this closely links to key deliverable No 9)</p>	<p>Develop pre- inspection information and supporting processes about regulated care services. This will build on a recently developed pro forma.</p> <p>Develop guidance on preparing and using chronologies about regulated care services to assist in risk identification and analysis.</p> <p>Focus on identifying risk indicators, including notification information to be flagged within ICT systems</p> <p>Optimise use of annual returns and self assessments to inform care services risk assessment. Make changes to annual return and self assessment, as required and work with staff to ensure clear understanding of how to use this information.</p>	<ul style="list-style-type: none"> •Improved information to inspectors to inform better care service inspections •Improved use of information to make better assessment of risk •Routine analysis of standardised information for different categories of care services •Chronologies produced about relevant care services to inform better risk assessment 	<p>Joan Lafferty (Stuart MacKenzie, Christina Naismith)</p>	<p>July2012 - March 2013 (phase 1)</p> <p>Further work on implementation post March 2013 – Phase2</p>	<ul style="list-style-type: none"> •Containable within current resources but requiring support from the methodology group and the intelligence and risk group. •Admin time •Longer term ICT resources •ED support required •ICT support required •Intelligence and risk group •Inspectors, as required
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INSPECTION PLANNING	<p>4. Deliver formalised reporting on risk and intelligence to CI inspection planning process</p>	<p>Scope required reporting, and identify appropriate reporting format(s) and key data requirements.</p> <p>Prepare and schedule, for regular delivery, relevant, aggregate intelligence and risk reports to inform CI strategic and inspection planning processes.</p>	<ul style="list-style-type: none"> •Improved use of aggregated information from CI intelligence and risk assessments to inform inspection planning •Regular reporting on intelligence and risk that informs strategic planning •CI inspection planning utilises appropriate intelligence and risk information on a regular basis 	<p>Christina Naismith (Ingrid Gilray)</p>	<p>Dec 2012</p>	<ul style="list-style-type: none"> •Containable within existing resources of the intelligence team and intelligence and risk group •Requiring support of CI inspection planning groups
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STRATEGIC	<p>5. Improved intelligence from complaints data to inform all CI activity</p>	<p>Review and revise how we use information from complaints to inform activity across the CI.</p> <p>Develop quarterly and annual reporting on complaints findings to contribute to CI inspection planning and strategic development</p> <p>Contribute to complaints' team development of new complaints recording system so that future complaints information can be analysed more meaningfully, for example by inspection themes and outcomes for people.</p>	<ul style="list-style-type: none"> •Improved use of complaints data in strategic planning and CI inspection planning •Improved use of complaints data to inform individual care services inspections •Improved information about complaints and improved outcomes for people 	<p>Ingrid Gilray (Yvonne Littlejohn, Joan Lafferty)</p>	<p>Revised reporting delivered by March 2013</p> <p>Expansion of information about complaints dependant on new complaints system.</p>	<ul style="list-style-type: none"> •Intelligence team and complaints team. •ED (training) and ICT implications •Intelligence and risk group
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STRATEGIC	6. CI becomes provider of official statistics	Deliver protocols and publication plan for CI becoming provider of official statistics.	<ul style="list-style-type: none"> •Robust information on care services available to the social care sector 	Ingrid Gilray	August 2012	<ul style="list-style-type: none"> •Intelligence team •Joint work with ISD and Scottish Government
		Inform ET and Board of implications of becoming a provider.			October 2012	
		<p>Publish Childcare Statistics as an official statistics publication</p> <p>Explore with Information Services Division of the NHS (ISD) and Scottish Government, enhancement of existing Care Homes and Housing Support/Home Care publications by including CI statistics</p>			Post-March 2013	

OPERATIONAL	<p>7. Core data sets for strategic and joint inspections</p>	<p>Develop core data sets, along with supporting processes for strategic and joint inspections. There will be a core data set established for joint inspections of children’s services, based on nationally published datasets that relate to the SHANARRI wellbeing indicators.</p> <p>There will be a dataset for scrutiny of delivery of local authority social work services and a core dataset for joint inspections of older people’s services. This will draw significantly on nationally published data.</p>	<ul style="list-style-type: none"> •CI adoption of a consistent approach to evaluating performance using key national performance data across local authorities and other bodies •Agreed core data sets with local authorities through ADSW •Effective links established to Single Outcome Agreements and national outcome frameworks •Data about regulated services will be a key element of the core dataset for local authorities’ delivery of social work services and joint inspections. 	<p>Ian Kerr (Ingrid Gilray)</p>	<p>May 2012 / March 2013</p>	<ul style="list-style-type: none"> •Implications for intelligence team •Project leads for joint services inspections
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INSPECTION PLANNING	<p>8. CI improves way it shares data with key partners</p>	<p>Working with key partners (e.g. ISD, HIS, ES and SG) to review how CI both receives and shares data with these partners (including assessments of perceived and emerging risk).</p> <p>Maintain delivery of workforce data to Scottish Social Services Council</p>	<ul style="list-style-type: none"> •Improved data sharing and protocols •Improved use of shared data and improved ability to identify perceived or real risks and contribute to problem solving. •Establish systematic means for regular information exchange with key partners •Identify and cease collection of data that is not used and serves no useful purpose 	<p>Ingrid Gilray (Christina Naismith)</p>	<p>March 2013</p> <p>Ongoing post 2013 with other key partners</p>	<ul style="list-style-type: none"> •Containable within existing resources •Project leads for joint inspections
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STRATEGIC	<p>9. Improved CI risk assessments due to better understanding of information from notifications (links to key deliverable No 3)</p>	<p>Commence and conclude review to identify relevant notifications from care service providers. Identify and agree use of information received.</p> <p>Specify ICT changes.</p>	<ul style="list-style-type: none"> •Improved and more targeted range of notifications in use •Structured data collected that will enable aggregated information to be produced •Improved risk assessments 	<p>Joan Lafferty (Stuart MacKenzie)</p>	<p>July 2012 – March 2013</p>	<ul style="list-style-type: none"> •Methodology group and intelligence team •ICT implications •Intelligence and risk group support •Inspector staff, as required •Consider input of specialist researcher to assist identification of key predictive risk factors in regulated care services
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OPERATIONAL	<p>10. Policy to guide CI handling of soft intelligence</p> <p>Scope organisational use of soft intelligence and benchmark against systems used by key scrutiny partners.</p> <p>Review internal process for handling and responding to high-risk information.</p> <p>Develop proposals and CI policy for handling soft intelligence and high- risk information.</p>	<ul style="list-style-type: none"> •Clarity for inspection staff about what constitutes soft intelligence and how they should store and use this. •Systematic and appropriate approach to handling soft intelligence deployed across CI •Accountability for the information is clear. 	Ian Kerr (Joan Lafferty)	Dec 2012	<ul style="list-style-type: none"> •Possible ED (staff training) and ICT implications
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OPERATIONAL	11. Revised CI child, adult and public protection policy and procedures	<p>Review and deliver a linked suite of child and adult protection policies and procedures for the CI, within the context of wider public protection.</p> <p>Produce a desk top procedure for handling referrals made to the CI.</p> <p>Identify and agree with Local Authorities key contacts and revise contact information for CI.</p> <p>Revise and or develop guidance on CI links with Child Protection Committees, Adult Protection Committees and Multi Agency Public Protection Arrangements</p> <p>Plan and deliver training on new/revised procedures.</p>	<ul style="list-style-type: none"> •Consistent recording of CP/AP referrals •Prompt and efficient onward referral of CP/AP referrals leading to timely action taken by LAs /Police •Improved guidance and prominence for CP/AP and public protection within the CI •Improved intelligence available to CI on CP/AP and related matters to inform inspection planning 	Christina Naismith (Ian Kerr, Joan Lafferty)	December 2012	<ul style="list-style-type: none"> •Support required from ICT and ED •Input from NEL and Complaints staff
	Key	Strategic	Inspection planning	Operational		

INSPECTION PLANNING	<p>12. Improved CI ability to identify major risks posed by large providers</p>	<p>Create new source of information about corporate groups of providers (e.g. BUPA, Balhousie), together with systems and procedures for maintaining this.</p> <p>Develop systematic reporting on performance of these groups of providers to assist inspection planning.</p>	<ul style="list-style-type: none"> •Ability to easily and accurately identify the owner of groups of providers •Improved means of identifying risks across services provided by the same provider 	<p>Ingrid Gilray (Christina Naismith)</p>	<p>December 2012</p>	<ul style="list-style-type: none"> •Intelligence team – from within existing resources. •Inspector Manager •Support required from ICT •Support required from Registration team •Intelligence and risk group
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OPERATIONAL	<p>13. Improved CI use of intelligence to inform quality assurance and consistent risk assessment</p>	<p>Improve consistency in inspection grading and produce better evidenced and evaluative reports through, for example:</p> <ul style="list-style-type: none"> •Cross area staff training exercises •Providing benchmarking information about grades •Review quality grading scale and consider service specific exemplars to assist staff to evaluate and grade consistently •Utilising improvement actions identified as part of self-evaluation taking a closer look at risk <p>Continue building staff capacity in assessing and evaluating risk through better use of intelligence.</p> <p>Establish intelligence network across CI.</p>	<ul style="list-style-type: none"> •Improved focus and consistency in QA •Improved use of available risk and intelligence data •Improved quality and consistency •Increased staff capacity to use intelligence and assess risk •Focused learning opportunities for staff 	<p>Christina Naismith (Ingrid Gilray, Yvonne Littlejohn and IM to be identified)</p>	<p>March 2013</p>	<ul style="list-style-type: none"> •Intelligence team – from within existing resources. •ED – training and development activities (including input from practice learning advisers and locality ED forums) •Intelligence and risk group •Complaints and QA team •Admin team – 2/4 members per area to be part of Intelligence network (within existing resources)
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OPERATIONAL	<p>14. CI improves responsiveness to people who use services, relatives and carers, service staff and other stakeholders views</p>	<p>Implement new questionnaire for care service staff</p> <p>Implement revised questionnaire for care homes for older people</p> <p>Review coverage of questionnaires, and establish priority areas to work through from 2012-2015</p> <p>Specify, develop and test online questionnaires, where appropriate</p> <p>Commence improvement in the way we capture stakeholder views. In the first instance revise and pilot the stakeholder questionnaire for care services.</p> <p>Administer questionnaire to relevant care staff and others.</p> <p>Prepare analysis of questionnaire</p>	<ul style="list-style-type: none"> •Improved information on stakeholder views •Improved use of information derived •Improved focus on stakeholder views in assessing risk 	Ingrid Gilray	April 2012– March 2013	<ul style="list-style-type: none"> •Intelligence team – from within existing resources. •Comms team support •ICT support to develop online questionnaire •Involving People group
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