



BOARD MEETING

18 December 2018

INTERIM CHIEF EXECUTIVE'S REPORT - QUARTER 3 2018/19

1.0 INTRODUCTION

This report provides Board members with an update of key developments for the Care Inspectorate since the last report in September 2018.

2.0 COMMENTARY

In my last Report to the Board in September, I noted that whilst our in-year financial position is relatively positive, we were behind our comparable previous year performance in several areas for the first quarter of the year and I outlined a range of issues that were impacting on our capacity. Due to the timing of the September Board meeting, the Q1 performance report was nearly 3 months out of date.

It is pleasing to note that the Q2 Report which is on the agenda for today's meeting is showing an improving position in that the majority of the performance gaps are closing.

As previously noted, we have undertaken a review of inspectors' caseloads in Adult Services to ensure that their focus in the coming months is exclusively on statutory inspections and high-risk services. This recognises that with significantly reduced capacity and a marked increase in enforcement activity, we will not complete this year's inspection plan, but serves to ensure that we will deliver on all inspections that we are statutorily required to complete.

We continue to undertake significant development work and improve the quality of all our activities which means we will continue to use our capacity across a much broader range of activities than in the past.

It was apparent that the Board was not fully sighted on many of the developments that we are engaged in and I have therefore started discussions with the Chair and the Convener of the Audit Committee about how best to report to the Board on the five major change programmes we have underway.

These are :

- Business Transformation
- Digital Transformation
- Intelligence
- Culture Development
- Workforce Planning and Development

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We still have a long way to go to become an intelligence-led organisation with an empowering culture but we recognise that sustained progress on this journey is essential if we are to unlock our future potential to address the emerging challenges and policy expectations.

Through our change programmes, we are focussing on equipping our inspectors with the tools they need, developing our sources and analysis of intelligence and responding to the developing policy agendas set by Scottish Government. We will likely have to do this with reducing resources over the medium term and we will therefore need to develop a much clearer understanding of the impact of what we do and use our resources in a much more targeted way.

Successful implementation of the change programmes and bringing together our workforce and financial plans to support our new Corporate Plan will help us achieve this whilst keeping a clear focus on our values and how our work supports the wellbeing of people across Scotland.

The governance of these change programmes is overseen by the Programme Board which is in the process of reviewing the programme milestone and performance documentation it requires from the lead officers. An update report will be prepared for the March 2019 Audit Committee in the first instance.

3.0 UPDATE ON KEY DEVELOPMENTS

The following paragraphs provide members with an update on key developments for the Care Inspectorate since the last meeting in September 2018. The update focusses on the four key leadership themes for the organisation.

4.0 CONSOLIDATING EXCELLENCE

We completed the first two joint inspections of services for children in need of care and protection. These inspections are designed to support continuous improvement in the way in which children and young people are supported at times, and in circumstances, when they are most vulnerable. Through engagement with young people in the design process, and the strengthened involvement of young inspection volunteers in their delivery, we can be confident that the inspections are addressing issues which are of real importance to young people.

We received positive responses to the 'in principle' business cases submitted earlier in the year in respect of future scrutiny of adult support and protection and the strengthening of responses to notifications of deaths of looked after children and young people, significant case reviews (children and young people) and significant case reviews (adults). We will progress this work over the next few months, including recruitment of staff, as soon as we receive confirmation of additional funding.

The Children and Young People teams' Triennial Review report for the period 2014/2017 is now completed and was published in November 2018.

An academic article on the therapeutic benefits of animals for looked after children written by an Early Learning and Childcare Team Manager, will be published in the Scottish Journal of Residential Child Care.

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As part of the Scottish Study of Early Learning and Childcare (SSEL), an Early Learning and Childcare Team Manager is leading on evaluations of the quality of settings for two year olds receiving the 600 hours as part of the Scottish Government expansion plan. There are nine inspectors across Early Learning and Childcare teams who are using the Infant/Toddler Environment Rating Scale (ITERS – 3) tool to observe two year olds' experiences in registered settings. The data gathered will form part of the overall study, which also includes evaluation of child and parent outcomes as a result of accessing ELC. Observations started in November and are expected to conclude in December; so far there are a total of 12 local authorities and 157 services taking part in our data collection that will contribute to the national study.

A Senior Inspector from Adult Services has been seconded into an Enforcement Review Officer post to undertake a formal review of our recent enforcement activity, which has resulted in the closure of five care homes for older people this year. This work will identify common factors as predictors which can influence where and when we intervene in future. This work will also support learning for our inspectors and guidance for Health and Social Care Partnerships on their roles and responsibilities in such situations.

The finance shared service team introduced Tonepay - Automated Telephone Payment Collection in August 2018. This provides customers with a convenient and quick way to pay Care Inspectorate and SSSC fees at any time of day. This enhances the variety of payment methods already available. We are currently receiving an average of 250 payments each week via Tonepay providing a time releasing efficiency saving that will allow the Transactions Team to deal with increasing demand without increasing resources.

The Care Inspectorate's programme of producing improvement resources continues to have a positive impact on the social care sector and people's expectations of experiencing high quality care. Following the success of 'Animal Magic', two improvement resources promoting good practice in early learning and childcare will be published in the coming weeks: 'Food Matters' and 'Gender Equal Play'. As with other resources, these publications illustrate quality by featuring practical examples of children's actual experience in a range of settings and describing the difference this makes to children's outcomes. This models the change in approach to personal outcomes with the introduction of the Standards and the new inspection frameworks.

One of the projects of the Care About Physical Activity (CAPA) programme, which focuses on intergenerational practice, won the 'most inspiring or innovative project' award at the Quality Improvement Awards 2018 in November 2018. This piece of work has been taken forward in East Ayrshire and developed by Laura Haggerty, Improvement Adviser. In addition this work has also won the 'Excellence in Quality Improvement' for the Ayrshire and Arran Quality Improvement Awards.

The CAPA evaluation has now been published which shows excellent results using measurable data. The programme has had a significant impact on the lives of older people across the eight partnerships involved and also, nursery and school children, prison staff and prisoners, other providers and organisations. There has been a positive impact on the wider health and social care system as a result. The evaluation will be available on www.capa.scot and more information can be found in a separate report to this meeting of the Board.

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The Scottish Government Active Scotland Division has provided further funding to the Care Inspectorate amounting to £173k to expand the CAPA programme to a second phase. This will run for 18 months till May 2020. It will spread and scale up the improvements from CAPA and have a greater reach across Scotland.

5.0 CULTURAL CHANGE

Given the level of change that some of the support functions are facing due to digital and business transformation, the Head of Customer Service is visiting all business support staff in November and December to hold interactive and informative sessions covering topics such as digital and business transformation, the ICT modernisation project, improving customer service, training and learning and development. Following on from requests earlier in the year, an interview skills course has been designed by the HR team and is being piloted in December with business support staff in Paisley. At the time of this report, two sessions had been held in Aberdeen and Victoria Quay and participation and feedback has been positive. We are going to undertake a skills analysis project in February 2019 so that we can gather information about our business support staff and the roles that can be developed in the future to support the organisation and our customers.

The Children and Young People teams have commenced on the review of inspection methodology for care homes for children, with discussions about this took place with all of the inspectors at a session last month.

The Registration teams are progressing with the “staffing schedules” project. Staffing schedules are no longer being issued for newly registered services and existing providers are being given variation templates to remove staffing schedules from January 2019. The Children and Young People teams are developing guidance to support this.

Guidance drafted by the Registration teams on conditions of registration; Aims and Objectives; Information Sharing with Police Scotland; and Illegally Operating Services are in the final stages of completion as is guidance drafted by the Children and Young People teams on Guardianship; and Admissions to residential settings. This guidance will support providers and commissioners of services for Scotland’s most vulnerable children make decisions about placements that can meet the needs of individual children.

To promote the Health and Social Care Standards and achieve closer working between our strategic scrutiny and regulatory inspections, we are designing a new model to inspect care at home services, particularly those that provide a more traditional domiciliary care model. This model was presented to the Board at a recent development event and is now being further designed. The proposed model involves carrying out a number of inspections of local registered services and then following this up with strategic scrutiny of that Health and Social Care Partnership’s approach to strategic commissioning.

There is mounting evidence that the Care Inspectorate’s work in leading and championing the Health and Social Care Standards and our change in approach to regulating services are positively impacting on the external culture of care as well as

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our internal culture. For example, Scotland Excel has welcomed the focus on relationships and rights-based care and the Standards will be added to their criteria for invitations to tender and service specifications. Similarly, Scottish Care's current report 'Care Homes: Then, Now and the Uncertain Future' reflects positively on the impact of the Standards and our new inspection methodology on the quality of care and the overall tone of our service regulation.

Outwith Scotland, the Standards continue to have a wide ranging impact. For example, the Scottish Human Rights Commission recently cited the Standards as evidence to the UK Parliament's Joint Committee on Human Rights in relation to how the Human Rights Act has been realised in Scotland. The Standards continue to generate considerable international interest and in Quarter 3 there have been visits to Bulgaria, Singapore and Canada, and visits from Hong Kong and Denmark.

To support the care sector within the new GP contract a "test of change" is to take place which will test out how useful a recently developed Out of Hours communication tool is for normal working hours with a number of GP practices and care homes. Funding has been identified through the Primary Care Division to provide the resource for this work.

6.0 A COMPETENT AND CONFIDENT WORKFORCE

Since July of this year HR have supported the successful recruitment to 52 positions ranging from internal temporary roles to permanent posts across 26 recruitment campaigns. It is anticipated that a further 20 posts will be recruited to by the end of the year and this number may rise depending on any further requests. In the last quarter, the Scrutiny and Assurance Careers Pathway project has been refreshed, due to promotions to inspector posts earlier in the year, bringing the current headcount to six Practitioner Inspectors and 3 Inspection Assistants all with the project end date of October 2019. The last quarter has also seen the recruitment of two modern apprentices in HR and Finance with a further currently being recruited to Business Support, underlining the organisation's commitment to its youth employment strategy.

In October 2018 we launched 'Myview' – a new self-service HR system for use by all staff. On Myview, staff and managers can enter and approve expenses and paid time claims. They can also view electronic copies of payslips. There are plans to introduce absence entry (annual leave and sickness entry) as well as improve the current expense functionality in the near future.

Myview has been released at the same time as our new central HR system 'Resourcelink'. We are currently using Resourcelink solely for payroll processing purposes (with some processing services outsourced to

NorthgateArinso), but we will be using it to manage a number of HR records and support HR processes going forward.

The Early Learning and Childcare teams held three development days focusing on Adverse Childhood Experiences (ACEs) across the country, to provide development opportunities in relation to this for inspectors across inspection, complaints and

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registration teams. Early Learning and Childcare teams both attended and contributed to these days, with reps from each of the teams involved in designing and running the days.

We are now preparing to formally launch the new appraisal approach which staff voted to call LEAD (Learn, Experience, Achieve and Develop), which will replace our older PDRS approach. This is being launched with supportive training and learning resources for all staff at all levels. It has less of a focus on annual and supervision meetings, and more on empowering staff to develop and perform. This will be launched alongside our new Corporate Learning Management System which will improve how we learn online, book courses and evaluate them.

The Improvement Support Team has designed and delivered over 60 workshops in the past 18 months both internally and externally with over 700 delegates attending. Initial evaluations are extremely positive and an overall evaluation report will be produced once all the data has been gathered and analysed.

Two new temporary improvement advisers will be joining the Improvement Support Team in December 2018 for one year. They will support the ongoing work of the team while collaborating with Healthcare Improvement Scotland in supporting the improvement work across the wider organisation.

Our cultural leads network continues to meet and plan the launch of the culture change future developments and strategy through lunchtime sessions. The purpose of this is to encourage wide discussion amongst the workforce about our culture, its changes and where we are heading next. This will include a discussion about 'what matter most to you at work' conversations which are part of the 'joy at work' principles.

7.0 COLLABORATIVE WORKING

We continue to engage with the Scottish Child Abuse Inquiry, although we have not been required to be represented at any of its recent hearings as they have related to matters in which neither the Care Inspectorate nor its predecessor, the Care Commission has/had any interest. We have recently responded to a further request for information relating to a number of male religious orders. No information was held as the services they provided ceased to operate before the Care Commission came into being, and the Care Inspectorate will therefore have no interest in future hearings relating to these services. We are working to anticipate the nature and scope of future information requests from the Inquiry, in order to ensure that we are as prepared as we can be for these.

Along with colleagues from Healthcare Improvement Scotland, we presented our joint work in inspecting integrated health and care at this year's EPSO conference (European Partnership of Supervisory Organisations in Health and Care). We also hosted the first meeting of the IFIC (International Foundation for Integrated Care) special interest group for regulators. We are at the forefront of approaches to joint scrutiny of integrated services but still have identified areas where we can learn from the practice and experience of others, particularly in relation to reflecting the experiences of people using care services.

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The Care Inspectorate staff continue to support the Scottish Government's key policy of extending the entitlement for all three and four and eligible two year olds from 600 to 1140 hours by 2020. We are supporting the development of a range of work streams with Scottish Government staff and other stakeholders to support the expansion.

Following the successful workshop on Animal Magic resource at the SIRCC conference in June 2018, we have been approached to run the workshop again at a Pop up event, focussing on highlights of the conference. We will again involve Young Inspector Volunteers and young people in co-presenting this workshop.

We are continuing to work in partnership with Education Scotland to develop a shared inspection framework for both organisations. We have undertaken consultation with staff from both organisations and with the external reference group for the project. We are currently refining the resource following comments received and we are hoping to consult more widely in December.

The Registration teams have been working with staff within the Contact Centre to develop FAQs for providers in relation to registration to support the customer's experience of the registration process.

Early Learning and Childcare colleagues have supported the delivery of Health and Social Care Standards sessions in Angus, Perth and Kinross and Highland local authority areas.

In September, the Chief Inspector (Adult Services) gave evidence to the Health and Sport Committee on our contribution to the proposed 'Health and Social Care Staffing Bill'. We are working with the Scottish Government to ensure that the provisions of the Act extend to social care and in particular to Care Homes for Older People.

The Care Inspectorate has initiated a range of collaborations in order to promote compassionate care. For example, in Quarter 3 we were awarded a grant by the Life Changes Trust to co-produce a project promoting love and compassion for care experienced children and young people with Aberlour Child Care, Includem and Who Cares. We also agreed to co-produce an improvement resource with the SSSC illustrating how people experience compassion across social care settings. IRISS is also leading on a project with care at home providers and commissioners to explore the implications of the Standards with regard to compassion and rights in this setting.

The Care Inspectorate continues to support practice-based learning for Allied Health Professions (AHP) across health and social care settings. Our AHP consultant will be working with NHS Education Scotland to explore the continuation of practice based learning opportunities across social care in a model that can be sustained, ensuring and maximising learning opportunities as well as supporting improvement projects and initiatives.

Members of the improvement support team recently held a follow-up workshop with the Coalition of Care and Support Provides in Scotland (CCPS) to support their improvement capability. Sixty-five people attended and there was a particular workshop focus on medicines management.

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One of our improvement advisers is supporting the NHS Tayside Waste Medicines improvement work. This work was recently shortlisted for an award at the Scottish Pharmacy Awards - Innovations in Prescribing, Quality and Efficiency in Scotland.

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