

Intelligence and Risk Plan
Key Deliverables
2013/14

Key deliverable	Description	Outcomes	Lead	Resources & interdependencies
<p>1. Deliver relevant and accurate performance information to the Board and management</p> <p><i>Supports Strategic Objective No1, priority 1 tasks and Strategic Objective 4 priority 1&2 tasks</i></p>	<p>Embed new Quality Indicators (QIs) and develop associated data collection and reporting procedures as required</p> <p>Promote and raise awareness amongst staff of new QIs and Key Performance Indicators (KPIs)</p> <p>Use Covalent (our new electronic performance management system) to deliver reports on performance, and organisational risk</p> <p>Annual review and Board approval of KPIs/QIs for 2014/15</p> <p>Scope management information requirements of directors and managers in new CI structure</p>	<ul style="list-style-type: none"> • Accurately capture, measure & report on key business achievements of CI and focus on outcomes for people. • KPIs and QIs drive service improvement and better outcomes for people using services • Improved staff awareness of how their work contributes to delivery of corporate KPIs and QIs. • Improved understanding and ownership amongst staff of new KPIs and QIs. • Improved staff motivation and performance. 	<p>Ingrid Gilray</p>	<p>Contained within current resources of intelligence team.</p> <p>ICT support required, dependant on changes.</p> <p>ED implications for development of CI staff appraisal system</p> <p>Inspection and NCS reviews may impact on performance information available and on KPIs/QIs</p>

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<p>2. Improve access for CI staff to intelligence about care services</p> <p><i>Supports Strategic Objective No1, priority 1 tasks</i></p>	<p>Roll out and consolidate use of pre- inspection pro forma. Specify ICT changes to automate this where possible.</p> <p>Create draft chronology note: Development of chronologies is contingent on having named inspectors with an overview of each service, and these will be documents that need to be updated by people using prof judgment as opposed to being a “data driven” solution.</p>	<ul style="list-style-type: none"> •Improved information to inspectors which leads to better care service inspections •Improved use of information leading to better assessment of risk •More efficient and effective working through provision of routine analysis of standardised information for different categories of care services 	<p>Christina Naismith</p>	<ul style="list-style-type: none"> • Dependent on implications of any changes to methodology including: <ul style="list-style-type: none"> • National inspection planning • New specialist teams • Review of rad • Tailoring of RAD for CS types • Admin time • Longer term ICT resources • ICT support required • Intelligence and risk group

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<p>3. Review and rationalise information requirements from regulated care service</p> <p><i>Supports Strategic Objective No1, priority 1 tasks</i></p>	<p>Notifications: Fully implement revised notifications in eForms system, based on 2012/13 review. Develop clear definitions for providers of our notification requirements. Develop clear staff procedures for use of and response to notifications Focus on identifying risk indicators, including notification information to be flagged within ICT systems</p> <p>Annual returns: Make use of annual returns data to validate key information and to inform inspections. Review annual return and associated systems for dec13 annual return.</p> <p>Self Assessment: implement revised self assessment, as required from 2012/13 review and work with staff to ensure clear understanding of how to use this information. Consider impact of changing inspection methodology, and potential move to dynamic self-evaluation</p>	<ul style="list-style-type: none"> • Improved information to inspectors which leads to better care service inspections • Improved use of information leading to better assessment of risk • More efficient and effective working through provision of routine analysis of standardised information for different categories of care services • Improved and more targeted range of notifications to highlight risks • Improved risk assessments 	<p>Christina Naismith & Ingrid Gilray</p>	<ul style="list-style-type: none"> • Admin time • Longer term ICT resources • ED support required • ICT support required • Intelligence and risk group • Inspectors, as required • Dependent on any changes to methodology including: • National inspection planning • New specialist teams • Review of rad • Tailoring of RAD for CS types • Will inform, and be informed by wider review of all CI info requirements, and review of intelligence across scrutiny partners

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<p>4. Develop and implement new Risk Assessment Tool for Care Services</p>	<ul style="list-style-type: none"> • Complete analysis of draft tool, and identify any final changes to be made • Work with ICT to effect changes • New Risk assessment tool to go live for 2014/15 inspection year 	<ul style="list-style-type: none"> • Improved assessment of risks in regulated care services 	<p>Christina Naismith</p>	<ul style="list-style-type: none"> • Intelligence team – from within existing resources. • ICT development of risk tool • May be affected by other changes to methodologies and information collected

Agenda item 6.5
Appendix 1

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<p>5. Learn from Complaints using information from new complaints system</p> <p><i>Supports Strategic Objective No1, priority 1&2 tasks & Strategic Objective No3, priority 1 task</i></p>	<p>Following introduction of new complaints recording system, review reporting potential, and revise regular reports to make more use of new data available</p> <p>Consider findings from complaints research, and identify any required ICT changes, and procedure changes based on these findings. This should include capturing outcomes for people, and capturing feedback on our own performance.</p> <p>Embed and refine quarterly and annual complaints reports</p>	<ul style="list-style-type: none"> •Improved use of complaints data in strategic planning and CI inspection planning •Improved information about complaints and improved outcomes for people •Improved understanding of complainants experience of complaints investigation, leading to improved complaints investigations 	<p>Ingrid Gilray</p>	<ul style="list-style-type: none"> •Contingent upon the development and implementation of new complaints system •Intelligence team and complaints team. •ED (training) •Intelligence and risk group

**Agenda item 6.5
Appendix 1**

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<p>6. Develop further CI stats publication programme</p> <p><i>Strategic Objective No3, priority 1&2 tasks</i></p>	<p>Publish a range of statistical publications (to be agreed by ET)</p> <p>Identify core data items about each care service that can be published on our website and work with ICT and Communications colleagues to implement this.</p>	<ul style="list-style-type: none"> •Robust information on care services available to inform policy makers, commissioners, providers, and others about the social care sector •Care services, the people who use them, and others can see key information about their own service, and comparator information about their sector 	<p>Ingrid Gilray</p>	<ul style="list-style-type: none"> •Intelligence team •Joint work with ISD and Scottish Government •Communications team •Links to the Public Reporting strategy •ICT and Information Governance team

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<p>7. Provide relevant statistical summaries for strategic and joint inspections</p> <p><i>Supports Strategic Objective No1, priority 1 tasks & Strategic Objective No2, priority 1 task</i></p>	<p>Develop, embed and update several packages of key statistics, which draw together published statistical data, and which provide an overview of each local authority area. These are, or will be available for each of the following:</p> <p>Embed and continue to review and update the key statistics that inform the joint inspections of children’s services</p> <p>Develop, embed and continue to update the key statistics for the joint inspections of services for adults</p> <p>Develop, embed and continue to update the key statistics for scrutiny of delivery of local authority social work services</p>	<ul style="list-style-type: none"> •CI adopt 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>Ingrid Gilray</p>	<ul style="list-style-type: none"> •Implications for intelligence team •Project leads for joint services inspections

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<p>8. Provide and promote intelligence for locality-based work, including LAN work</p> <p><i>Supports Strategic Objective No2, priority 1&2 tasks</i></p>	<p>Review and re-design, where required, datastore of CI intelligence</p> <p>Continue to develop and promote the work of the Intelligence Network</p>	<ul style="list-style-type: none"> •CI maximising use of its intelligence internally and externally •CI accessing intelligence efficiently, and using it to improve efficiency and effectiveness •CI capacity to access and use intelligence improves 	<p>Ingrid Gilray</p>	<ul style="list-style-type: none"> •Implications for intelligence team •Contact managers
<p>9. CI seeks opportunities to share information to reduce duplication of info collection</p> <p><i>Supports Strategic Objective No2, priority 2 tasks</i></p>	<p>Continue to work with other bodies to review data sharing potential:</p> <ul style="list-style-type: none"> - SG - ES - ISD - COSLA - Scotland Excel 	<ul style="list-style-type: none"> •Reduce duplication and improve effectiveness through improved data sharing and protocols •Improved use of shared data and improved ability to identify perceived or real risks and contribute to problem solving. •Systematic means for regular information exchange with key partners in place •Improve efficiency and focus by ceasing collection of data that is not used and serves no useful purpose 	<p>Ingrid Gilray</p>	<ul style="list-style-type: none"> •Containable within existing resources •Project leads for joint inspections •Will inform and be informed by review of intelligence across scrutiny bodies

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<p>10. Implement new system for recording and reporting soft Intelligence</p> <p><i>Supports Strategic Objective No1, priority 1 tasks</i></p>	<p>Implement proposals and CI policy for handling soft intelligence and high- risk information (following ET agreement)</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. 	<p>Christina Naismith</p>	<ul style="list-style-type: none"> •Possible ED (staff training) implications

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<p>11. Implement new CI child, adult and public protection policy and procedures and deliver staff training</p> <p><i>Supports Strategic Objective No1, priority 1 tasks</i></p>	<p>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 	<p>Christina Naismith</p>	<ul style="list-style-type: none"> •Support required from ED •Input from NEL and Complaints staff

Agenda item 6.5
Appendix 1

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<p>12. support QA function to monitor and measure improvements in quality and consistency</p> <p><i>Supports Strategic Objective No1, priority 1 task</i></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 to develop the Intelligence Network - building staff capacity in assessing and evaluating risk through better use of intelligence.</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</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)

Agenda item 6.5
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<p>13. CI improves the range of Care Standards Questionnaires (CSQs) available to capture people who use services, relatives and carers, service staff and other stakeholders views</p> <p><i>Strategic Objective No3, priority 1&2 tasks</i></p>	<p>Work through priority CSQ developments identified in 12/13 review and agreed by ET.</p> <p>Expand range of online questionnaires</p> <p>Review data collection mechanisms</p> <p>Review analysis</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 	<p>Ingrid Gilray</p>	<ul style="list-style-type: none"> •Intelligence team – from within existing resources. •Comms team support •ICT support to develop online questionnaire •Involving People group •May inform/be informed by potential work with Patient Opinions which is a formative initiative to gather service user and carer opinions in real-time