



## Chief Executive's Report

**Report to:** Board  
**Date:** 24 June 2016  
**Report by:** Karen Reid  
**Report No:** B-13-2016  
**Agenda Item:** 24

### **PURPOSE OF REPORT**

This report provides the Board with an update on key developments since the Board meeting in March 2016.

### **RECOMMENDATIONS**

That the Board:

1. Notes the information contained in this report.

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**Version Control and Consultation Recording Form**

Version	Consultation	Manager	Brief Description of Changes	Date
	Senior Management	Executive Team		June 2016
	Legal Services	Executive Team		June 2016
	Corporate and Customer Services Directorate	Executive Team		June 2016
	Committee Consultation (where appropriate)			
	Partnership Forum Consultation (where appropriate)			
<b>Equality Impact Assessment</b>				
Confirm that Involvement and Equalities Team have been informed			YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>
EIA Carried Out			YES <input type="checkbox"/>	NO <input type="checkbox"/>
If yes, please attach the accompanying EIA and appendix and briefly outline the equality and diversity implications of this policy.				
If no, you are confirming that this report has been classified as an operational report and not a new policy or change to an existing policy (guidance, practice or procedure)			Name: Karen Reid Position: Chief Executive	
Authorised by Director	Name: Karen Reid		Date: June 2016	

## **1.0 INTRODUCTION**

This report provides Board members with an update of key developments for the Care Inspectorate since the last report in March 2016. It focuses on the four key leadership themes developed by the Chief Executive.

## **2.0 CONSOLIDATING EXCELLENCE**

- 2.1** We have attained 3 externally recognised awards – the Carer Awareness award, the Silver Healthy Working Lives award and the Investors in Young People award. These demonstrate our commitment to aspiring to excellence in attracting and supporting young people in the workforce, supporting those colleagues that are carers and actively promoting health and wellbeing to support our staff to balance life and work to develop personal awareness, care and resilience in the workplace.
- 2.2** The new principles of the National Care Standards have been rolled out since 1 April 2016 and we continue to work Healthcare Improvement Scotland and a wide range of partners to develop the next stages of the National Care Standards, including the general and specific standards.
- 2.3** We are implementing major changes to our inspection methodology with effect from 1 July 2016. This will see shorter reports designed to make it easier for people to access our scrutiny findings, inspectors targeting their scrutiny activity more against known risks in services with greater scrutiny in those services where there are known concerns. An approach of inspecting against quality themes rather than quality statements will enable inspectors to review the quality of care provided in a more holistic way. We have also started an inspection focus area in 150 care homes for older people around dementia. Additional information on the quality of out-of-school care will be collected during inspections throughout the year.
- 2.4** We have been asked by the Scottish Government to participate in a group of partners to advise on the implementation of the duty of candour. The Care Inspectorate has been asked to chair the monitoring sub-group which will advise government on how the arrangements for monitoring the implementation of the duty should be structured and arranged across health and social care. There is a strong consensus to align the monitoring arrangements to existing processes.
- 2.5** We have been supporting the ongoing development of the methodology in respect of joint inspection of health and social work services for adults and older people. A core group of colleagues from the CI and HIS will work together on initial work streams which include work on the 'Inspection Handbook', the format for the final report, how to involve people who use services and their carers, and how we scope inspections.

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**2.6** The children’s strategic team has worked to finalise the inspection lead’s guidance which accompanies our externally facing inspection handbook. The guidance is a very important tool in supporting greater consistency across inspection teams and is designed to interface closely with the guidance document used by our business support colleagues who play a critical role in enabling the smooth running of these very complex inspections.

**2.7** At the end of this quarter, the strategic inspection quality group reviewed the feedback questionnaires from the inspections undertaken over the last 12 months to inform the group’s work plan for 2016/17. We have received six post inspection questionnaires to date out of a possible nine. Our practice is to send one reminder after the due date for receipt but not to follow up further.

The feedback from the six responses received by the end of the first quarter generally indicates a high level of satisfaction about the process. However, particular points for learning have included:

- The importance of early, good quality engagement with Community Planning Partnership (CPP) partners and their nominated inspection co-ordinator about the operational aspects of inspections. This is to ensure a thorough understanding of the guidance about position statements and self-evaluation materials, time-tabling of activities and file reading requirements.
- The need to consider how best to use scheduled “professional discussions” as a discussion rather than just a briefing or update on emerging findings.
- The need to consistently offer a further opportunity for discussion at the end of the inspection at a time that best suits a CPP if this would help partners to understand better the findings having considered the high level feedback.

As each joint inspection is bespoke to the CPP area within the broad approach as outlined in our inspection handbook, the learning points have been passed to lead inspectors to take account of in their inspection planning.

**2.8** We have now appointed a Project Lead (childminding induction) to take forward the work requested by the Scottish Government to develop a quality pathway or framework for new childminders in recognition of the importance of making high quality training available to childminders at the beginning of, and throughout, their careers. The post is for a 12 month period to initially scope the framework and will be taken forward in partnership with key stakeholders.

**2.9** We are establishing a project group in partnership with Education Scotland (ES) and other key stakeholders including SCMA, ADES (Early Years) and Scottish Government to develop an inspection model and related inspection practice for childminders providing funded Early Learning and Childcare (ELC).

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**2.10** We have concluded our consultation on proposals to integrate the Adults and Older People's Inspection teams, by engaging with the Partnership Forum, Leadership Forum and staff teams. This proposal had been developed following the work of a Short Life Working Group in response to the previous staff survey. The survey, as well as a number of Focus Groups arranged to support the Short Life Working Group, identified that as specialist teams were covering very large geographical areas, colleagues felt they lacked a clear team identity and there were also concerns about increased travel and about our links with local partners being less effective. To tackle these issues and in order to build more cohesive teams, where staff can both retain their specialism and work flexibly in new areas with colleagues, we have progressed plans to integrate Adults and Older People Inspection teams, a proposal that has been met with support from the majority of our colleagues.

**2.11** Work is progressing well on the preparation of the 2015/16 Annual Report and Accounts for External Audit by Audit Scotland.

**2.12** A Best Value report was presented for consultation by the Resources Committee in June 2016 which was welcomed as a useful addition to the organisations governance arrangements.

### **3.0 CULTURAL CHANGE**

**3.1** We have continued work around Unwritten Ground Rules, with a re-energiser event for leads in May 2016. The event was aimed at taking stock of the work already underway, exchanging hints and tips for facilitating UGR meetings and building a support network to progress the UGR action plan. The ET also agreed a clear programme of UGR work which involves the Board, Senior Managers, Partnership Forum as well as our workforce.

**3.2** Initial discussions have been held to develop a coaching culture and programme for senior and middle managers. Further updates on this development will be provided to the Board.

**3.3** A development meeting was held with the Partnership Forum to look at how we work more effectively together to deliver transformational change across the sector.

### **4.0 A COMPETENT AND CONFIDENT WORKFORCE**

**4.1** Work to restructure the SMT has now concluded and we have moved swiftly on to phase 2 of the restructure, with appointments for the service manager posts. A review of the team manager role has also commenced, led initially by a group of team managers. This group will report at the end of August 2016.

**4.2** A recruitment campaign for new inspectors has concluded with 10 new inspectors appointed, augmented by a call to the sector for possible

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secondments on a two-year basis.

We have also appointed a new strategic inspector with strategic commissioning expertise to the vacancy in the adults' team.

- 4.3** Work has been progressing on developing the new Professional Development Award for staff. We are working in partnership with the SSSC and SQA to develop the content of the award alongside a group of our own staff who bring key skills, experience and knowledge. The award will be available from Autumn 2016 onwards.
- 4.4** We have progressed our career pathway pilot by the secondment of an inspector from the children and justice national team to the children's strategic team. The inspector joined the team in January 2016 as a development opportunity for a year. We are already noticing the benefits in terms of bringing new thinking into the children's strategic team and helping to find common ground between our strategic and regulated care service scrutiny activity.
- 4.5** Inspectors and team managers have worked with colleagues across Directorates to develop the content for specialist training for inspectors. Development work has been undertaken to ensure that inspectors in Older People's teams are equipped with the necessary knowledge, awareness and tools to undertake an Inspection Focus Area on Dementia in this new inspection year.
- 4.6** For Adults Services teams, we have developed a 'trigger tool' and resources and have planned development days, jointly with the Scottish Government and Healthcare Improvement Scotland, in relation to best practice in supporting people with alcohol and drug misuse problems. This will equip our inspectors with greater confidence and competence when inspecting specialist regulated services and enhance our ability to further their improvement.
- 4.7** We have continued to work with the Royal College of Nursing to develop collaborative approaches to supporting our nursing colleagues to pursue their mandatory NMC revalidation. We are looking to co-ordinate a comprehensive programme of development from external sources, including NES and RCN, to ensure our nursing staff can access the necessary CPD to both revalidate and develop professionally.
- 4.8** Work is progressing against the Health and Safety Action Plan to ensure the Care Inspectorate is safeguarding and supporting our workforce's health, safety and wellbeing. The corporate Health and Safety Policy has now been approved by our Resources Committee and will enable other guidance and policies to be delivered quickly now that the corporate framework is in place. Training on the Institution of Occupational Safety and Health (IOSH) certified training programme is still being rolled out and is due to conclude by the end of July 2016.

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**4.9** The Legal Services Team has completed the delivery of a series of training events for staff relating to the Scottish Regulators' Strategic Code of Practice.

**5.0 COLLABORATIVE WORKING**

**5.1** We have launched a new resource pack to prevent falls in care homes and help enable positive risk-taking. This has been produced in conjunction with NES and was launched with the Cabinet Secretary on Care Homes Open Day on 17 June 2016.

**5.2** We are due to imminently launch, with support from the Minister, an Arts in Care pack, which has been developed with Luminare with funding from Creative Scotland.

**5.3** We have continued to develop close working relationship with the Scottish Drugs Forum to support care services' capacity to use naloxone in an emergency and to signpost services to effective improvement support. We have undertaken additional work with our inspectors to build skills, knowledge and capacity around substance misuse in care.

**5.4** We have developed a work plan with Healthcare Improvement Scotland's ihub to work in partnership on a range of projects, including jointly delivering work around pressure ulcers in care homes and other improvement programmes.

**5.5** We have worked with NES to review and contribute to decisions on editing of the final content and script of the 'Preventing Infection in Care' DVD resource, and supported the delivery of a NES train the trainers event. We have also developed new relationships with NHS board health protection teams to support better prevention and recording.

**5.6** We have agreed to support Playday on 3 August 2016, the national day for play. The day highlights the importance of play in children's lives, with partners urged to demonstrate how play is fundamental for children's enjoyment of childhood, vital for their health, well-being and development. This builds on from the successful development resource around outdoor play which was published earlier this year.

**5.7** We have worked with EPSO, the European network of health and social care regulator bodies, to share our experiences of using the short observational framework for inspectors. This is a tool which allows inspectors to observe the quality of interactions with people using a care service who may not be able to vocalise or describe their experiences and feelings. Staff presented and shared findings at a seminar in Kosovo.

**5.8** We have worked with NHS NSS, Scottish Care, Glasgow Caledonian University and others to support a project in NHS Lanarkshire called 'Using continence promotion measures to improve continence in care homes'. Funding of £60,000 from The Health Foundation Innovating for Improvement

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programme will help test whether specific intervention can support better outcomes for residents. Data from our regulatory activities have played a critical role in selecting the participating care homes and will help measure success.

- 5.9** We have started work with a wide range of health and social care partners to provide clarity on how we can help Integrated Joint Boards in the delivery of their work. This work has been initiated by the Scottish Government and NHS NSS.
- 5.10** We continue our partnership with HMIP, supporting them in their inspection of Grampian and Castle Huntly prisons. We also supported the Depute Chief Inspector in HMIP in developing a writing guide to support improvement in the quality of reports arising from these inspections.
- 5.11** We continue to work alongside colleagues in Scottish Government to develop guidance to support the implementation of the Children and Young People (Scotland) Act. We have provided expert advice informed by our scrutiny activity on continuing care, kinship care, assessment and planning. We have also worked with Scottish Government and local authority colleagues on the Realigning Children's Services project using the information we have collected to date on integrated children's services planning.
- 5.12** Specific improvement activity undertaken this quarter by link inspectors included support to Perth and Kinross Children's Services Quality Assurance Group on a revision of their child wellbeing and protection policy and procedures. Link inspectors have and assisted quality assurance of practice through auditing children's records in Clackmannanshire and Stirling.
- 5.13** We have worked closely with the Chief Social Work Advisor in developing a strategy to support improvement in the Western Isles following joint inspections of services for children and for adults which took place in 2015.
- 5.14** An inspection of health and social work services within the Aberdeen City partnership highlighted some significant concerns in respect of adult support and protection procedures and practices. The partnership acted quickly to the highlighted concerns and commissioned an independent review to be undertaken. We supported elements of this commissioned review by sharing our developed file reading template, providing training on use of the database and actually supporting the file reading exercise of this review. Three inspectors supported this work for five days.
- 5.15** We recruited 24 associate assessors to work with us on the validated self-evaluation of Alcohol and Drug Partnerships. Associates are practitioners working in drug and alcohol services or ADP coordinators. While associate assessors routinely work with us on all joint inspections for children, this is the first time we have recruited so many to work with us on a single project. Our aim is to build capacity for self-evaluation within the sector and to develop a

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resource across the country which can be used by the Quality Subgroup of the national drugs and alcohol implementation strategy to support improvement going forward.

- 5.16** We continue to work with Scottish Government officials and key stakeholders from across community justices services in Scotland to develop a self evaluation framework for Community Justice. The work is overseen by the Community Justice Re-design Project Board on which the Care Inspectorate is represented by the Director of Scrutiny and Assurance.
- 5.17** At the request of the Chief Minister and the Council of Ministers of the Government of the Isle of Man, we undertook a joint inspection of children's services on the island in 2013. We have undertaken a progress review at the request of the Chief Minister of the Government of the Isle of Man and reported against the three key areas for improvement identified during the 2013 inspection. This progress review was concluded on the basis of full cost recovery.
- 5.18** We have continued to work with the SSSC in considering the implications of Self-Directed Support for our regulatory role. We supported their work, with individuals, service providers, commissioners, policy makers and others to develop a 'systems map' outlining the interrelationships between our respective roles, to reiterate how the various parts of the system can work effectively and collaboratively to support the SDS implementation. This will inform the work that we are now progressing with SSSC to offer further training and development opportunities to our workforce.
- 5.19** As a member of the Strategic Scrutiny Group I have been involved in discussions on the future of scrutiny in Scotland. As part of that work the Director of Scrutiny and Assurance has represented us on a short-life task group that is producing a paper for consideration of the Strategic Scrutiny Group later this year.
- 5.20** The ICT Technical Services Manager attended an ICT Benefits Event organised and presented by Scottish Government Office of the Chief Information Officer.
- 5.21** The agenda covered Scottish Wide Area Network (SWAN) benefits and benefits realisation. We are now actively exploring SWAN which brings significant business benefits and long term savings.
- 5.22** We have entered into a Memorandum of Understanding (MoU) with the Office of the Chief Social Work Adviser to the Scottish Government. This takes us to having twelve signed MoUs in place. We are still exploring the creation or updating of MoUs with Integrated Joint Boards, Health and Social Care Partners, Health Boards and Local Authorities for strategic as well as service focused information sharing. Meetings have been arranged with a number of other bodies, such as The Health and Social Care Alliance, Registrar of

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Independent Schools and HMICS to discuss the possibility of developing an MoU.

- 5.23** We work closely with Barnardo's Works and have workplace agreements in place for work experience placements, however, uptake for these can be slow as administrative work is not the first choice for young people.

Two staff from Barnardo's Works have suggested working with Operational Support Managers and the Head of Customer Service to progress some ideas and innovative ways to afford young people work experience.