

2018-19
Quarter 1
Performance report

Success measures

Key performance indicators

1: Public assurance and building confidence

KPI1: Statutory inspections complete.

83%

(487 statutory inspections completed)

[Target 99%]

KPI2: People who tell us scrutiny helps improve services

Staff: 99%

People experiencing care: 97%

[Target 90%]

2: Informing policy

KPI3: People who say our national reports and publications are useful.

Aiming to report in 2018/19

[Target 90%]

Colour code

Red significantly below target (11% or greater under target)

Amber slightly below target (1%-10% under 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

KPI4: Inspections involving an inspection volunteer.

8% - 127 Inspections completed that included an Inspection Volunteer up to 30 June 2018

KPI5: Complaints about care that are investigated within the relevant timescales.

57%

[Target 80%]

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

KPI6: Registration applications completed within timescales.

77%

[Target 80%]

KPI7: Staff absence rate.

2.9%

KPI8: Staff vacancy level.

Inspector: 6.1%

Non-inspector: 6.4%

KPI9: Complaints about us completed within timescales.

75%

KPI10: Audit recommendations met

100%

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.

Registered care scrutiny

Over the first quarter of 2018/19, we completed 1,581 inspections, 283 fewer than the 1,864 we completed over the same period in 2017/18. This included 487 (83%) of the statutory inspections planned for this quarter. We completed 199 registrations (16 more than 2017/18), 599 variations (178 fewer than 2017/18) and received 1,181 new complaints (10 more than last year).

Developing methodology for care service scrutiny

Throughout the period covered by this report we have been testing and refining a new methodology for inspecting care homes for older people, reflecting the new health and social cares standards. During quarter 1, we introduced changes to our inspection reports for care homes for older people and published the first of our new quality frameworks for care homes for older people, with inspections commencing in Q2. Inspectors in adult services and complaints teams have attended three days of training in our new methodology. Ahead of its commencement, we publicised the changes widely and engaged with stakeholders. Consultation is well underway with external stakeholders to understand customer needs for a revised registration process. We have held three consultation events for providers, which will help inform changes to the process as part of our business and digital transformation work.

Joint inspection framework with Education Scotland

We continued to develop the shared inspection framework with Education Scotland for all Early Learning and Childcare and out of school care settings. Both organisations already have a history of working in collaboration and the shared framework will support a consistent approach for the sector taking account of the Health and Social Care Standards and other national guidance including curriculum for excellence to support the Scottish Government's priority of the development of high quality Early Learning and Childcare with a strong focus on improvement and self-evaluation.

KPI 1: % first statutory inspections completed

83% (487 inspections) completed up to 30 June 2018

102% (605 inspections) completed in the same quarter last year

Total number of scrutiny and improvement interventions

3,560 up to 30 June 2018
(3,995 in same quarter last year)

Strategic Objective 1: Public assurance and confidence

Kevin Mitchell, Executive Director of Scrutiny and Assurance

Rami Okasha, Executive Director of Strategy and Improvement

Key priority 1.1:

Developing and delivering our inspection programme

The health and social care standards development

The health and social care standards are now serving as a catalyst for giving the public assurance and confidence in the quality of care and the contribution of scrutiny in achieving this. From the start of quarter 1, we have referred to the new standards when making requirements and identifying areas for improvements across all of our care service scrutiny. The standards are being fully embedded in our new quality frameworks; internal and external stakeholder feedback is confirming that this new scrutiny model has significantly greater potential for improving outcomes and clarifying our expectations.

Providing assurance

In quarter 1 we made an application for emergency cancellation of a care home in Glasgow in terms of Section 65 of the Public Services Reform (Scotland) Act 2010. The sheriff granted interim suspension on 9 July 2018 to take effect from 27 July 2018. The home is now closed.

Strategic planning and scrutiny – adults and older people

We carried out progress reviews in the Na h-Eileanan Siar and Aberdeen City, where aspects of service provision were evaluated lowly in previous joint inspections of services for older people.

We published reports of adult support and protection inspections carried out jointly with Her Majesty's Inspectorate of Constabulary in Scotland (HMICS) and Healthcare Improvement Scotland (HIS) in six health and social care partnership (HSCP) areas (North Ayrshire, East Dunbartonshire, Highland, Aberdeenshire, Dundee City and Midlothian), along with an overview report summarising key themes.

We have completed the development of our approach to the thematic review of self directed support (SDS) which will take place this year. We established a widely-drawn advisory group for this work, and a professional reference group to help us take forward the work.

Strategic planning and scrutiny – children and young people

During quarter 1 we continued to develop the methodology, tools and framework required to start inspecting services in quarter 3 for children needing protection and those who are looked after and care experienced.

Strategic planning and scrutiny – criminal justice

We have used time in quarter 1 to lay the foundations for our new scrutiny of justice work by engaging with Scottish Government, Community Justice Scotland and other stakeholders about priorities and areas of risk. We established a stakeholder reference group (first meeting to take place in quarter 2) and have drafted a proposal for scrutiny and supported self-evaluation, to commence in quarter 3.

Under the duty of cooperation, we supported Her Majesty's Chief Inspector of Prisons in their inspection of Her Majesty's Prison Perth and in the revision and updating of standard 8 of Her Majesty's Prison Standards (transition from custody to life in the community).



Strategic Objective 1: 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.

International interest in the outcomes-focused approach

There continues to be significant international interest in our outcome-focused inspections and our approach to evaluating the quality of care. During quarter 1, the executive director of strategy and improvement and the head of improvement support, in conjunction with counterparts in Healthcare Improvement Scotland, led a workshop at the British Medical Journal / Institute for Healthcare Improvement International Forum on quality and safety in healthcare, in Amsterdam. Over 400 delegates from 31 countries explored the potential for newer approaches to regulation to help improve experiences and outcomes for people. The Care Inspectorate also spoke at a fringe event for regulators at this conference. Improvement support colleagues were invited to speak in Birmingham about our work in pressure ulcer prevention.

During quarter 1, the executive director of scrutiny and assurance commenced providing advice to regulators in Northern Ireland on scrutiny and assurance activities. He convened a special discussion session of the National Preventative Mechanism to consider how various scrutiny bodies and regulators address the protection of rights when liberty is deprived.

KPI 2A and 2B: People who tell us our scrutiny interventions help services to improve

People who experience care: 97%

Staff in care services: 99%

(People who experience care - 34 respondents,
Staff- 209 respondents.)

Due to the reorganising of staff in inspection teams, there was no ISQ sample prepared for the same quarter last year.

Key priority 1.2 Case study:

A senior inspector and young inspection volunteer took part in the European Social Services Conference in May 2018. Along with representatives from Malta and France, they took part in a workshop presentation on the involvement of people experiencing care and support. We provided a presentation on the role of young inspection volunteers in our scrutiny work; highlighting benefits, impact, unique contribution and challenges. Our young inspection volunteer also highlighted the benefits, to them, of volunteering with the Care Inspectorate. We then took part in a panel discussion along with Centre for Excellence for Looked After Children in Scotland (CELCIS) and the Malta and France representatives. The discussion was around listening to care experienced children & young people in driving forward improvements, links to the care review and child protection improvement programme. It was an excellent learning and sharing opportunity for both the senior inspector and young inspection volunteer, and helped cement Scotland’s reputation as being sector-leading.

Strategic Objective 1: Public assurance and confidence

Kevin Mitchell, Executive Director of Scrutiny and Assurance

Rami Okasha, Executive Director of Strategy and Improvement

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.

Developing guidance

In Q1, we published **Better Care Homes for Adults**. This resource takes account of the health and social care standards and provides general guidance for the providers of care homes to develop high quality environments for people living in care homes. It reflects our growing aspirations about the quality of life people should experience in residential care.

Guidance on nappy changing was updated and published in June 2018; this will support settings to ensure practice is safe and they take account of the individual needs of children.

During Q1, we began development a number of guidance documents to support and influence practice: **guardianship guidance** will support children in receipt of a service during school holidays to ensure they are in a placement that will meet their needs. Guidance on **admission to residential establishments** for young people has been drafted and this will support the sector to assess the needs of children and young people before a placement is made, and help staff to identify, and provide for, specific needs of children.

Implementing improvement strategy

During quarter 1, we have been implementing the improvement strategy, by:

- Building the capacity, capability and confidence with our own staff, providers and partnerships; evaluations of this capacity building are very positive.
- Collaborating with the Scottish Social Services Council (SSSC) in delivering improvement workshops in the sector, including around the role of leadership in high-quality care
- Finalising work on food and fluids guidelines, which inspectors will be able to signpost to during scrutiny and improvement activities
- Publishing a care about physical activity (CAPA) resource for people experiencing care at home called 'moving more often', based on a tested approach involving care at home services.
- Working with the Scottish Prison Service to develop bespoke physical activity learning events, with sessions at Edinburgh and Glenochil prisons planned to support the health and wellbeing of older prisoners.
- Commencing work on a resource pack to highlight the positive impact of intergenerational work, bringing together the experience of our inspectors and improvement advisers.
- With Glasgow Caledonian University, commencing a module on physical activity for older people, as part of CAPA, with a mixture of professions including allied health profession students. We are now developing online module for care staff.
- We concluded the initial phase of work on out of hours care, jointly funded through Healthcare Improvement Scotland and Care Inspectorate, involving collaboration with care services and NHS 24, and have subsequently been funded by the Scottish Government to develop work in this area.



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

Gordon Weir, Executive Director of Corporate and Customer Services

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 quarter 1, we published “Preventing and responding to child sexual exploitation: evidence from inspections of care services for children and young people”. This collected data and intelligence from care settings for children and young people, designed to understand approaches to child sexual exploitation.

Working in partnership with Police Scotland

During Q1, we worked with Police Scotland to discuss the handling of sensitive intelligence about the prevention and detection of crime where it relates to activities in the care sector.

Using evidence to support the expansion of early learning and childcare

We continue to contribute to the strategic planning and the delivery of the early learning and childcare expansion, ensuring evidence informs policy. We are represented on strategic groups and are involved in a range of specific pieces of work including:

- the development of an induction resource that will support new staff into the sector to delivering early learning and childcare to ensure that they are well supported
- planning for an inspection focus area on the impact of the additional graduate funded by the government in some settings (scheduled for 2019/20)
- Developing an online directory of continual professional development opportunities for the sector that will include a wide range of relevant topics to support the delivery of care and learning but also an emphasis on working with families.
- We are developing an online resource to support childminders to record the impact on their service of their learning and development.

We have completed the evaluation of the 14 trial sites across Scotland for the early learning and childcare expansion for 1,140 hours. We worked with Education Scotland to review the delivery models and the impact on children and families. The findings were included in the government’s report “evaluation of the early learning and childcare delivery trials” published on 22 May 2018.

The Care Inspectorate submitted a comprehensive response to the government’s consultation on the early learning and childcare service model for 2020. Proposals for the quality criteria suggests a key role for the Care Inspectorate in the future as access to funding will be dependent on our evaluations from scrutiny activity and there will be an emphasis on our new self-evaluation framework and a key role to support settings improve.

Strategic Objective 2: Informing local and national policy

Rami Okasha, Executive Director of Strategy and Improvement

Kevin Mitchell, Executive Director of Scrutiny and Assurance

Gordon Weir, Executive Director of Corporate and Customer Services

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.

Scottish child abuse inquiry

The Scottish Child Abuse Inquiry has changed its terms of reference to remove the requirement to report to Ministers within four years and instead report as soon as reasonably practicable. We are in the process of responding to new information requirements made of us by the Inquiry. We have submitted evidence to inform the next phase of the inquiry, which now includes residential establishments previously regulated by the Care Inspectorate and our predecessor body.

Evidence around integrated care

During Q1, we became members of International Foundation for Integrated Care (IFIC), providing an important opportunity to learn from other countries and to influence the development of methods of quality assurance and improvement in integrated care. The executive director of scrutiny and assurance and service manager (adults – strategic scrutiny) attended a conference in Utrecht to share ideas and explore common ground around scrutiny and improvement in integrated care.

Working in partnership for innovation

We are continuing to work with Cornerstone as they roll out the implementation of their new approach, inspired by Buurtzorg Nederland, creating self-organising teams. We have arranged engagement between Cornerstone managers and local inspectors to ensure that we can remove any barriers to innovation and support this new approach, which seeks to provide greater continuity, better support arrangements and improved outcomes for the people they work with.

Work in partnership with other agencies

We have refreshed our existing memorandum of understanding with The Health and Safety Executive, Institute for Research and Innovation in Social Services (Iriss) and Office of the Scottish Charity Regulator (OSCR). We have agreed a memorandum of understanding with the Scottish Fire and Rescue Service which will help us better deliver our registration function. This will provide opportunities to ensure that people living in care settings will have environments that meet current legislation and best practice.

Development of The Hub

We launched a new spotlight on childminding on The Hub this quarter, along with updates to sections on the health and social care standards and the dementia spotlight. These are designed to contribute to emerging and effective practice across sectors.

Strategic Objective 2: Informing local and national policy

Kevin Mitchell, Executive Director of Scrutiny and Assurance

Rami Okasha, Executive Director of Strategy and Improvement

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

We responded to the following consultations:

- A connected Scotland (Scottish Government)
- Adults with incapacity (Scotland) Act 2000 proposals for reform (Scottish Government)
- Engagement paper for possible inclusion in the Scottish Government's new suicide prevention action plan (Scottish Government)
- Ensuring patient safety, enabling professionalism (Nursing and Midwifery Council)
- Year of young people 2018 (Scottish Parliament's Health and Sport Committee)
- Establishing a statutory appropriate adult service in Scotland (Scottish Government)
- Early learning and childcare service model for 2020: consultation paper (Scottish Government)
- Care homes for the elderly – draft consumer law advice (Competition and Markets Authority)

Key policy developments

During quarter 1 we provided briefings on the Health and Care Staffing (Scotland) Bill, and the Scottish Government's new national performance framework. We also produced summaries of a number of Scottish Parliament debates and committee sessions relating to early learning and childcare and the Scottish Health Council.

Implementation of proposed legislation

During Q1, we worked with Scottish Government colleagues to progress our planning on the Care Inspectorate's proposed role in the Health and Care Staffing (Scotland) Bill. The Bill proposes that we work with the sector to develop workload tools in care homes for older people, to ensure that the care being provided is safe and effective and improves residents' outcomes. We provided a formal response to parliamentary committee evidence-gathering on the Bill.

The health and social care standards development

Implementation of the health and social care standards is having a wider impact on improving the quality of care out with inspection. During Q1 we helped to collate evidence about the reach and impact of the standards. This showed:

- The SSSC is reporting that the open badge online course on the standards has been very successful, with a high volume of traffic.
- The Life Changes Trust has awarded £20k to support projects to implement the standards.
- The standards are increasingly being referenced in legislation, policies and frameworks across health as well as social care, including the NES palliative and end of life care framework and the Scottish Government's safe and effective staffing Bill.

Implementing the standards is resulting in new collaborative relationships being formed and strengthened. For example, the Scottish Social Services Council has joined the implementation team and has collaborated with us to produce a series of films for the health and social service workforce. This will send a strong message to the care sector that key regulatory and scrutiny organisations are themselves modelling the integrated approach. The focus of the standards on love and compassion has also resulted in the strategic team setting up a joint project with the Scottish Social Services Council to co-produce a practice resource promoting compassionate care across the sector.

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.

Kevin Mitchell, Executive Director of Scrutiny and Assurance

Rami Okasha, Executive Director of Strategy and Improvement

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

**127 inspections in Q1 2018/19
(8% of all inspections completed)**

(Compared to 149 inspections (8%) in the same period last quarter)

MM12: Number of people using services and carers that inspection volunteers speak with

1,183 in Q1 2018/19

Compared to 1,336 in same period last quarter

Inspection volunteer focus / update

During quarter 1, inspection volunteers were involved in 127 inspections – 8% of all inspections undertaken in the quarter. During those inspections, they spoke with 1,183 people, 791 of which were people who use care, and 392 were relatives and carers. Young inspection volunteers were involved in a further 5 care service inspections.

We consulted with our involving people group in April 2018 around our new involvement strategy 2018-21 which is due to be published before the end of 2018. We had a number of suggestions, views and actions for moving forward into the next three years, continuing our strong commitment to involving people and seeking to expand the ways in which we hear people’s voice and act upon it.

Our inspection volunteers have been involved in filming their personal and volunteering experiences to share with others both external and internal to the organisation.

Supporting inspection volunteers

We have been working with our young inspection volunteers to secure them places on the college-based community achievement awards course, using their volunteering role as supporting evidence. We continued to recruit and train new young inspection volunteers and completed the training of five new volunteers in May 2018.

There has been national and international interest in the work of young inspection volunteers including a delegation of inspectors from Sweden. Young inspectors explained their work to them, and described the impact they had in assessing and improving quality. We presented at the Scottish Institute for Residential Child Care (SIRCC) conference, drawing on our scrutiny evidence to share findings.

Our adult volunteers have been involved in the consultation around self directed support (SDS), business transformation and strategic scrutiny methodologies.

Strategic Objective 3: Promoting standards, ensuring people are heard

Kevin Mitchell, Executive Director of Scrutiny and Assurance

Rami Okasha, Executive Director of Strategy and Improvement

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

93% in Q1 2018/19

(compared to 93% in the same quarter last year)

Mainstream school care accommodation online survey

Q1 2018/19:

94% of respondents were happy or very happy with the care they receive.
(87 responses received from 3 services)

The health and social care standards development

We have been proactively engaging with carers' organisations as part of implementing the new health and social care standards. For example, we have produced a film, a leaflet and attended the Cross Party Group on Carers and different carers' groups in order to help raise awareness about the quality of social care that people should experience.

Using SOFI2

Early learning and childcare teams have completed the pilot of the use of short observational framework for inspection (SOFI2) in early learning and childcare settings and the report into the outcome is being completed at this time. The initial response from providers is that the evidence inspectors gathered about the quality of interaction and care provided to young children, supported staff to identify and understand where they could make improvements to deliver more positive outcomes for children.

Secure care strategic board workstream

In conjunction with secure care experienced people we have representation on the secure care strategic board, and each of the three workstreams: vision and purpose, commissioning, and pathways and standards. We are co-chairing the 'pathways and standards' workstream with a secure care provider, and standards are currently in final draft stage.

Global foster care influence

We have had representation at roundtable discussions on foster care in a global context; offending and looked after children; protection of vulnerable groups and the disclosure of criminal information; and the review of part 1 of children (Scotland) act which provided opportunities for us to both influence, and be informed by, practice in these areas.

Investors in young people

We had a successful outcome from our annual rolling assessment for the investment in young people accreditation in May 2018. We are working on updating our youth employment strategy and action plan to align with our latest corporate plan and to build on the recommendations from the review visit. The accreditation shows our commitment to attract, recruit, support, guide, develop and retain young people.

Strategic Objective 3: Promoting standards, ensuring people are heard

Kevin Mitchell, Executive Director of Scrutiny and Assurance

Rami Okasha, Executive Director of Strategy and Improvement



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

57% of complaint investigations were completed within 40 days

(195 out of 343 complaints were completed within the relevant timescale)

(compared to 79% in the same quarter last year)
[Target 80%]

Embedding the new complaints process

With the implementation of our new approach to receiving, assessing and investigating complaints now bedded-in, we are planning to review how effectively this is working, particularly in relation to when we remit a complaint for frontline resolution. This has involved wide customer consultation, internally and externally.

We have continued to focus on frontline resolution and our attempts to resolve matters simply when they present to us, where appropriate. We now use a risk assessment tool to consider the information we know about complaints, and have improve our triaging of complaints.

Embedding this process has involved the development of business processes which are not supported by our legacy ICT systems.

Our digital transformation work continued during quarter 1, therefore, has focused heavily on building the digital tools to support the new process, with a string focus on customer need. This has included up-skilling our digital team, wide liaison with people involved in our complaints processes, and regular review of work through the agile process.

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.

Kenny Dick, Acting 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.

Best value

The best value review programme, agreed by the executive team at its meeting on 26 January 2018, considered the resources available for completing the reviews within the context of the major change initiatives currently underway to deliver best value i.e. the business / digital transformation and the ICT modernisation programmes. The best value annual report was submitted to the resources committee on 29th May 2018.

In Q1, Improvement and Efficiency Social Enterprise (iESE) have been commissioned to undertake a review of support services, commencing in Q2.

Empowering staff

During quarter 1, we finalised the testing and new approach for staff appraisal process. The new approach has been positively received by those testing it and has strong partnership forum support. It will be launched later in 2018. We have now concluded the coaching conversations training which was very well received with many of the 122 participants feeling that they had learned something helpful to support them back in the workplace. Coaching training will be offered again to the wider workforce in the Autumn 2018.

Staff recognition

The engage in change forum of Care Inspectorate managers, worked with specialist staff to identify and develop different ways of recognising positive work and behaviours. This is now being worked into a firmer proposal to be launched in autumn 2018.

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

16% of complaints about the Care Inspectorate completed up to 30 June through frontline resolution.
(compared to 39% in the same quarter last year, but low numbers make comparison difficult)

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

75%
(compared to 89% in the same quarter last year)



Strategic Objective 4: Independent, effective and efficient

Kenny Dick, Acting Executive Director of Corporate and Customer Services

Rami Okasha, Executive Director of Strategy and Improvement

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.

Healthy working lives

We continue to maintain our healthy working lives gold award, demonstrating commitment to improving health and wellbeing of all employees. A healthy working lives strategy and action plan has been developed for the next three years. This includes:

- activities and information campaigns, such as personal resilience training
- CPR training
- mental health awareness sessions and training for managers
- a work positive stress survey.

Healthy working lives also focuses on improving physical activity, including a step count challenge, providing sit-stand desks to encourage staff to spend less time in a sedentary position, corporate gym memberships, fitness classes within the workplace, and a cycle to work scheme.

Case study - innovation fund

During quarter 1, we concluded the first round of our innovation challenge fund. This has been well received by the workforce. Small adjustments were made to the administration of the scheme and it has been re-launched with a call for applications made for new and innovative ideas.

In 2017/18 we introduced the innovation scheme as a way of empowering staff and harnessing the collective leadership potential of all. Colleagues were given the opportunity to bid for a share of £5,000 to fulfil an innovative idea that could cover any aspect of our work. We received 14 bids and 7 were awarded money to take their idea forward. These ranged from producing innovative induction tools, to producing an online publication called Animal Magic.

The author of Animal Magic, from the early learning and childcare team, knew from their work with children experiencing trauma the potential difference that caring for and being around animals can make. They were also aware of the research that shows the benefits to our physical and mental health. They were awarded money to have photography done for the online resource to share effective practice in care. They said: 'The publication features 15 services ranging from very young children to older people living with dementia. Hearing directly from the people in these services about the powerful difference having animals in their lives makes for them will hopefully inspire other services to think about this. Making the links to the health and social care standards and gaining a better understanding of how radical they are, and the potential to make such a huge difference to thinking and ways of working, has been very rewarding too.'

KPI 7: Staff absence rate: 2.9%

short term 0.6%, medium term 0.7%, long-term 1.6% (4.0% in same quarter last year).

(CIPD) average for the public sector is 4.3%.

KPI 8: Staff vacancy levels

Inspector – 6.1% (8.0% in same quarter last year)

Non-inspector – 6.4% (8.2% in same quarter last year)

Strategic Objective 4: independent, effective and efficient

Kenny Dick, Acting Executive Director of Corporate and Customer Services

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

77% of registrations were completed on time up to 30 June 2018 (compared to 80% in the same quarter last year)
[Target 80%]

An efficient registration process

We completed 199 new registrations this quarter, slightly more than over the same period last year. We dealt with 77% of these within the agreed timescales, just under our 80% target. During Q1, we commenced consultation and development of revised registration processes.

Digital transformation programme

During Q1, we continued to invest heavily in our digital transformation programme which is designed to ensure our ICT systems support our scrutiny and improvement activities. We continued to work with external suppliers during this time, but have been seeking to recruit an increasing number of technical staff to be Care Inspectorate employees and use our suppliers to transfer knowledge and skill. We commenced discussions with Education Scotland who are looking to learn from our experiences of commencing digital transformation. Much of the work during Q1 focused on complaints handling, but also brought data migration into scope to ensure that relevant information from legacy systems is not lost, where it is necessary to retain it.

ICT modernisation programme

We have put in place a major programme to improve the underlying ICT software and hardware used by the organisation. A Microsoft gold partner to assist with the ICT modernisation programme has been appointed and the programme remains on track. The implementation work associated with the new payroll / human resources information system and service is progressing well with operation planned for later in 2018. During Q1, we identified the need to align more closely the ICT modernisation work and the digital transformation work, and put appropriate steps in place to do so.

New intranet for staff

During quarter 1, we launched a new intranet to support our staff better, and have received positive initial feedback. This makes it easier for staff to find key information about the organisation for use in their day-to-day work.

Care Inspectorate contact centre

The contact centre handled a total of 7,601 calls in Q1. In addition to receiving general calls, the contact centre are the first point of contact for complaints and responding to queries about our e-Forms system. The contact centre team began inductions for their SVQ, and 5 team members attended a training session on handling conversations with vulnerable people and people at risk of suicide.

SO4: independent, effective and efficient

Kenny Dick, Acting 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.

Inspector professional development award

The professional development award (PDA) has been launched successfully, with the first cohort completing unit 1 during Q1. The PDA promises to play a positive role, contributing to cultural integration across the organisation. For example, it will help forge a new identity for professional scrutiny practitioners, evolving from the previous regulatory model of regulation of care award (ROCA) into a more progressive and effective theoretical base for supporting improvement in outcomes across the care system. With experienced inspectors completing the PDA alongside more recently recruited inspectors, and strategic inspectors in the future, this will create a more confident and cohesive staff group. The PDA will also help to boost the external credibility, theoretical knowledge base and the academic standing of the organisation and our staff. We are working with SSSC to prioritise those staff for whom completion is a professional requirement

Development events

Work is underway to build on the strengths of the career pathway pilot. The next phase is to consider the development pathway to support the roles being tested and a stronger workforce planning focus to determine the impact of the pilot on the teams involved. The new learning and development programme has been launched and initial evidence suggests it is being well received by the workforce. This will be further improved by a new online system to access learning. We have continued to provide induction training for new staff, which now takes place soon after they join us and which consistently attracts very positive feedback. During Q1, we commissioned work to improve our induction process.