

2017-18
Quarter 4
Performance report

Success measures (key performance indicators)

1: Public assurance and building confidence

Statutory inspections complete. Target 99%
99%
(2,269 statutory inspections completed)

2: Informing policy

People who say our national reports and publications are useful. Target 90%
Aiming to report in 2018/19

Colour code

- Red** significantly below target
- Amber** slightly below target
- Green** target achieved
- Blue** no target, data only
- Purple** data not available

3: Supporting people's understanding of high quality care and making sure their voice is heard

Inspections involving an inspection volunteer.

543 Inspections completed that included an Inspection Volunteer during 2017/18.

Complaints about care that are investigated within the relevant timescales. Target 80%
72%

4: Efficiency and effectiveness, excellence, cultural change, workforce and collaborative working

Registration applications completed within timescales
Target 80%
80%

Staff absence rate
4.5%

Complaints about us completed within SPSO (Scottish Public Services Ombudsman) recommended timescales.
73%

Strategic Objective 1:

We will give public assurance and build confidence that social care and social work in Scotland is rights-based and world class, through robust and independent scrutiny and improvement processes.

Kevin Mitchell, Executive Director of Scrutiny and Assurance

Rami Okasha, Executive Director of Strategy and Improvement

Key priority 1.1: We will deliver an inspection programme across strategic and regulated care scrutiny which focuses our activities in the areas of highest risk, whilst ensuring we inspect all partnerships and care services regularly and robustly. We will register new care services proportionately but robustly to ensure they meet the right standards. Our inspection methodology and business processes in strategic and regulated care scrutiny will develop to support the new National Care Standards, using a human rights and wellbeing based approach to help ensure the highest standards of safe, compassionate care for people using services. We will make sure that the views and experiences of people using services, and their carers, are central to our scrutiny and improvement work.

KPI 1: % first statutory inspections completed

99% (2,270 inspections) completed 2017/18
99% (2,202 inspections) completed 2016/17

Total number of scrutiny and improvement interventions in 2017/18

16,270
(15,760 in 2016/17)

Registered care scrutiny

In the last quarter we concluded our annual inspection plan. In the course of the year, we undertook 7,034 inspections, compared to 7,541 the previous year. Of these, 392 (5.6%) were additional inspections added to our plan as a result of new intelligence or increased risk. We have completed 99.3% of statutory inspections this year; those not inspected are overwhelmingly where the service was inactive, about to cancel, or had nobody currently using it. Over the year we received 4,696 complaints, compared to 4,309 last year, and we issued 19 non-technical enforcement notices (22 last year), including some high-profile and complex ones closures. In respect of new registrations, 806 were completed compared to 910 last year.

Strategic scrutiny

We completed the final joint inspection in services for children and young people of the current programme in December 2017 and in Q4 published the penultimate report; the last report will be published in April 2018. We published the first of three joint adult inspections of strategic planning carried out with Healthcare Improvement Scotland, in respect of the North Lanarkshire Health and Care Partnership. We completed the second inspection in Renfrewshire, and have been undertaking the third in Clackmannanshire and Stirling which share a single integration joint board. Along with colleagues in Her Majesty's Inspectorate of Constabulary in Scotland, we have been preparing for the publication of a thematic report on adult support and protection arrangements. This included reviewing inspection evidence from six partnership areas, plus writing an overarching report which is due to be published in Q1 of 2018/19. We collaborated with Her Majesty's Chief Inspector of Prisons in an inspection of Her Majesty's Prison Greenock; the last of four planned inspections in 2017/18.

Developing scrutiny methodology

We are developing a new quality framework to support our regulatory inspections, informed by the human rights and wellbeing-based approach of the new Health and Social Care Standards. We tested and refined this quality framework during Q4, and used the learning from evaluations of the tests to develop this approach further, with a planned date for implementation in care homes for older people from July 2018. We continued to develop new approaches to joint inspections of services for children and young people, to be deployed in Q2 of 2018/19.



SO1: Public assurance and confidence
Kevin Mitchell, Executive Director of Scrutiny and Assurance
Rami Okasha, Executive Director of Strategy and Improvement

Key priority 1.2: We will ensure that our outcome-focused inspections identify how care services contribute to people’s wellbeing and reduce health and social inequalities, meaning we can help improve care where people do not experience the standard of care they should. We will use evidence and intelligence to assess risk and plan scrutiny and improvement interventions for both regulated care services and joint strategic inspections of community planning partnerships and joint integration boards. We will assess how well strategic plans and joint strategic commissioning take into account and deliver positive outcomes that meet the needs and choices of people in local communities.

KPI 2
% of providers, health and social care partnerships, people who use care services and their carers who tell us that scrutiny interventions help services to improve
In 2017/18, 98% of staff and 93% of people who experience care thought the quality of the care service would improve following the inspection.
(Staff- 1160 respondents, People who experience care - 494 respondents.)
[compared to 98% of staff and 96% of people experiencing care last year]

International interest in the outcomes-focused approach

The Health and Social Care Standards, and our approach to scrutiny and improvement, have been generating a significant level of interest from other countries and provided opportunities for collaborative working and impact internationally. This confirms the growing reputation of care scrutiny in Scotland as radical and ground-breaking with our focus on the human rights and wellbeing of people experiencing care. To date we have responded to requests to meet with government officials or sector regulators from China, Japan, Singapore, Malta, Slovenia, Ireland, Iceland, Holland, Norway, Canada, Hong Kong and Sweden, We were invited to speak at the European Partnership for Supervisory Organisations in Copenhagen, the International Forum on Quality and Safety in Healthcare in Amsterdam, and this year’s prestigious European Social Services Conference in Seville, all in May 2018.

Making risk-based scrutiny decisions

Our discussions at Care Inspectorate risk round tables are starting to inform planning of scrutiny and improvement activities. We have used our assessments to help determine proposed sites for joint inspections of strategic commissioning, the thematic review of self-directed support which will take place in 2018/19, and to prioritise areas which might most benefit from support in using the findings of the adult support and protection review for self-evaluation. This work is still developing but beginning to prove useful.

Children and Young People teams have worked with strategic colleagues in developing protocols for closer joint working and intelligence gathering as they develop the new strategic inspection methodology. This approach will support the inspection of the community planning partnership but also gather evidence from service level inspections.

Link inspectors have prioritised completing contributions to the shared risk assessments for all 32 local authorities. We have continued to provide additional support and challenge to partners in Moray, to support the improvements they have agreed to make in respect of services for children.



SO1: Public assurance and confidence

Rami Okasha, Executive Director of Strategy and Improvement
Kevin Mitchell, Executive Director of Scrutiny and Assurance

Key priority 1.3: We will develop and implement an improvement strategy to underpin the Care Inspectorate's role in supporting care services and local partnerships to improve and attain the highest standards of care for people. This will describe how we will support improvement in collaboration with others, what we will do when improvement is too slow, and show how we will share examples of excellent practice in care. This will encourage learning and innovation, help services and the social services workforce to build capacity, and give greater public assurance about high standards of care.

Improvement programmes and resources

The Care About Physical Activity midway evaluation has been completed. This demonstrated many positive outcomes for people and services as a result of the input from the programme team and the collaboration with key partners. The many local partnerships and collaborations have had profoundly positive impacts for people. The CAPA team have been invited to speak at over 20 conferences and events along with showcasing results nationally and internationally. We are discussing future sustainability of the programme with the Scottish Government and partners.

During Q4 we spent significant time finalising improvement support resources, including food and fluid guidance, Moving More Often (a resource for people experiencing care at home), and on the therapeutic use of animals in care. Work has also commenced on an intergenerational resource which will showcase effective practice in building positive connections between young children and older adults. A project is taking place between the Care Inspectorate, PAMIS, Perth & Kinross Council, and the care sector with a focus on intergenerational practice and moving more, through the development of a sensory story.

Collaborative working

We are working with Healthcare Improvement Scotland on various improvement topics including dementia, access to out of hours support and palliative care. We have a joint working agreement and have agreed a clear flowchart to show how joint improvement support activity will be agreed prior to commencement. A lot of this work has been showcased locally, nationally and internationally which has resulted in effective practice being spread to other areas. We provided new resources on anticipatory care planning, produced by Healthcare Improvement Scotland, to adult social care settings, with a joint letter setting out our expectation of how anticipatory care planning can support decisions for older people. We have also worked with the Improvement Service to better co-ordinate activities which support self-evaluation and improvement in care.

We organised a workshop with a group of childminders from Forfar to evaluate the impact of "Your Childminding Journey" a resource to support childminders development and learning that was launched in 2017.

Building skill and capacity

Four permanent members of the Improvement Support Team have now completed the Scottish Improvement Leaders qualification and during this process they have been working with services to support improvement in continence, medication errors and a care management system for care at home. One of the projects is looking at the use of the Short Observational Framework for Inspectors in the Care Inspectorate in order to quality assure the process and speed up the implementation of this tool. The projects have been used the model for improvement with a view to spread and sustainability.

Our inspection focus area on dementia provided evidence around areas of effective practice and areas for improvement within care homes for older people. We are now working with a wide range of partners to plan how we can support improvements in this area of practice, including in discussions with the Life Changes Trust.

Strategic Objective 2:

We will inform local and national policy to contribute to ensuring a world class care system in Scotland, through intelligence-led, risk-based, and evidence-based approaches to scrutiny and improvement.

Rami Okasha, Executive Director of Strategy and Improvement

Kevin Mitchell, Executive Director of Scrutiny and Assurance

Key priority 2.1: Improve the way we collect, analyse, present and use intelligence. This will help us keep pace as the way care is delivered changes. We will develop our systems to be able to better use data and information that is available to us, both to inform our own work and the work of others.

Key priority 2.2: Developing our intelligence together with partner agencies, publishing evidence based reports and promoting examples of validated national and international good practice in the rights based delivery of integrated health and social care. We will develop a programme of evidence based publications to inform local and national policy; these publications will include thematic reviews, statistical information, learning from serious incident reviews and significant case reviews, complaints and public protection work.

Publications based on our scrutiny evidence

During Q4, we began working on a summary report of the findings of the programme for joint inspections of services for children and young people 2012-17. In Q4, we finished the writing of a thematic report on Child Sexual Exploitation, based on findings from our inspection activity of children and young people's services. We hope to publish both reports in Q1 of 2018/19.

Intelligence products and tools

We continue to develop intelligence products as part of our new intelligence strategy, which was agreed in Q4. In Q4, we considered problem profiles around complaints about care homes for older people; the prevalence of self-funding in care homes for older people, and the development of an interactive tool for relationship managers to have oversight of the care home economy at local authority and large provider levels.

Over several years, the Intelligence Team have developed a suite of intelligence tools used to inform strategic and care service inspections, and the work of our relationship managers and link inspectors. We had not undertaken a comprehensive review of them to date.

In collaboration with Inclusion Scotland, we recruited an intern post in January 2018 to review our current suite of intelligence tools and to make sure they are fit for purpose. This review is now well underway and will report back in Q1 of 2018/19. We have already made use of findings to revise the content of the annual returns summary tool, including additional relevant information that will both speed up inspector's time to plan an inspection and ensure that any indicators of increasing risk from the annual returns are flagged up to the inspector.

SO2: Informing local and national policy

Rami Okasha, Executive Director of Strategy and Improvement

Kevin Mitchell, Executive Director of Scrutiny and Assurance

Key priority 2.3: Develop our contribution and exposure to trends, research and innovative practices emerging from national and international partners. We will work together with partner agencies to identify emerging themes, trends, good practice, innovative models and areas of concern across all care service types and in the strategic provision of early learning and childcare, integrated health and social care, social work, and community justice. We will ensure that our activities act as enablers to the development of new and innovative models of care which can support better outcomes for people.

The Care Inspectorate's online hub

During Q4, The Hub continued to develop as a mechanism for signposting and sharing good practice and innovation. As well as continuing to populate both the good practice and policy libraries on the site; new Care Inspectorate good practices guides and template policies on health and care related policy, promotion of continence and management of bowel dysfunction, review of medicine management procedures, palliative and end of life care, adults with incapacity, and tissue viability were highlighted on the front page. The Hub was updated to reflect the new Health and Social Care Standards coming into force. A new improvement support section is being developed to make key practice documents easier to find. A review of all practice documents is underway to ensure that content remains up to date and accurate.

Scottish Child Abuse Inquiry

We continued to engage with the Scottish Child Abuse Inquiry. We made submissions to the inquiry, at invitation, as to the standard of proof it should apply.

Expansion of learning and childcare

To support the expansion of early learning and childcare to 1,140 hours by 2020 there have been a number of "trial" sites across Scotland. The purpose of the trial sites is to encourage new and innovative models of delivering early learning and childcare for children and their families that promotes high quality outcomes for children that is accessible, flexible and affordable for families. We have been working with colleagues from Education Scotland to review the sites to look at the implementation of the new models and the impact these settings have in meeting children and family's needs. Our joint findings will be provided to Scottish Government to support learning for the next stages of the expansion implementation. Our registration team are also working with Scottish Future Trust and a local authority to develop two new early learning and childcare settings that will be based on the principles of "Space to Grow" that will provide a high quality indoor and outdoor experience for young children.

Continuing care and aftercare

With the increasing emphasis on the continuing care and aftercare agendas we have become a corporate member of the Scottish Throughcare and Aftercare Forum. This is to ensure we can access the latest training and development initiatives in these care practice areas, but also to increase our networking with providers and practitioners in this sector to share and disseminate good practice.

Showcasing good practice in ELC

During Q4, work commenced on a resource to promote gender equality in the early learning and childcare, due to be published later in the year and led by the Care Inspectorate and Zero tolerance, with input from key partners within the sector.



SO2: Informing local and national policy

Rami Okasha, Executive Director of Strategy and Improvement and
Kevin Mitchell, Executive Director of Scrutiny and Assurance

Key priority 2.4: Continue to support a wide range of policy development and ensure that the Care Inspectorate is ready and able to respond to emerging policy agendas. We will co-lead the National Care Standards development in a way which reflects voice, choice and control for people who use services and their carers, regardless of care setting, and ensure that principles around dignity and respect, compassion, inclusion, responsive services, and wellbeing are promulgated so as to be embedded in care service delivery.

Consultation responses

During this period we responded to consultations on:

- fire safety guidance for premises with sleeping accommodation (Scottish Government)
- Annual Police Plan 2018/19 (Police Scotland)
- professional regulation (Department of Health)
- Brexit and social care (Scottish Parliament)
- the presumption of mainstreaming (Scottish Government)
- public health and palliative care
- staffing in health and social care (Scottish Government)
- child and adolescent health and wellbeing (Scottish Government)
- electoral reform (Scottish Government)
- the Scottish regulators' strategic code of practice (Scottish Government).

Scottish Government policy initiatives

We are participating in the Secure Care Strategic Board, and contributing to the work of sub groups on pathways, standards, and the vision and values for the secure sector. During Q4, we also have engaged with a number of work streams to support the Scottish Government deliver their quality action plan, A Blueprint for 2020: the expansion of early learning and childcare, including the quality reference group, the development of the national criteria for Funding Follows the Child, monitoring and evaluation of the expansion, and the skills investment group.

Legislative initiatives

During Q4, we continued to work with the Scottish Government as they progress their planned legislation on 'safe and effective staffing'. The Bill proposes that the Care Inspectorate will take on some additional duties to work with the care sector to identify the potential for developing validated tools to support workload planning, initially in care homes for older people, and to co-produce these tools with a wide range of stakeholders.

During Q4, we supported the introduction of the new statutory duty of candour, including by raising awareness with care providers and local partnerships, and adjusting our notifications process for adverse events.

Autism policy and awareness

We have had some discussion with autism policy colleagues in the Scottish Government to consider the implications of our inspection findings in relation to services that support people with autism. This is something they have asked us to consider as they refresh Scotland's Autism Strategy. This has led us to also explore the potential for recruiting more people with autism as inspector volunteers, the opportunity to arrange 'autism awareness' training for all inspectors; the benefits of convening an autism practice development group to enhance and consolidate our inspectors' knowledge and understanding.

Strategic Objective 3:

We will support peoples' understanding of high quality, safe and compassionate care by promoting standards and quality of service they should expect and help make sure their voices are heard.

Rami Okasha, Executive Director of Strategy and Improvement
Kevin Mitchell, Executive Director of Scrutiny and Assurance

Key priority 3.1: Strengthen how we listen and act upon the views and experiences of people who use services and their carers to inform and continually improve our work, including by more pro-actively seeking their views and acting on them, and co-designing wherever possible. We will continue to involve people with experience of care services in our scrutiny and improvement work and seek to become an inclusive organisation able to help empower people who use services and their carers, so that together we continue to strive for innovation, improvement and excellence in our user focus activities

**KPI 4: Inspections involving an inspection volunteer:
543 inspections in 2017/18
(7.2% of all inspections completed)**
(Compared to 549 inspections (7.3%) in 2016/17)

Inspection volunteers took part in 97 inspections, speaking to 742 people who experience care (545 people using services and 197 relatives). This equated to a total of 505 hours spent by inspection volunteers on inspection. In addition our young inspection volunteers carried out 5 care service inspections which are continuing to increase as we continue to see the value and richness of feedback from young people using services when a young inspection volunteer is present. They were also involved in a joint strategic inspection in this period.

Young inspection volunteers have been influential in the continued work to develop methodology for joint inspections going forward. We have made changes to key areas of focus, the inspection footprint and inspection activities as a result of their feedback and are currently working with them on how to engage with young people in advance of inspections, and how to report on our findings in more accessible ways.

We have carried out two pilots to test our new inspection framework in care homes for older people as part of this we evaluated our inspection work by speaking to people who live in care homes that we were inspecting.

Strengthening the voice of young people in residential schools

We held a joint event with Education Scotland for members of the Scottish Council for Independent Schools about our shared inspection methodology. We also evaluated with them our year-long pilot of an electronic questionnaire for pupils. This has dramatically increased the responses we receive from young people at very large services and added real value to our scrutiny. Feedback was very positive and we are to also seek views from young people themselves so as to refine this initiative further.



SO3: Promoting standards, ensuring people are heard

Rami Okasha, Executive Director of Strategy and Improvement

Kevin Mitchell, Executive Director of Scrutiny and Assurance

Key priority 3.2: Strengthen our role in executing our responsibilities for vulnerable people

including for those whose ability to make decisions under the Adults with Incapacity Act is restricted, and our new role as a Corporate Parent.

Key priority 3.3: Strengthen our approaches and develop new ways to listen

and gather real-time information on the views, opinions and experiences of people using care services and their carers, and use this information to inform and co-design scrutiny and improvement interventions.

MM 9: % services with more than 90% of respondents happy or very happy with the quality of care

94%

(compared to 93% in 2016/17)

Corporate parenting

During Q4, we submitted to the Scottish Government the required progress review on the work done to implement our corporate parenting strategy. Key areas being taken forward include the work of young inspectors and their influence on our methodology and making improvements in the way in which we inform young people about how to make a complaint, and how we respond to complaints from young people. Our Complaints Team is progressing raising awareness of our complaints procedure with young people and 'Who Cares? Scotland'. We will use this feedback to refine and improve our approaches, and also consider how we can raise further awareness amongst children and young people.

Ensuring people's voices are heard

Our involved people gave feedback on the Duty of Candour materials that has just been produced collaboratively by a number of organisations including the Care Inspectorate and Scottish Government. They were able to give suggestions and ideas on how to make the materials more appealing to people who are experiencing care and also give some suggestions for content. Young inspection volunteers were invited by the Scottish Government to take part in a focus group around consent and healthy relationships.

Business transformation

Our business transformation team attended the Involving People Group in Q4 to discuss progress and get some feedback on methodology and digital tools from our involved people.

Using SOFI2

We have strengthened our staff training, awareness and use of Short Observational Framework for Inspection 2 to ensure we are capturing the experiences of people who cannot verbally tell us their views at inspection. All adult inspection staff had refresher training and all new staff have now been trained.

Case study: supporting young inspection volunteers

Our young inspection volunteers launched their new learning logs in March 2018. This work was funded by our bright ideas internal innovation scheme. The content and design was led by the young inspection volunteers with the support from involvement and communications staff.

At the launch the volunteers gave presentations and facilitated group exercises as well as being involved in all of the preparation for the event. We invited colleagues internally as well as representatives from other organisations including Healthcare Improvement Scotland and the Children and Young People's Commissioner's office. We continue to promote the Year of the Young Person 2018 and work to our detailed communications plan through written articles, social media blogs and internal discussions.

The aim of the learning logs is to produce a place for young inspection volunteers to record and evidence the skills and experience they gain while volunteering with the Care Inspectorate. It has space for them to record any training they undertake and events/conferences they attend, skills they develop with real life examples that will assist them during interviews for employment, college or university.

All young inspection volunteers will continue to use their learning logs during the duration of their volunteering with us to record and evidence their work. We envisage that it will positively support their own personal development and will be used to assist them when they leave us and move into employment or education. We produced a short film based on the work of the young inspection volunteers to encourage more care experienced young people to volunteer with us. This has been published on our social media channels and we will continue to monitor recruitment levels as a result. The recruitment process has been underway in this quarter with interviews taking place in February 2018.

We have begun work with Glasgow Kelvin College to offer our young inspection volunteers a formal qualification during their time with us. The Community Achievement Award is an SQA accredited course to HNC Level and we already have 4 of our young inspection volunteers signed up to take part in the 90 hour course while working with us on inspections, presentations and consultation work.

Supporting carers

We have helped to amplify the voice of carers through the Health and Social Care Standards project by producing bespoke products and proactive engagement. This involved working with carer organisations to understand how the standards will impact on them. During Q4, we developed a film for carers about the standards which will be launched in 2018/19.

During Q4, we also engaged with the Carers Act Implementation Group, helping provide guidance and evidence from our scrutiny work.

Empowering people through knowledge about the new care standards

During Q4, we have given presentations to the following audiences about the new standards, which an emphasis on empowering people to understand and claim their rights:

- Scottish Parliament's Cross Party Groups on Health Inequalities
- Coalition of Care Providers Scotland
- Scottish Social Services Council
- Glasgow Council of Voluntary Organisations
- Aberdeen, Aberdeenshire, North Ayrshire, Edinburgh, Perth and Kinross and Stirling councils
- The SCVO Gathering
- Scottish Care
- Scottish Out of School Care Network
- Scottish Qualification Authority
- Quality Scotland
- Edinburgh University Bachelor of Arts in Childhood Practice course.

SO3: Promoting standards, ensuring people are heard

Rami Okasha, Executive Director of Strategy and Improvement
Kevin Mitchell, Executive Director of Scrutiny and Assurance

Key priority 3.4: Develop new approaches to receiving, assessing, considering and responding to concerns and complaints raised by people about care services to ensure that our scrutiny and improvement interventions are effective, proportionate, and coherent across the range of our work

KPI 5: % of complaints about care that are investigated within the relevant timescales

72% of complaint investigations were completed within 40 days
(compared to 76% in 2016/17)
[Target 80%]

Embedding the new complaints process

We have implemented our new complaints procedure and during Q4, this became embedded in our operations. Through the risk assessment of complaints we are undertaking investigation of high risk complaints more swiftly and linking our findings to inspection activity. We have successfully implemented a process of ‘frontline resolution’ and ‘provider resolution’ to resolve lower level complaints more directly and without people having to go through the formal procedure. This has been very well received.

We are planning to evaluate the impact of the new complaints handling procedure in the coming months, including by consulting with those who have used the procedure.

Improving digital systems

The business transformation programme is using agile methodology to deliver incremental functionality of digital systems needed to support our scrutiny and improvement work, starting with our new complaints procedure. The development team is working closely with a wide range of colleagues, including inspectors, team managers, also the Contact Centre, Business Support, Engagement Team, Intelligence Team, Information Governance, Improvement Support, and ICT Service Desk. We have also engaged with people who have used our complaints process. We are building our understanding of the operational and organisational needs, including performance and quality assurance measures and future flexibility.

Strategic objective 4:

We will perform as an independent, effective and efficient scrutiny and improvement body, working to consolidate excellence, deliver cultural change, invest in a competent, confident workforce and work collaboratively with partner agencies to support the delivery of safe and compassionate, rights-based care.

Gordon Weir, Executive Director of Corporate and Customer Services

Rami Okasha, Executive Director of Strategy and Improvement



Key priority 4.1: Develop a best value approach underpinned by an efficiency saving regime to identify areas for savings, investment, and growth. This will enable us to meet future financial challenges, working collaboratively with our staff and partner bodies to continue to identify ways of reducing duplication and deploying flexible, innovative approaches to evidence public value. We will revise and strengthen our quality assurance processes and practices across all parts of the Care Inspectorate to ensure we deliver the highest quality work in a way that constantly evolves and improves.

Key priority 4.2: Support a programme of cultural change, to deliver an open, transparent and enabling culture which consolidates excellence, engages and empowers staff, prioritises collaboration over compliance, and demonstrates leadership at all levels.

KPI 9: Complaints about the Care Inspectorate completed within SPSO timescales

73%

(compared to 64% last year)

MM 8: % of complaints about the Care Inspectorate that are resolved through front line resolution

31% of complaints about the Care Inspectorate completed in 2017/18 through frontline resolution.
(compared to 27% last year)

Best Value

In Q4 the Executive Team agreed the Best Value Programme for 2019/20 which will support continuous improvement across all out work.

Empowering our staff

Coaching conversations training and briefings have continued to be rolled out to all staff and further staff are undertaking the coaching diploma. We will be measuring the evaluation and impacts of the training programme during 2018. Testing concluded in Q4 on our new performance development and review system, which will allow better performance development and a clearer link to learning and development at a team, organisational and personal level.

Supporting innovation amongst staff

Q4 saw the conclusion of our staff innovation fund. Most of the funded bids have been delivered and have been well received, including learning logs for young inspection volunteers, a publication on the therapeutic use of animals in care, and space for a religious observation group. Evaluation is underway. Work is on-going to plan for the effective implementation of this.

KPI 7: Staff absence rate: 4.5%

short term 0.9%
medium term 0.6%
long-term 3.0%

(4.4% in 2016/17). CIPD average for the public sector is 4.3%.

KPI 7: Staff vacancy rate

inspectors – 2.7% (2.3% last year)
non-inspector – 3.7% (0.8% last year)

SO4: independent, effective and efficient

Gordon Weir, Executive Director of Corporate and Customer Services
Rami Okasha, Executive Director of Strategy and Improvement
Kevin Mitchell, Executive Director of Scrutiny and Assurance

Key priority 4.3: Develop effective and efficient ICT systems, digital services, and processes and practices, tailored to the needs of different stakeholder groups, which strive for excellence, putting the internal and external customer at the heart of all our business activities.

KPI 6: Registration applications completed within timescales

80%

of registrations were completed on time in 2017/18
(compared to 86% last year)
Target 80%

The contract for a new payroll / HR information system has been awarded and a project to migrate to the new system for October 2018 has commenced.

We continue to progress our programme of digital and business transformation, and during Q4 we sought to fill key posts and build our skill-base and organisational technical knowledge to deliver this digital programme.

During Q4, we continued work to improve the efficiency of our recruitment processes, including work to match people's business behaviours to job requirements. Work also continues on an HR shared services strategy and action plan, including the potential for e-recruitment.

Care Inspectorate Contact Centre

The contact centre handled a total of 11,263 calls in Q4. In addition to receiving calls, the contact centre sent out 192 registration packs in Q4 and are the first point of contact for receiving complaints and responding to queries about our e-forms system.

The most common areas for calls in Q4 were:

- e-forms – 2,866 (25%)
- annual return queries – 1,875 (17%)
- staff contact details – 1,025 calls (9%)
- general enquiries – 1,616 calls (14%)
- complaints & concerns - 852 calls (8%)
- registration - 832 calls (7%).

Discussions with Scottish Social Services Council to arrange cross-working between teams. Team have begun gathering information and queries raised by customers which are unclear between Scottish Social Services Council and Care Inspectorate. Better communication between two teams will reduce unnecessary transfers between organisations.

We have completed the transfer of all the local office phone lines to be redirected to the contact centre. This has allowed us to monitor and field the calls and the information is more consistent for customers.

SO4: independent, effective and efficient

Gordon Weir, Executive Director of Corporate and Customer Services

Rami Okasha, Executive Director of Strategy and Improvement

Kevin Mitchell, Executive Director of Scrutiny and Assurance



Key priority 4.4: Develop a transformational change programme to further invest in a competent, confident workforce which is empowered to support the delivery of safe, compassionate and rights-based care, including developing new career pathways and supporting the professional development of our staff in their specialisms.

Key priority 4.5: Strengthen our governance arrangements and success reporting so that we are transparent, accountable and open to challenge on how we evidence our success and use of public monies and resources. We will review in partnership with Scottish Government, our legislative framework to ensure it is fit for purpose and acts as an enabler in delivering our statutory responsibilities of providing protection and assurance for people who use services and their carers.

Induction

We have developed and introduced a new induction programme for new staff. This involves taught sessions, on-the-job job learning and mentoring. The evaluation of this has been very positive. This has supported staff to be equipped to undertake inspection sooner after joining the organisation.

Workforce development

A new workforce development strategy has been drafted and consulted, on ready for implementation in Q1 2018/19. The strategy sets out our vision for the development of our workforce over the next three years to ensure we deliver first class professional development opportunities to our employees whilst supporting them to meet the challenges of internal and external influences. The strategy will support our wider transformation agenda and ensure that the Care Inspectorate is an innovative and challenging place to progress professionally, making us a high performing learning organisation and an employer of choice. During 2017/18 we became a Scottish Qualifications Authority (SQA) approved delivery centre, with our Professional Development Award was approved by both SSSC and SQA. The first cohort (20) commenced early in 2018/19.

The temporary practitioner inspectors and inspection assistants continue to work well in their teams. Work to evaluate the pilot, and the impact of the roles, is on-going against the measures defined in our evaluation framework. Work is on track for the first evaluation report to be presented to Executive Group in spring 2018.

New contracts have been agreed with a number of new providers which will expand the range of high quality face to face training, e-learning and online resources available to our staff. We are also working with a specialist company to develop bespoke e-learning content to support the implementation of the new health and social care standards and quality framework, and replacement process to the performance development review system. Work is also on-going to identify and procure a new learning management system to support the development of our virtual learning and environment and enable our staff to more effectively manage and maintain records of their own development.

Development events

There have been a number of events for staff to increase their knowledge and understanding, including our Legal Team delivering its third 2-day training session (entitled "Keeping it Legal") for inspectors as part of the formal induction programme. All adult inspection staff have now received training in adult protection which was delivered in partnership with local authority leads for adult protection and Police Scotland.