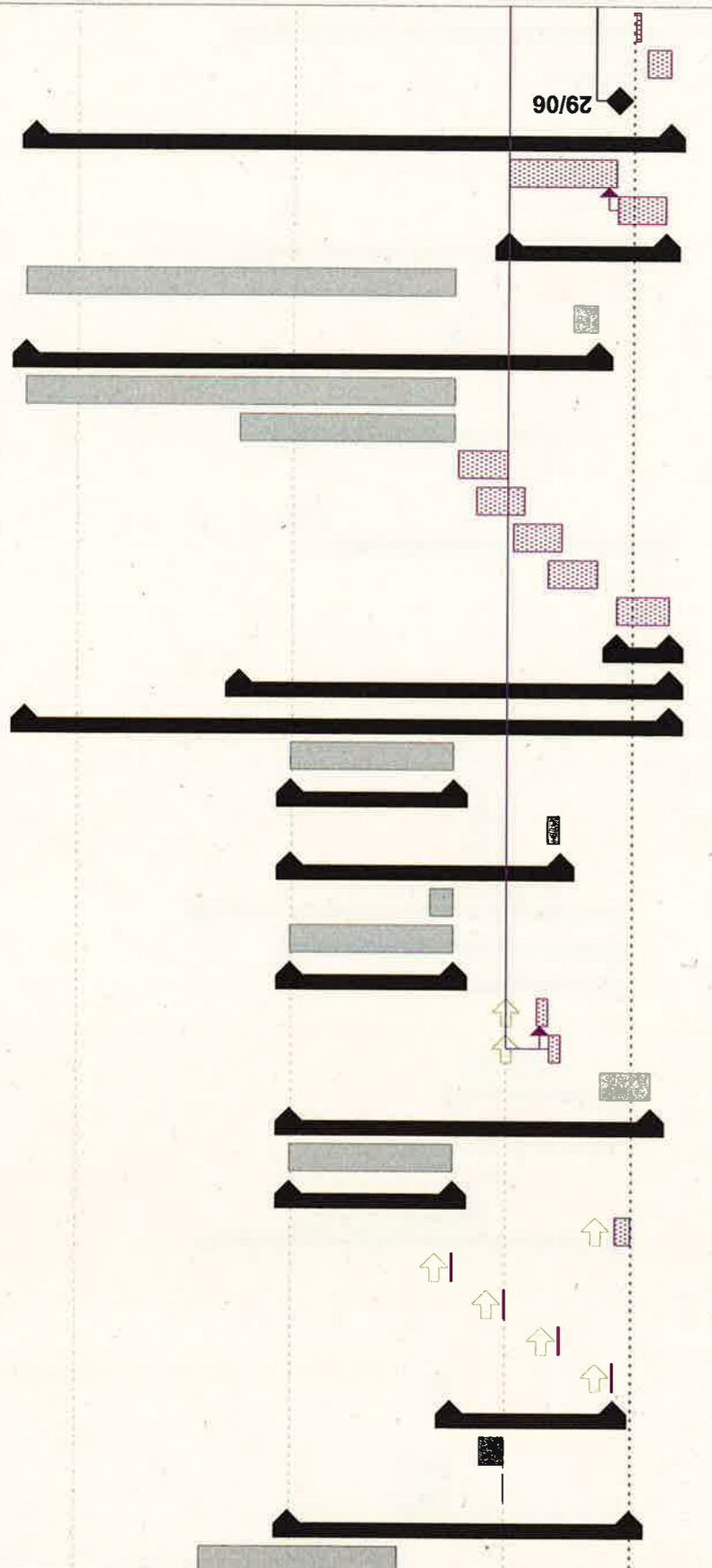


APPENDIX 4: 3-year Intelligence and Risk Improvement Plan  
(Key deliverables for 2012/13 are in purple/spotted)

ID	H	Task Name	2012				2013				2014				2015			
			Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr		
1	H	<b>1 Exploit internal intelligence</b>																
2		<b>1.1 Develop our performance information</b>																
3		1.1.1 Audit ctee development day																
4		1.1.2 Finalise definitions of KPIs 2012/13																
5		1.1.3 Board approve KPIs																
6		1.1.4 Define and implement any new data collections to support new KPIs																
7		1.1.5 Publicise and promote KPIs amongst all staff - provide information about changes to KPIs and subsequently how they have performed against them																
8		<b>1.1.6 Improve performance reporting tools</b>																
9	n	1.1.6.1 Identify and test software to enable all staff to benchmark performance at team/area/national level.																
10	n	1.1.6.2 Implement reporting solution, and promote at all levels																
11	n	1.1.6.3 Continue to develop and roll out reports																
12		1.1.7 Ensure we use intelligence gathered from scrutiny to comment on sector and organisation's performance																
13		<b>1.1.8 Review and agree KPIs by January each year to ensure continued relevance</b>																
14		1.1.8.1 Review and agree KPIs for 2013/14																
15		1.1.8.2 Review and agree KPIs for 2014/15																
16		<b>1.2 Intelligence required for integrated inspections</b>																
17	n	<b>1.2.1 Scope intelligence to identify risk and performance for children's services inspections</b>																
18	n	1.2.1.1 Define and deliver core dataset, including use of nationally published data, and review and refine following pilots																
19		1.2.1.2 Define risk based approach to planning children's inspections																
20	n	1.2.1.3 Define additional information requirements and make any additional specifications to ICT																
21	n	<b>1.2.2 Scope intelligence requirements for adult services inspections to identify risk and performance</b>																
22	n	1.2.2.1 Scope intelligence requirements for adult services inspections to identify risk and performance																
23	n	1.2.2.2 Define additional information requirements and make any additional specifications to ICT																
24		1.2.2.3 Define risk based approach to planning adults inspections																
25		1.2.3 Scope intelligence requirements for other activities, such as joint inspections of criminal justice and social work services																
26		<b>1.3 Intelligence required for care service inspection</b>																
27	n	<b>1.3.1 Define what intelligence inspectors need across the range care service inspections to identify risk and performance</b>																
28	n	<b>1.3.1.1 Develop processes and systems (including staff roles and ICT)</b>																
29		1.3.1.1.1 to implement in the short term (pro-forma of key info that admin staff prepare for inspectors)																
30		1.3.1.1.2 support staff to focus on risk during inspection activity - develop clear procedures, training and quality assurance																
31		<b>1.3.1.1.3 provide practical solutions, eg develop chronologies for care services</b>																
32		1.3.1.1.3.1 Guidance on developing chronologies about regulated care services																
33		1.3.1.1.4 specify and deliver ICT changes required to support staff to access intelligence for inspection																
34		1.3.1.1.5 ICT developments completed																
35		<b>1.3.2 Ensure we use intelligence gathered from scrutiny to comment on sector and organisations performance, and for planning</b>																
36		1.3.2.1 devise aggregate intelligence and risk reports useful for strategic/planning processes																
37		1.3.2.2 agree a schedule to deliver these reports on a regular basis																
38		1.3.2.3 deliver reports in 2012/13																
39		1.3.2.4 deliver reports in 2013/14																
40		1.3.2.5 deliver reports in 2014/15																
41	n	1.3.3 Commence review of the intelligence required for enforcement																
42		1.3.4 Scope what additional intelligence Inspector Managers and Inspection Programme Managers need for managing inspection and enforcement																
43		1.3.5 specify and deliver ICT changes required to support staff to access intelligence for inspection and enforcement																

ID	Task Name	2012	2013	2014	2015
Jan	Apr	Jul	Oct	Jan	Apr
Jan	Apr	Jul	Oct	Jan	Apr
Jan	Apr	Jul	Oct	Jan	Apr
Jan	Apr	Jul	Oct	Jan	Apr

ID	Task Name	2012	2013	2014	2015
44	1.3.6 ICT developments complete				
45	<b>1.4 Complaints</b>				
46	1.4.1 Major developments of Complaints System planned as part of ICT strategy - define data requirements of new system				
47	1.4.2 Define management reporting requirements within the ICT system, to ensure we can report on major themes, and outcomes for people				
48	1.4.3 Provide quarterly reports to executive team on intelligence from complaints				
49	1.4.3.1 12/13 Q1 report				
50	1.4.3.2 12/13 Q2 report				
51	1.4.3.3 12/13 Q3 report				
52	1.4.3.4 12/13 Q4 report				
53	1.4.4 Contribute annual report about complaints to: Complaints sub-Committee; inspection planning process (what complaints are about, how they inform scrutiny				
54	1.4.5 Identify any gaps in intelligence sharing between complaints team, and other teams				
55	1.4.5.1 resolve any information gaps				
56	<b>1.5 Registration</b>				
57	1.5.1 Define and deliver management reporting requirements				
58	1.5.2 Integrate Corporate Parent Company details into core business systems;				
59	1.5.3 Agree procedures for maintaining this				
60	1.5.4 Identify any gaps in intelligence between registration team, and other teams				
61	1.5.4.1 resolve any information gaps				
62	1.5.5 Examine de-registration and re-registration of services with historically poor provision				
63	<b>1.6 National Enquiry Line (NEL)</b>				
64	1.6.1 Review longer term intelligence available from, and required by NEL				
65	1.6.2 Identify information gaps between NEL and the national teams and inspection teams including soft intelligence				
66	1.6.2.1 resolve any information gaps				
67	<b>1.7 Sharing our information with other organisations</b>				
68	1.7.1 Review our data sharing and joint working arrangements with other key bodies, to include: SSSC, HIS, Education Scotland, Audit Scotland, SG,				
69	1.7.1.1 review and agree data sharing with SSSC				
70	1.7.1.1.1 deliver workforce data to SSSC				
71	1.7.1.2 review and agree data sharing with ISD				
72	1.7.1.3 review and agree data sharing with HIS				
73	1.7.1.4 review and agree data sharing with ES				
74	1.7.1.5 review and agree data sharing with SG				
75	1.7.1.6 review and agree data sharing with Audit Scotland, JIT, COSLA, SCRA, MWC, HMIP and HMIC				
76	1.7.2 Identify further opportunities to reduce duplication				
77	<b>1.8 Improving the quality of our data</b>				
78	1.8.1 Focus on assessing and improving data quality for new KPIs				
79	1.8.2 support ICT in shift to RMS to ensure data quality is improved and continuity is preserved where possible and desirable				
80	<b>1.9 Annual return</b>				
81	1.9.1 Agree changes for Dec12 Annual Return				
82	1.9.2 Implement changes and go live with Dec 12 Annual Return				
83	<b>1.10 Publishing official statistics</b>				
84	1.10.1 Become an Official Statistics Provider				
85	1.10.2 Develop and agree protocols and consultation arrangements				
86	1.10.3 Prepare a statistical publication plan				



ID	H	Task Name	2012				2013				2014				2015	
			Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr	Jul	Oct	Jan	Apr
87	n	1.10.4 Awareness raising with Board, ET, Staff, services, and other stakeholders														
88	n	1.10.5 Consult on childcare statistics publication														
89	n	1.10.6 Refine and publish childcare statistics as Official Statistics														
90	n	1.10.7 Scope Housing Support statistical publication with SG														
91	n	1.10.8 Scope care homes for adults with SG/ISD														
92	n	1.10.9 Prepare, agree and deliver a statistical publication plan for 2013/14														
93	n	1.10.10 Prepare, agree and deliver a statistical publication plan for 2014/15														
94		<b>2 Exploit external intelligence</b>														
95		<b>2.1 Review and update our Key Statistics, which collate and analyse a range of published statistics relevant to our business</b>														
96		2.1.1 review externally published statistics already used, identify new sources including internal sources, link these to our work on new inspection methodologies														
97		2.1.2 update Key Statistics (prioritising those required for joint childrens, adult services, social work inspections as above)														
98	n	2.1.3 make Key Statistics available internally and publicise														
99	n	2.1.4 Share Key Statistics externally														
100		<b>2.2 Using intelligence from other bodies</b>														
101	n	2.2.1 Link with ISD and HIS to consider how we might better integrate health and social care data (initial paper drafted by ISD )														
102	n	2.2.2 Pursue and clarify information sharing possibilities with ISD - initially in relation to SPARRA and prescribing														
103	n	2.2.3 Look into intelligence available in other orgs, focussing on those detailed under 1.7 above and identify key info we could use														
104		<b>3 Focus on identifying risk</b>														
105		<b>3.1 Notifications</b>														
106		3.1.1 review notifications to ensure we are asking for notifications about the right things, and that we have a clear policy on how to respond to each type of notific														
107		3.1.2 identify changes to 2013/14 notifications and specify to ICT and system updates required														
108		3.1.3 ICT make system changes, test and implement														
109		3.1.4 deliver staff training and support to make sure that they respond appropriately to any risks														
110		<b>3.1.5 maximise use of notifications to identify risks at individual service level, and at strategic level</b>														
111		3.1.5.1 analyse notifications and consider how they can be used better at each level of the organisation including use of statistical techniques to flag up pote														
112		<b>3.1.5.2 consider how this might be integrated with ICT to inform relevant staff of increased risks</b>														
113		3.1.5.2.1 specify and implement any ICT changes														
114		3.1.5.3 deliver staff training and support to make sure that they respond appropriately to any risks														
115	n	<b>3.2 Soft Intelligence</b>														
116	n	3.2.1 Background paper on scope of soft intelligence, how other orgs use it														
117	n	3.2.2 Review internal processes for handling and responding to high risk information														
118		3.2.3 Develop proposals and CI policy for handling soft intelligence and high risk information														
119	n	3.2.4 Consider how ICT can be used to support storage and use of soft intelligence - specifications to ICT														
120		<b>3.3 Revised Child and Adult protection policy and procedures</b>														
121	n	3.3.1 Review and deliver linked suite of child and adult protection policies and procedures														
122	n	3.3.2 Produce desktop procedure for handling referrals made to CI														
123	n	3.3.3 Plan and deliver training on new/revised procedures														
124		<b>3.4 Risk Identification</b>														
125	n	3.4.1 Analyse and use scrutiny information to identify major risks in sector and contribute to improvements (eg good practice guidance, public information, them														
126	n	3.4.2 Deliver regular reports on major corporate parent companies, to inform scrutiny activity and planning														
127	n	<b>3.5 Quality assurance</b>														
128	n	<b>3.5.1 Scope intelligence required to support quality assurance and develop processes to support this.</b>														
129	n	3.5.1.1 Improve use of intelligence to drive consistency of grading														

ID	Task Name	2012	2013	2014	2015
130	3.5.1.2 Improve assessment, evaluation and articulation of evidence leading to improved report writing that will deliver service improvement				
131	3.5.1.2.1 Provide exemplars for clearly worded and meaningful requirements and recommendations				
132	3.5.1.2.2 develop quality indicators (criteria for gradings) to describe very good and weak performance of service				
133	3.5.1.2.3 develop and deliver staff training to improve report writing				
134	3.5.1.3 Develop performance reporting to support quality assurance and improvement				
135	3.6 Develop procedures and training for staff in identifying risks and escalating concerns				
136	3.7 Test analytical software that might help to provide insight into problems and risks at a strategic level				
137	4 Improve outcomes for people				
138	4.1 Care Standard Questionnaires				
139	4.1.1 revise care homes for older people CSQs and implement				
140	4.1.2 implement staff CSQ				
141	4.1.3 Develop and test capabilities to deliver online CSQs				
142	4.1.4 review coverage of CSQs and establish priority areas for 2012-2015				
143	4.1.5 Develop and implement remaining 2012/13 CSQs				
144	4.1.6 Develop and implement remaining 2013/14 CSQs				
145	4.1.7 Develop and implement remaining 2014/15 CSQs				
146	4.2 Capturing stakeholder views				
147	4.2.1 revise and pilot stakeholder questionnaire				
148	4.2.2 fully introduce tested stakeholder questionnaire				
149	4.2.3 devise routine questions about service user satisfaction to be included in each inspection, specify to ICT, advise all staff on how to capture and record this				
150	4.2.4 develop regular and systematic reports of stakeholder views identifying trends, issues and strengths				
151	5 Develop capacity				
152	5.1 Developing people				
153	5.1.1 Use organisational skills analysis to identify skills gaps				
154	5.1.2 Contribute to programme of training to meet needs in respect of Intelligence & Risk; explore joint delivery with other partners, including HIS				
155	5.1.3 Information Analysts delivering info sessions in local offices				
156	5.2 Admin role in intelligence gathering				
157	5.2.1 Establish intelligence network of key contacts in local offices				
158	5.2.2 Define role of key contacts in conjunction with Admin Manager, and deliver specific training to support this network				
159	5.3 Shared understanding of staff skills and expertise/ groups and membership				
160	5.3.1 outline of key groups and membership drawn up and made available				
161	5.3.2 establish ways of keeping info about key groups/networks/skills up to date, and accessible to all staff				
162	5.4 Improve staff capacity for self evaluation through undertaking self evaluation - "taking a closer look at risk"				
163	5.4.1 develop and deploy self evaluation questionnaire supported by detailed prompts				
164	5.4.2 collect, collate and undertake peer challenge process				
165	5.4.3 finalise strategic improvement plan and incorporate actions into this improvement plan				
166	5.4.4 develop learning opportunities, including joint training with partners and development of exemplars				
167	6 Access to intelligence				
168	6.1 Intelligence network - continue to develop and promote this network as a way of helping people access intelligence				
169	6.2 Datasore				
170	6.2.1 Define new data required in datasore;				
171	6.2.2 Modify datasore				
172	6.2.3 consider datasore interface and look at technical solutions for simplifying and making it easier to use				

