

Engaging with our stakeholders

Report to: Board

Date: 27 June 2014

Report by: Jenny Copland, Senior Communications Adviser

Report No: B-11-2014

Agenda Item: 6.3

PURPOSE OF REPORT

To propose a format and processes for events that will enable face to face engagement between providers and the Care Inspectorate, and agree a new approach towards engaging with people who use services and their carers.

RECOMMENDATIONS

That the Board:

1. Agree the proposals
2. Notes the resources required
3. Consider any factors arising from this paper

Version: 1.0	Status: <i>Final</i>	Date: 20/06/2014
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Version Control and Consultation Recording Form

Version	Consultation	Manager	Brief Description of Changes	Date
	Executive Team			April 2014

Equality Impact Assessment

To be completed when submitting a new or updated policy (guidance, practice or procedure) for approval.

Policy Title:

Date of Initial Assessment:

EIA Carried Out

YES

NO

If yes, please attach the accompanying EIA and briefly outline the equality and diversity implications of this policy.

If no, you are confirming that this policy will have no negative impact on people with a protected characteristic and a full Equality Impact Assessment is not required.

Name: J Copland

Position: Senior Communications Adviser

Authorised by Director

Name:

Date:

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1.0 BACKGROUND

This report relates to the Care Inspectorate's corporate plan in a number of ways.

Strategic Objective No 1: Deliver scrutiny which is outcome focused, consistent, targeted and proportionate to provide rigorous, evidence-based, independent assurance and protection that supports improvement.

Strategic Objective No 2: Develop strong partnerships and work effectively together to improve outcomes for vulnerable children and adults throughout Scotland.

1.1 Responding to the need for exchange

This report is in response to increasing calls from the larger care service providers and umbrella organisations who want to connect directly with representatives of the Care Inspectorate and engage in meaningful and productive two-way exchange about the care scrutiny landscape.

This report proposes a new, formalised channel of communication that will enable regular face-to-face, two-way exchanges of information.

The report also proposes a new and enhanced approach towards engaging with people who use care services.

2.0 THE PROPOSAL: EVENTS FOR CARE PROVIDERS

The proposal below attempts to provide a comprehensive framework for the events by addressing the fundamental questions who, what, why, when, where and how.

2.1 Who? Participants and segmenting the events

To enable the events to focus topically, we will segment them by specialism rather than geography. We can best achieve this with three specialism areas: adults and older people; looked after children; and early years. These three areas align naturally with Care Inspectorate specialisms; how the sector and its associated organisations currently segment themselves; and with current policy and legislation developments.

Larger providers and umbrella organisations have expressed a desire to connect with us at a senior and strategic level and we will invite them to participate.

Version: 1.0	Status: <i>Final</i>	Date: 20/06/2014
--------------	----------------------	------------------

To provide senior Care Inspectorate representation at each event, there will always be the Chief Executive or the Depute Chief Executive in attendance together with either the Director of Inspection, or one of the Depute Directors of Inspection. Other staff from registration, complaints, policy and communications and the Directorate of Corporate Services may attend as necessary. It may also be appropriate for relevant contact managers to attend.

2.1.1 The role of the Care Inspectorate Board

It is vital that the Care Inspectorate Board engage in and contribute to our stakeholder events. Therefore, it is proposed that the Chair undertake to attend the events proposed below on a minimum of an annual basis. In addition it is proposed that the wider membership of the Board attend, with the permission of the Chair. The Chair and Board members will be invited to participate in relevant conferences and events, including those noted below, as part of their important ambassadorial role.

2.2 What? Naming, shaping and formulating the events

This series of events needs a collective identifier which conveys their nature and tone and helps set clear and aspirational expectations. The title should indicate generally but accurately what the events are about.

The proposed title is: **Quality conversations**, because:

1. These events are fundamentally about quality.
2. These events will happen as cordial, productive, two-way exchanges: listening, learning, sharing and informing. In short, these events are conversations.
3. The title has a double meaning: that these are conversations *about* quality; and that these conversations *are* quality. This double meaning maximises a clear and positive message about our intentions and aspirations for the events and will help set realistic expectations for attendees.

In order to have meaningful and in depth conversations, events will host 20-30 invitees, drawn from providers and umbrella organisations that have expressed interest previously, have significant interest or responsibility within their sector, or will bring a desired or perceived balance to a particular event's group of attendees.

Events will last around two hours and normally consist of two distinct sessions. The first hour will be a two-way update exchange, for example "here's what we've been up to", "what's on the horizon" and so on. The second hour will focus on topical and current items such as the Children and Young People's Bill, impact of policy and legislation on service provision, methodology developments and so on.

Version: 1.0	Status: <i>Final</i>	Date: 20/06/2014
--------------	----------------------	------------------

The first events will set the bar for future events and it is crucial that they are a positive experience for all involved. The first session in each of the first events will include 'setting the agenda together'.

2.3 Why? Purpose and outcomes

There is currently no formalised way for larger providers and umbrella organisations to engage in regular two-way communication with us at a senior and strategic level. However, we and a significant number of larger providers and umbrella organisations are in agreement that such opportunities ought to exist. These stakeholder groups previously enjoyed established communication channels with our predecessor bodies and it is intended that these events fulfil a similar role and provide similar mutual benefits as well as the extended benefits and contributions to the care scrutiny and improvement landscape in a broader sense.

Quality conversations at this executive and national level will be mutually beneficial. They will play a significant part in shaping and informing the work that we do: our corporate direction; consistency of scrutiny; our stance on policy development; how we comply with legislation; how we regulate and inspect; how we work with partners and so on. They will also play a significant part in clearly and consistently conveying our key messages: our expectations of services and quality and improvement; future plans and direction of travel; our corporate positions and so on and so shape delivery of care that meets the needs and rights of people, national standards and legislation.

Providers will benefit from the opportunity to not only to discuss and influence these big topics directly with us in detail; they will also be able to work with us to shape outcomes moving towards what we all want to deliver - a cohesive, effective and high performing model of social care delivery and scrutiny – one that is designed using a 360 degree perspective of the care landscape.

The purpose and outcomes of these events will be clear and defined.

- To provide a two-way, face-to-face communication channel between the Care Inspectorate and large care service providers and umbrella organisations.
- To listen, learn, share, inform and shape continuously improving care and scrutiny that benefits people using care services.

2.4 When? Optimum calendar dates and frequency

Given that the events are segmented into three specialist areas and the care landscape is constantly developing, it is proposed that each specialism hosts twice yearly events. It will be desirable to take account of upcoming policy and legislation where appropriate.

Version: 1.0	Status: <i>Final</i>	Date: 20/06/2014
--------------	----------------------	------------------

It will likely be most efficient to hold two blocks of three events, for example three events covering each of the specialisms in May and again six months later in November. This way these sets of events can maintain a degree of topical cohesion when overarching developments are taking place. In addition this should minimise the impact on the calendars of those Care Inspectorate staff who may need to attend every event.

2.5 Where? Venues and geographic locations

There are two broad options for venues: on-site locations (Care Inspectorate; care services; umbrella organisations) and off-site locations. Although it will be clear we are hosting these events, it may be detrimental to hold these events at our premises. This applies equally to holding events at an invitee's premises.

Holding events at off-site locations – on neutral ground - fosters a positive perception of events as equitable, so supporting free and open discussion from all parties.

As the events will only last around two hours, and to support best value, hospitality will be restricted to basic refreshments.

To maximise the opportunity to attend, we will take broad account of invitees' travel needs and make sure that geographic locations of events are easy to get to for the majority. As there will be two events per specialism per year, there is flexibility to vary locations to accommodate invitees as broadly as possible.

2.6 How? Processes

Setting the agenda

Because these are two-way conversations, it would be courteous to invite external attendees to propose agenda items to be included if appropriate. This open approach will also help us keep up to date with externally developing issues.

Chairing the events

The Chief Executive or Depute Chief Executive of the Care Inspectorate should normally chair the events.

Administering the events

The events will be supported by the Policy and Communications Team with support from the Strategic Development Directorate and Inspection Directorate admin function.

Admin support should discreetly minute the event and pass to the Policy and Communications Team who will produce a bulletin for dissemination to attendees and, if appropriate, wider publication on our website and intranet.

Version: 1.0	Status: <i>Final</i>	Date: 20/06/2014
--------------	----------------------	------------------

Reporting back to colleagues on progress

As these events impact directly on the members of the Executive Team and Programme Management Team, frequent and regular updates on the organisation of these events will be given through Executive Team and Programme Management Team meetings.

3.0 RISKS AND MITIGATION

Because we are responding positively to requests we anticipate that attendees will welcome the events with a similarly positive attitude.

There is a risk that, because these will be small, invitation only events, other providers will feel left out with no way to contribute their views on the topics discussed. So, how do we include others without running a huge event?

One option would be to conduct a live web chat with the Chief Executive, open to all providers and interested organisations. These could be publicised by email to umbrella organisations and by eforms to providers. Topics for discussion should align with those discussed at the face-to-face events and could take the form of two broad trigger questions. Recording responses should be straightforward through the software reporting mechanisms.

A mix of other options could be run in tandem with web chats and include running short surveys and creating hashtags on Twitter, but it will be important to maintain strong topical cohesion across these methods

It is recommended that the Policy and Communications Team explore these options further.

4.0 HARMONISING WITH OTHER PLANNED STAKEHOLDER CONTACT EVENTS

There is work currently underway in early years (being led by the Head of Inspection – Early Years (East)) to proceed with similar contact events, the difference being that those events propose to be topically less strategic and much more operationally practical.

There is strong demand for such events – indeed it would likely be useful to consider similar operational events for looked after children, adults and older people and criminal/youth justice too.

Should such a series of operational events be also established it will be crucial that colleagues work closely to ensure that no duplication or conflicts take place. The strategic quality conversations and operational events should be coordinated in such a way that they are complementary.

Version: 1.0	Status: <i>Final</i>	Date: 20/06/2014
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5.0 A NEW WAY OF ENGAGING WITH PEOPLE WHO USE SERVICES AND THEIR CARERS

The Public Reporting Strategy states that its Seldom Heard Groups project aims “to develop new approaches to communicating with seldom heard groups, to get across key messages and facilitate 2-way communication. This development work should include co-production with seldom-heard groups and working with involved people.”

The strategy further states that:

“This work will also examine and address stakeholders’ ability to engage, map the seldom heard stakeholder sub-groups, define good practice in relation to engagement with these groups and seek to create a range of support mechanisms and tools to aid engagement including contact events.

This work will be closely linked to the implementation of the Involvement Strategy. Collaborative working with other bodies, and particularly third sector organisations, will be explored as an option, together with co-production methodologies whereby we work closely with stakeholder sub-groups groups to produce solutions designed together.”

The approach of the former Care Commission was to run large-scale “Care Commission Forums” in various parts of the country, to which people were invited to attend. This approach is not recommended for two reasons. First, it is not clear that large events which are not focussed around particular sectors are sufficiently specialised to allow detailed and productive engagement to take place. Second, it requires people to ‘come to the regulator’, rather than the ‘regulator going to the people’.

It is therefore proposed to adopt an alternative approach. There are a very large number of groups for people who use services and care for people who use services in Scotland. Some are locality-based groups, and others are based around the type of service used. The Care Inspectorate should engage with these groups in a structured and sustained way. This will allow a better quality of conversation in groups with existing relationships and which are more comfortable to and familiar for people using services.

To these ends, communication colleagues will work closely with involvement colleagues to establish and identify opportunities to better and more directly engage with seldom heard stakeholder groups, for example by forging links with these groups to tapping into their existing meetings and events. We will also attend and contribute to larger events specifically targeted at stakeholder groups, such as NAIDEX (for people with physical disabilities).

Version: 1.0	Status: <i>Final</i>	Date: 20/06/2014
--------------	----------------------	------------------

The Seldom Heard Groups project will deliver a detailed plan of engagement through existing user and carer groups across Scotland and third party stakeholder-targeted events and exhibitions, that aligns with and complements the aims and objectives of the Quality Conversations.

We want these events to enable us to achieve broadly the same outcomes as the quality conversations:

- To provide direct contact between the Care Inspectorate and increasing numbers of people who use services and their carers.
- To listen, learn, share, inform and shape continuously improving care and scrutiny that benefits people using care services.

6.0 RESOURCE IMPLICATIONS

Costs will be incurred for venue hire and refreshments. It is estimated that the total cost for this will be £25k, which has been considered in the draft budget for 2014-15.

There will likely be a small cost for software should the option for web chats be progressed.

There is no cost for the proposed method of engagement with people using services and their carers, beyond existing staff and budget costs.

7.0 BENEFITS FOR PEOPLE WHO USE SERVICES AND THEIR CARERS

The stated purpose and outcomes of these events are clear and defined:

- to provide a two-way, face-to-face communication channel between the Care Inspectorate and large care service providers and umbrella organisations, and between the Care Inspectorate and people who use services
- to listen, learn, share and inform leading to continuously improving care scrutiny that benefits people using care services.

Strong links between the inspectorate and providers of services are essential to driving up quality and improving the experiences of people using care services.

8.0 CONCLUSION

These events are relatively small and low-key and as such should not be onerous to arrange. If the Board is in broad agreement with these proposals, a first series of events could take place in September 2014.

Version: 1.0	Status: <i>Final</i>	Date: 20/06/2014
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