Suggestion	Status/Progress	Complete
Merge eForms with the NEL to give flexibility to keep the lines open for extended hours, this would allow time to do workshops for services on eforms training and usability, also being in a closed room with no noise is much more professional.	This work is progressing well, both functions will be fully integrated by 31 March 2017 at which time we will move to having one 0845 number	COMPLETE
Introduction of a support role within Strategic Inspection. A paraprofessional role which would be a 'right hand' to serve the work of the team.	The need for this role has been overtaken by developments within the business support struture and career pathways.	NOT PROGRESSED
Introduce a small number of standing desks in each office for laptop and phone work.	Standing desks being trialled in various offices	COMPLETE
Produce a yearly training programme focussing on the inspection plans and development. A core knowledge and skill base could be created, involving inspectors and team managers which would be reviewed annually. The annual appraisal would recognise the knowledge, skills and experience the inspector already has and a competency framework could be introduced and used. Any gaps in training, knowledge and experience is put into a personal development action plan. Move away from the two weeks training each year and focus on what individuals need. Any training that is needed can be done locally where possible. A matrix could also be used to assess whether the training requires to be done on a national basis or could be done locally or even at staff meetings.	The new OD structure has specific responsibility for an L&D adviser to co-ordinate this. This will link into the new PDRS system to ensure it is linked to people's individual needs. We have also begun discussions with the RCN for training around clinical issues for nurses particularly. A training programme for staff will be in place by May 2017	IN PROGRESS
Introduction of graduate programme for newly qualified social workers and nursery workers who would like to work in regulation	The first nursing students were with us for a day in December 2016. We have also contributed to the national SW student newly qualified conference in May 2017	COMPLETE
A more clear and transparent process for applying for conferences and training	As part of the transformation plan we will be reviewing staff learning and development opportunities. Part of this work will include a simpler more accessible approach to applying for conferences and training. We are aiming to have this in place by the end of May 2017. Again there will be opportunities for colleagues to engage in this work as it is shaped	IN PROGRESS

Admin support for the future - have a mix of inspection, registration and complaints admin within each office. Introduce 'caseholding admin' to be allocated a number of services that they would be responsible for.	Not progressed but will be considered as part of the re-alignment of administrative staff to support the new management and operational structures 2017/18	NOT PROGRESSED
Demonstrate the capacity to respond well to concerns. Inspections could consider specifically the providers complaint policy, procedure and linked outcomes for service users.	This will be picked up within the methodology review	IN PROGRESS
As part of the space standards within the new National Care Standards, consider the size of a nursery garden before granting registration.	Space standards within nurseries, including outdoor areas will be covered by the new SG's Good Design Guide for early learning and childcare, which we are helping to produce later this year	COMPLETE
How is evidence that is gathered made secure in a way that protects the integrity of evidence? i.e. what format should we use to gather evidence? How do we maintain the integrity of electronic evidence and provide an audit trail of changes? How do we store electronic evidence so it links in with paperwork for an inspection? Could an electronic evidence tool, that is essentially just a dialogue box like one of those in the IRT, be created and put onto the iPad so that we are all using the same tool to gather evidence.	New evidence gathering tools are being worked on by the methodology team which will link with the methodology review and service user engagement. The Record of Inspection was also developed to address such issues	COMPLETE
The validity of sending CSQ's to all early yeat services each year whether or not there is a planned inspection.	This is not currently being undertaken however where the risk factor or intelligence would support an inpsection if not previously planned CSQ's are sent. As we develop our methodology it is envisaged that we will have the ability for parents/carers to comment on the quality of a service in real time. This will support our approach to an intelligence based inspection plan.	NOT PROGRESSED
Possibility of making better links with people with learning disabilities about our work and how we and providers could look at ways services could be improved from their perspective.	Director of Strategy and Improvement met with SCLD for a strategic discussion around this. NCS Strategic Lead has made links with Inclusion Scotland, inviting them to be involved in the implementation of the new standards	IN PROGRESS

Opportunity as part of the ongoing review of our leadership forum to extend the membership to frontline staff. Not only would this reflect the sector but also put front line staff at the heart of our improvement journey	Proposals for a revised membership of the PF were approved by the SMT. An Engage in Change Forum has also been established and met for the first time in February 2017 with the next meeting in April 2017	COMPLETE
A rolling programme of core areas to focus on in inspection could be created. This could look something like: Year 1 - Personal Monies, Year 2 - Medication Administration, Year 3 - Protecting People, Year 4 - Safe Recruitment, Year 5 - Personal Monies etc.	This will form part of the methodology review	IN PROGRESS
Option for colleagues to purchase additional leave through deductions from their salary which could be spread over the year	As part of the transformation plan we will be developing a reward and recognition strategy. We will look at leave as part of this work. This work is scheduled to commence in August 2017 and there will be opportunities for the workforce to be engaged in this work as it is shaped	IN PROGRESS
Create a scheme to donate annual leave to colleagues in exceptional circumstances, e.g. family tragedy or periods of illness.	As part of the transformation plan we will be developing a reward and recognition strategy. We will look at leave as part of this work. This work is scheduled to commence in August 2017 and there will be opportunities for the workforce to be engaged in this work as it is shaped	IN PROGRESS
Become part of the public sector knowledge hub	The Policy and Communications teams will raise as an option with project leads	IN PROGRESS
Production of a good practice standard about internal communications with regards to email responses within the organisation	A How to e-mail booklet is currently being developed, other consistency measures for e-mails are also in development in conjunction with the contact centre, business support and ICT colleagues	IN PROGRESS
Develop a compliment page on our website and/or in Care news	A system that allows ongoing feedback on services, positive as well as negative is to be designed	IN PROGRESS

Hold annual sporting events that means we come together to compete as teams across the organisation	HWLG discussed and advised that organisationally they have managed and organised the pedometer challenge and the West Highland Way. The group are not currently resourced to manage any further national events however if any employees wishes to co-orindate and manage an event they can submit a paper to the HWLG and if agreed then they can be supported to progress their initiative. The group are also currently looking to establish delegated budgets for HWL and it would be hoped that further events may be supported in this way in the future.	COMPLETE
Introduce electronic versions of pre inspection questionnaires to help meet our budgets.	This is an ongoing piece of work linked to the methodology review	IN PROGRESS
Training on social media for inspectors and the CI should develop a policy for services. A summary sheet of changes to guidance to help avoid us having to re-read guidance that may only have a few changes.	Lunch time drop in session on social media for members of the SMT have been taken place. The Communications team will take this forward across the organisation	IN PROGRESS
Helpful if all early years colleagues had access to GLOW as another means to highlight good practice during inspection and enable inspectors to continue to remain at the fore of evidence based practice.	The policy team have received a list of the number of employees in children's services in the Care Inspectorate currently discussing how many GLOW accounts would be required with Education Scotland	IN PROGRESS
Would it be possible to reissue the guidance about how we access interpreters for inspections/complaints/ registrations?	The communications team are working to ensure we have clear information on the intranet for staff to access and make requests	IN PROGRESS

Opportunity to do some work with relevant providers around using self evaluation as a form of scrutiny to replace inspection, or perhaps reduce the frequency of inspection in some cases. Possibly compliment/assure ourselves and the public by undertaking sampling or validation work	The methodology review will address these issues of self-evaluation, frequency and risk	IN PROGRESS
Involve inspectors in the file reading week or strategic inspections.	The Career Pathways pilot will be launched in April 2017 and part of this will be to consider opportunities for inspectors being involved in file reading. consideration of how this can be practically applied will be required. This idea will be considered and shaped in June 2017 subject to liaison with the Scrutiny and Assurance Directorate	IN PROGRESS
Need for us to provide guidance to registered managers of care service. Managers are often not clear about when to make notifications on e-forms and the information we need from them. Better information to managers will lead to improved self-assessments, annual return information, notifications and appropriate variations. This could also improve understanding of the complaints process and introduce managers to the Hub. If we can improve how managers interact with us this will lead to efficiencies both for services and for our organisation.	The notification review will address this. The review is considering three main points. 1. Why do we need the information? 2. What will we do with it? 3. Does it add value? The guidance being developed to accompany notifications will also set out clarity of purpose and process	IN PROGRESS
When there are ICT outages/problems would it be possible for ICT to immediately send a message to all staff via email/text message to all CI mobile numbers intimating that ICT know there is a problem, what it might be and briefly what they are doing about it and similarly when all sorted send out another message.	ICT bulletins are now sent out as soon as possible when there are issues - messages to let people know the issues have been resolved are currently being worked on	IN PROGRESS
Possibility of receiving an acknowledgement and confirmation of who is dealing with the enquiry when an email is sent to the enquiries mailbox.	A review of the OD mailbox has been undertaken and confirmed that the current approach is not working in terms of being customer focussed. Following the split of HR and OD a communication will follow over the coming months which will clarify the roles and responsibilities for each area and for HR or OD related queries who the named contacts will be	COMPLETE

When consulting widely on the draft national care standards, it would make sense to link some aspects of consultation on these specific standards with the review of the Scottish system for children in care.	There are no details from SG re the FM's announcement of October 2016. It is likely that the NCS consultation process will end before this review is put into place. The CI will ensure that that the review of methodology, now and in the future, take account of. We are monitoring the root and branch review of the care of looked after children and ensuring that the new standards reflect this SG initiative	COMPLETE
DSE 'Tips card' to be placed on all hot desks in offices	This fits with agile working and the Facilities Team have been asked to produce 'tips cards' for every office	IN PROGRESS
Closure of offices over Christmas and New Year	To be discussed at the May 2017 meeting of the Partnership Forum	IN PROGRESS
Possibility of having a formal recognition scheme for long service of employees	As part of the transformation plan we will be developing a reward and recognition strategy. We will look at long service awards as part of this work as well as other awards like employee of the year. This work is scheduled to commence in August 2017 and there will be opportunities for the workforce to engage in this work as it is shaped	IN PROGRESS
Ask services to submit a thematic self assessment where they could include things they are doing well and things they are working on improving for each relevant theme	Changes have been made to the self-assessments for 2016/17 (no updates required from services) to plan for introducing this next year	COMPLETE
Seek co-operation of other bodies such as local authorities to have PVG checks undertaken at an office most local to the applicant rather than just CI offices	Our Chief Inspector, Strategic Scrutiny is taking this forward	IN PROGRESS

Make use of the Outlook facility to link ID photo's to emails	Head of Customer Service is currently discussing how easy it would be to link staff photo's to the Outlook facility with ICT	IN PROGRESS
Permanent Inspector to be seconded to the contact centre team. Could have significant cost and practice benefits	On the agenda for the April Executive Team meeting for discussion	IN PROGRESS

Key Themes	Action	Progress
Communication	People Like Us updates, Chief Executive updates, Team Manager commuication cascades	Ongoing
	Chief Executive updates	Ongoing
	Team Manager communication cascades	In progress
Executive and Senior Team visibility and accessibility	ET/SMT Open Forums	Ongoing
	Chief Executive Breakfast Briefings	Ongoing
	Engage in Change Forum	Ongoing
Career Development/Opportunities	Career Pathways	Ongoing
Appraisal/Pay and Grading	New reward and recognition strategy to be developed with Partnership Forum and staff group	Commence late spring 2017
	New PDRS system	In progress