



# Chief Executive's Report

**Report to:** Board  
**Date:** 17 January 2018  
**Report by:** Karen Reid  
**Report No:** B-36-2018  
**Agenda Item:** 20

## PURPOSE OF REPORT

This report provides the Board with an update on key developments since the Board meeting in September 2017.

## RECOMMENDATIONS

That the Board:

1. Notes the information contained in this report.

Version: 2.0	Status: <i>Final</i>	Date: 09/01/2018
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**Version Control and Consultation Recording Form**

Version	Consultation	Manager	Brief Description of Changes	Date
	Senior Management	Executive Team		Dec 2017
	Legal Services	Executive Team		Dec 2017
	Corporate and Customer Services Directorate	Executive Team		Dec 2017
	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: 9 January 2018	

## **1.0 INTRODUCTION**

This report provides Board members with an update of key developments for the Care Inspectorate since the last report in September 2017. It focuses on the four key leadership themes developed by the Chief Executive.

## **2.0 CONSOLIDATING EXCELLENCE**

**2.1** Work has continued to develop new methodology for care service inspections. We developed a new quality indicator framework and tested this in 20 pilot inspections in care homes for older people during November 2017. This is now being evaluated to inform future decisions on scrutiny of care homes for older people and its wider applications to other service types.

**2.2** The report from the Dementia Inspection Focus Area of the experiences of people living with dementia in care homes in Scotland called 'My Life, my care home' has been published, demonstrating the findings from a year-long programme of dementia-focused inspections. This evidence base will support local and national improvement.

**2.3** The Care About Physical Activity (CAPA) programme goes from strength to strength and the second set of learning events have been completed across the eight partnership areas which resulted in 10 events in total. The care services continue to be very engaged and our improvement advisers are working closely with the providers and local partnership leads. The programme now moves in to its last action period and the last set of learning events will take place in June 2018. Although the funding is for older people we have gained agreement for the internal programme within CAPA to extend to include early years and children and young people and this will begin in January 2018. This programme will also be available on our Hub for people to access. The Allied Health Professional undergraduate module which we have commissioned Glasgow Caledonian University to develop will be tested in the semester beginning in January 2018. Planning is now underway for the end of programme conference in September 2018.

**2.4** Our lead role developing and now implementing the Health and Social Care Standards is having a considerable impact in raising expectations for the quality of care that people should experience in Scotland. It is also improving our reputation beyond registered care services within the wider care sector and further afield. The new Standards were the main theme of the Health Minister's keynote address to Scottish Care's recent conference for care home providers and we have adopted a high profile strategy to raise awareness and promote wide ownership. For example, over the past few months we have ensured that the Standards have featured in key publications and we have presented at a wide range of conferences and events. These have included addressing professional audiences outwith our previous networks, such as

Version: 2.0	Status: <i>Final</i>	Date: 09/01/2018
--------------	----------------------	------------------

Children in Scotland, Care Workforce Conference, Glasgow Council of Voluntary Service, Play Convention and the Professional Regulation Annual Conference.

- 2.5** My World Outdoors, last year's practice resource promoting outdoor play, continues to exert considerable influence nationally and internationally. For example, it was showcased by Inspiring Scotland at the International Play Association conference in Calgary in September 2017 and was referenced in Harry Burns' recent review of health targets and indicators. Following the success of My World Outdoors, we have produced further resources promoting good practice for the early learning and childcare sector. My World Outdoors, My Childminding Experience and Our Creative Journey now form a suite of practice resources encouraging innovation and improvement. They are strongly branded as themed Care Inspectorate publications, with examples directly illustrating children's experiences and modelling the person-centred outcomes of the Standards in practice. Together they represent a significant contribution to improving and promoting excellence in early learning and childcare.
- 2.6** Our Creative Journey, which shares good practice examples of how children benefit from expressive arts activities, was published at the Children in Scotland conference in November 2017. A press launch with the new Minister for Childcare and the Early Years is planned for early 2018. We are responding to numerous requests from local authorities and early learning and childcare organisations to speak to large audiences about the resource and the Standards. This sustained communication and engagement is making a significant contribution not only to helping services improve quality, but also to enhancing the culture and impact of the Care Inspectorate externally. Our Creative Journey has also had an active social media profile.
- 2.7** We published a number of statistical reports in quarter three, ensuring that we deliver maximum value from the information we collect as part of our statutory duties. These included updates to our regular Early Learning and Childcare statistics and Complaints statistics. For the first time we published a report about staff vacancies in care services, which has been widely cited since publication. Our Adoption and Fostering Statistics was another first, and was achieved as a result of significant work with providers and our own staff to improve the data we collect so that we could deliver a national picture.
- 2.8** Childminders are integral to delivery of the expansion of funded ELC hours and it is essential they have access to learning and resources to help them provide the best possible outcomes for the children in their care. We have worked with Scottish Government to develop My Childminding Journey, an online learning resource for childminders at all stages of the knowledge journey.  
[www.childmindingjourney.scot/](http://www.childmindingjourney.scot/)

Version: 2.0	Status: <i>Final</i>	Date: 09/01/2018
--------------	----------------------	------------------

- 2.9** We completed our thematic review of adult support and inspection arrangements, undertaken in partnership with colleagues from HMICS and Healthcare Improvement Scotland. We plan to publish a report evaluating the work of six partnerships across the country, and identifying national themes, by the end of March 2018.
- 2.10** We conducted a post-inspection review, along with colleagues from Healthcare Improvement Scotland, of the first inspection of an integration authority's strategic plan, carried out in line with our new duties under the Joint Working (Public Bodies) (Scotland) Act 2014. We are taking the learning from this review into the second and third inspections being carried out this year. In addition we have engaged with IJB/HSCP Chief Officers and Chief Social Work Officers to explain the revised model and to seek feedback to support further improvement.
- 2.11** We have now gained ministerial approval for our proposal for a new programme of inspections of services for children and young people, focusing on the protection of children and improving outcomes for care experienced children and young people. Our inspectors are now working to develop methodology and we continue to work with a high level advisory group of stakeholders to ensure our approach will add value and support improvements. We have now established regular risk round table meetings, bringing together Link Inspectors and Relationship Managers to share intelligence about local authorities, reach a common view about strengths and risks and plan for more proportionate and targeted scrutiny and improvement activity.
- 2.12** The Executive Director of Scrutiny & Assurance is a member of the new Secure Care Strategic Board, which has been formed following the recommendations of the national report 'Secure Care in Scotland: Looking Ahead: Key messages and call for action' October 2016. The aim of the strategic board is to deliver better experiences and outcomes for Scotland's most vulnerable young people whose situations and needs lead to worries about their wellbeing and risks of, or actual, significant harm to self and/or others. Four strategic work streams have been identified: the vision and purpose of secure care in Scotland, care standards and pathways, research and commissioning.
- 2.13** Inspectors from the Early Learning and Childcare teams have been actively involved in the Short Observational Tool for Inspection (SOFI) pilot for daycare of children's services. We see this as a positive step forward in firming up good practice to enable excellence in an achievable manner. Using the SOFI tool as part of the inspection process has enabled and allowed inspectors to take time to focus on interactions and outcomes for children, putting the child very much at the heart of what we do. The pilot is having an impact on the findings at inspection and support inspectors report confidently on their observations. Some providers have also commented very positively about the experience and have asked for more information. We are working with the improvement

Version: 2.0	Status: <i>Final</i>	Date: 09/01/2018
--------------	----------------------	------------------

team to ensure we are evaluating effectively and successfully measuring success.

- 2.14** Work is progressing to develop the shared inspection framework for ELC settings including childminders and out of school care services. The Care Inspectorate and Education Scotland working group are developing a framework that will take account of the Health and Social Care Standards, Curriculum for Excellence (early stages) and other national guidance including Building the Ambition and Pre-Birth to Three therefore having a strong focus on care and early learning. The development of a shared inspection framework is to be completed by December 2018.

### **3.0 A COMPETENT AND CONFIDENT WORKFORCE**

- 3.1** Four people attended Agile for Teams training during November 2017. The training is designed to help understand the process of agile as well as building confidence. This is an important skill to develop as we embark on a process of digital and business transformation using agile approaches.
- 3.2** Improvement workshops are being delivered to all inspection staff within the Care Inspectorate by the improvement support team as part of implementing the Improvement Strategy 2017-19 which will be published this month. The aim of this is to introduce specific quality improvement methodologies to increase improvement capacity so that services can be supported to improve outcomes. Externally, the improvement support team are also liaising with provider organisations, improvement organisations and statutory bodies to increase capacity to achieve the same goals. Ten improvement workshops have been delivered by the improvement support team since August 2017. A further 17 are scheduled. These range from adult teams, to early years and children to complaints teams and taster sessions for the SMT and student nurses.
- 3.3** The SMT recently completed an online new approach to 'training needs analysis'. This resulted in a clear development plan for the SMT as a team and for individuals to build on key skills and knowledge.
- 3.4** We remain committed to our aspiration to create a strong learning culture which builds on the many talents and skills of our workforce within the sector. Work is continuing to make our new development programme and opportunities clearer and easier for our staff to access, and more targeted to the skills development we need. This includes a range of activities including e-learning as well as face to face or webinars.
- 3.5** We have received approval from the Scottish Qualifications Authority (SQA) to be an accredited delivery centre for the new Professional Development Award in Scrutiny and Improvement (PDA). Subject to final approval from the SSSC qualifications panel in January 2018, the new course will be launched in early

Version: 2.0	Status: <i>Final</i>	Date: 09/01/2018
--------------	----------------------	------------------

February 2018 to a cohort of 20 inspectors. We have taken an exciting approach to delivering the award where a wider delivery team of content experts internally and externally will really bring new thinking to the award. This is a positive move away from the previous model where knowledge was invested in a small number of individuals.

- 3.6** Coaching conversations is a key driver in our new approach to the Performance Development Review Scheme (PDRS) which is currently being redesigned and tested for launch in April 2018. The new approach will empower our staff to be a proactive participant in the conversation with their manager about their performance, achievements, feedback and development.
- 3.7** Our Workforce Development Strategy and Culture Change Strategy are drafted and are out for consultation before finalising in January 2018. Both strategies have been well received and set out an exciting shift in the way we do things in the organisation and how we will support staff to embrace the changes ahead. These strategies, the new Corporate Plan and Strategic Workforce Plan will set out a clear picture of how we will achieve our corporate objectives whilst shifting our culture and workforce skills. This is to ensure that we are ready to take on the new challenges in the sector which is rapidly changing.
- 3.8** We are continuing to monitor closely our Career Pathways pilot where we introduced two new roles of Practitioner Inspector and Inspection Assistant. Both roles were recruited and inducted in October 2017 and early indications show a positive impact is being achieved so far. In addition further work has been carried out to support the Senior Inspector role. There has been one development day with another planned to ensure that good practice is shared and any areas requiring clarity are addressed.
- 3.9** The HR team and the Intelligence team have been working with Inclusion Scotland to recruit to a three-month Research and Evaluation Intern post. This is one of only 30 such posts funded by Inclusion Scotland, and offered exclusively to a disabled person. Interviews were conducted on 14 December, and an appointment made. Subject to the usual checks, this post should commence in January 2018.
- 3.10** The Chief Inspector and one of the Service Managers for Strategic Scrutiny participated in Social Work Scotland's social work summit which explored relationship-based practice. The insights gained will be particularly useful given the profile we intend to give in our new children's inspections to the importance of sustained and meaningful relationships between children and the significant people in their lives. Young people have told us that this is an issue of primary importance to them. It is also an early theme emerging from the 1000 voices work which is informing the Independent Care Review commissioned by Scottish Government.

Version: 2.0	Status: <i>Final</i>	Date: 09/01/2018
--------------	----------------------	------------------

- 3.11** The Service Manager (Strategic Scrutiny, Children/Justice) participated in an EPSO seminar in Stockholm designed to identify best practice in integrating into communities, new refugees and asylum seeking children and families. The Service Manager (Strategic Scrutiny, Adults) and the Chief Inspector participated in a workshop with colleagues from Healthcare Improvement Scotland on NHS England's analytical team's approach to evaluating new models of care.
- 3.12** The Legal team delivered its second two day induction of the current year for inspection staff. This training, entitled 'Keeping it Legal' was attended by a group of 13 staff, composed of Inspectors and Practitioner Inspectors.
- 3.13** In September 2017 we ran two successful recruitment campaigns for Inspectors resulting in 11 appointments. In response to feedback received from recruiting managers we have changed the recruitment process. One of the most critical factors for organisational success is the ability of management and staff at every level to think and behave in a way that supports the future direction of their organisation and the ever-changing aspirations of stakeholders. We therefore piloted the use of a behavioural assessment to match people to jobs. Moving forward the HR team will continue to transform the way we recruit by rolling out the move from a competency based model to value based recruitment and the introduction of an e-recruitment system.
- 3.14** Lean Six Sigma training has been procured for a further two tranches during 2018. The Head of Customer Service has received nominations for both cohorts with 14 people in total being trained. Between the January and May cohort a report detailing the on-going return on investment will be submitted to the Executive Team.

#### **4.0 COLLABORATIVE WORKING**

- 4.1** Colleagues from the Care Inspectorate were keynote speakers at the Scottish Care Leavers Covenant Conference 'Walking the Walk'. They involved three young inspection volunteers in the delivery of this via video. The young people spoke of their own experiences of care as well as the views of some of the children and young people they have met during inspection.
- 4.2** Scottish Patient Safety Programme (SPSP) reducing pressure ulcers in care homes improvement programme held its celebratory event in November 2017 in Glasgow. Participating partnerships came together to celebrate their work within the improvement project and case studies from three care homes. This will be showcased on the microsite hosted by the Care Inspectorate and Healthcare Improvement Scotland, [www.pressureulcer.scot](http://www.pressureulcer.scot). A joint SPSP/Care Inspectorate presentation was given on the day by the Improvement Support Team Manager and was also delivered as a workshop at the Scottish Care conference in November 2017. We also delivered this at the

Version: 2.0	Status: <i>Final</i>	Date: 09/01/2018
--------------	----------------------	------------------



Pressure Ulcer summit in Manchester on the 7 December 2017 on behalf of the two organisations.

- 4.3** Further to the publication of Make Every Moment Count (MEMC) by the Care Inspectorate and workshops run by the Head of Improvement Support on the topic with Occupational Therapy students at RGU, the key messages of MEMC are embedded into the 2nd year module where students undertake situated learning with various local community settings to explore their personal and professional development. They value the experiences and applying the key messages of MEMC provides them with framework and direction that is extremely effective.
- 4.4** Our externally facing improvement work, such as CAPA and early learning and childcare practice resources, has involved us reaching out to forge collaborative working relationships across traditional professional silos. Our recent work promoting expressive arts experiences in care demonstrates this new approach to collaborative working. Arts in Care was co-produced with Creative Scotland and heralded a different style and tone than our traditional publications. We also collaborated with Creative Scotland and other arts organisations to produce Our Creative Journey. For Our Creative Journey, the model was developed further by partner organisations working with practitioners to tell their own stories, with individual children and parents being featured for the first time.
- 4.5** We worked closely with colleagues from Scottish Government and HIS to establish the first meeting of the new Implementation Steering Group in relation to the new Health and Social Care Standards. We also researched and developed a suite of new (subtitled) films, featuring the views of people experiencing care, to raise awareness of the new Standards and to support stakeholders' training and development.
- 4.6** We developed events in partnership with Scottish Care, including their Care Home conference and also Raising the Standards (November 2017), aimed at owners, providers and service managers about the new Standards. The Standards are shaping up as an effective vehicle for achieving consensus across health, social work, social care and early education and childcare on what high quality care looks like. This increases our influence within a changing scrutiny landscape. The Standards are also gaining a reputation internationally with recent delegations from Japan, Malta, and Sweden being interested in their work.
- 4.7** Our Intelligence team are involved in a number of working groups to this end, and over the past three months this has included: chairing a group involving Scottish Government, SSSC and Education Scotland colleagues, focussed on streamlining collection of data about early education and childcare; attending the Scottish Government working group on developing the new Early Learning and Childcare Census, and Information Services Division's (ISD) Delayed

Version: 2.0	Status: <i>Final</i>	Date: 09/01/2018
--------------	----------------------	------------------

Discharges information working group; participating in ISD's consultation on creating a single social care dataset.

- 4.8** A Care Inspectorate secondment to Social Work Scotland ended in November 2017. A key part of this secondment was to support a handbook for chief social work officers, which shared experiences and practice across the sector. The secondment also put in place measures to develop additional supporting materials for chief social work officers, including resources for new inductees and those taking up the role for the first time. The secondment also supported work around the role of the mental health officer, the impact of the integration of health and social care on children's services, and helped to cement relationships between the Care Inspectorate and Social Work Scotland.
- 4.9** We held one of our Quality Conversation events in Glasgow focusing on children's and young people's services. We hosted Care Inspectorate stands at conferences for Play Scotland, the Scottish Care Leavers' Covenant, Children in Scotland, Voluntary Health Scotland, and Scottish Care.
- 4.10** We are supporting the implementation of two recommendations from the child protection improvement programme by our strategic inspection team (children) working with colleagues from CELCIS on work streams aimed at improving responses to neglect, and developing a core data set for child protection. We have also been working with the evidence work stream of the Children's Hearing Improvement Programme to consider how our new inspection model might support the aims of the programme to understand more about the impact of supervision requirements on children looked after at home.
- 4.11** In response to a request from the RQIA, the regulator in Northern Ireland, we arranged for an experienced manager to undertake a short piece of work on their behalf. This entailed carrying out a 'peer review' of their investigation into how they had handled the scrutiny of a particular care home and highlighting positives and suggesting improvements. This was a positive collaboration, which may be reciprocated in due course, or at least provides opportunities for sharing our respective approaches to scrutiny.
- 4.12** Also, during this period the Executive Director of Scrutiny & Assurance and the Chief Inspector Adult Services visited the CSSIW in Wales and CQC in England to share our approach to scrutiny in relation to Adult Services, with a particular focus on one particular national provider, care homes for older people, care at home services and market oversight. This provided an opportunity to also consider their staffing structures, job roles and internal approaches to assuring quality.
- 4.13** We have seconded a member of staff to work in the Chief Nursing Officer's Department of the Scottish Government to support the development of legislation on 'Safe and Effective Staffing'. While this was initially intended to

Version: 2.0	Status: <i>Final</i>	Date: 09/01/2018
--------------	----------------------	------------------

apply only to nursing staff, the Cabinet Secretary has given a commitment that this will extend to social care.

- 4.14** As part of the work on the healthy eating publication we are working collaboratively with partners including Education Scotland and Children in Scotland as well as many providers of services on the development of healthy eating in ELC services publication. A Team Manager and Inspector from the Registration team took part in two live Facebook chats about the publication.
- 4.15** The Care Inspectorate is continuing to work collaboratively on a range of initiatives and working groups that support the Scottish Governments policy to increase early learning and childcare to 1140 hours for each eligible child by 2020.
- 4.16** We are establishing a role with Scottish Government on the development of a “National Quality Criteria” for ELC services to deliver the funding following the child by 2020.
- 4.17** In December 2017 the Executive Director of the Scrutiny & Assurance hosted a three day visit by a senior manager from the health and social care inspectorate in Sweden (IVA) and the European Partnership for Supervisory Organisations (EPSO) from Netherlands who were interested to learn more about the Care Inspectorate’s approach to inspecting children’s services, including service user focus and the work of our young inspection volunteers. The purpose of this was to inform a review of their own approach to inspecting care homes for children in Sweden. They have asked to return again in April 2018 with a team of 8 to present their proposals for a new model of scrutiny and seek our views as well as taking an opportunity to shadow our inspectors.
- 4.18** The Executive Director of the Scrutiny & Assurance has been invited to lead a workshop on developing approaches to scrutiny & assurance at the next National Preventative Mechanism (NPM) business meeting in Belfast on 24 April 2018.
- 4.19** I continue to represent the Care Inspectorate on the National Child Protection Leadership Group chaired by the Minister for Early Years and Children. At the last meeting on 20 December 2017 the Executive Director of Scrutiny & Assurance was asked by the Minister to lead a short life task and finish group to revise SG National Guidance on roles and responsibilities of Chief Officers, Chief Officer Groups and Child Protection Committees which will be a primary focus for the Ministerial led leadership events in April 2017. The Care Inspectorate will also be presenting at this event on the inspection findings relating to critical aspects of strategic leadership, chief officers groups and child protection committees as well as important links to valuing and supporting staff, quality assurance and performance monitoring.

Version: 2.0	Status: <i>Final</i>	Date: 09/01/2018
--------------	----------------------	------------------

- 4.20** Following the publication in June 2017 of Education Governance: Next Steps – Empowering our teachers, parents and communities to deliver excellence and equity for our children, six Regional Improvement Collaboratives (RICs) have been established. There is an expectation that each of the RICs will have representation from the Care Inspectorate and Education Scotland. During November 2017 we wrote to the six RIC leads advising them of their nominated Care Inspectorate Relationship Manager.
- 4.21** We have continued to support the Scottish Child Abuse Inquiry. While we have been served with no additional notices requiring the production of documents, we have continued to try to anticipate the Inquiry’s demands by identifying documents which we anticipate that we may be asked for. The second part of Phase 1 of the Inquiry hearing commenced on 31 October 2017 at which the Care Inspectorate was invited to make an opening statement. Phase 2 commenced on 28 November 2017. As members may have seen in the media reports Phase 2 of the Inquiry has begun to look at the experiences of individuals who were accommodated in particular establishments (which were not regulated by either the Care Inspectorate or its predecessor the Care Commission). We continue to liaise with the Inquiry as to how we can support its work, and are monitoring carefully all evidence and developments in the Inquiry to ensure that the Care Inspectorate’s interests are appropriately safeguarded.