



corporate plan 2011-2014 (Revised)



HAPPY TO TRANSLATE

Terms we use in this report

Scrutiny

The work we do to assess the performance and quality of services.

Assurance

The information and evidence we gather, publish and promote about services and the work we do to improve them, that lets the public know we are doing our job effectively.

Protection

The work we do should provide protection for vulnerable people from the potential risks that poor quality services may pose to their wellbeing and their rights.

Risk assessment

We assess each service to decide what level of potential risk it may pose to the people using it. This risk assessment helps us determine the level of scrutiny we carry out for a service.

Self-evaluation

We ask services to answer a whole range of detailed questions about their service. The information they give us helps us make sure they are operating safely and according to the rules.

Local area networks

A local area network (LAN) is a group of scrutiny bodies that work together to scrutinise local authority services. For example, a LAN's membership may be representatives from Audit Scotland, Care Inspectorate, Education Scotland and the Scottish Housing Regulator. Scrutinising a local authority's services together in a streamlined and coordinated way is efficient and effective.

Accountability

This is the duty we have to Scottish Ministers and our Board to carry out our work properly and report to them. Our role and duties are set out in the Public Services Reform (Scotland) Act 2010.

Signposting

We will direct people and organisations to relevant, useful work and information that others have produced. For example, we can signpost it by mentioning it within our own publications and providing links to it from our website.

Rights

We mean people's human rights, their rights within law and their rights as set out in the National Care Standards.

National Care Standards

The National Care Standards set out the standards of care people in Scotland have a right to expect. The National Care Standards are published by Scottish Government and there is a set for each type of service, from Childminding to Care Homes for Adults. Find the standards by visiting www.nationalcarestandards.org/ or by clicking on the link on our home page: www.careinspectorate.com



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Care Inspectorate vision

The Care Inspectorate believes that people in Scotland should experience a better quality of life as a result of accessible, excellent services that are designed and delivered to reflect their individual needs and promote their rights.

Care Inspectorate Purpose

The Care Inspectorate will contribute to this vision by:

- providing assurance and protection for people who use services and their carers
- delivering efficient and effective regulation and inspection
- acting as a catalyst for change and innovation
- supporting improvement and signposting good practice.

Care Inspectorate values

- **Person-centred** – we will put people at the heart of everything we do.
- **Fairness** – we will act fairly, be transparent and treat people equally.
- **Respect** – we will be respectful in all that we do.
- **Integrity** - we will be impartial and act to improve care for the people of Scotland.
- **Efficiency** – we will provide the best possible quality and public value from our work.



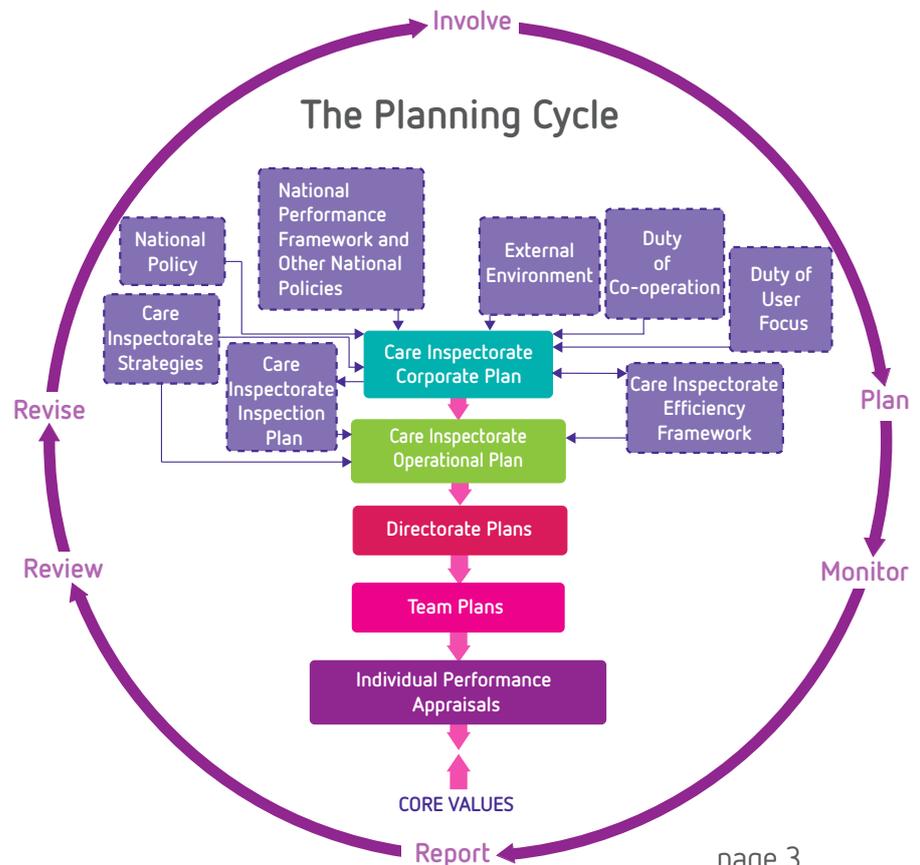
Care Inspectorate corporate planning cycle

This revised Corporate Plan 2011-2014 builds upon the work set out in our initial plan which brought together a programme of change to integrate the work of the three distinct scrutiny functions of our predecessors (Care Commission, Social Work Inspection Agency and the child protection team of HMIE).

Our Corporate Plan builds upon the successful achievement of integrating these bodies into an independent scrutiny and improvement body and reinforces our commitment and progress in contributing to achieving our objectives. The plan identifies three priority scrutiny and improvement outcomes for the Care Inspectorate to achieve. Each outcome is underpinned by key objectives and measured through key performance and quality indicators so that we can demonstrate our success in ensuring that people who use services and their carers receive assurance, protection and high quality care and support based on their individual needs.

This diagram shows how:

- the Care Inspectorate Corporate Plan has been informed and developed
- the plan will continue to be informed and developed
- it will be implemented and delivered
- we will approach the planning cycle in future.





The Care Inspectorate's role is to regulate and inspect care and support services (including criminal justice services), carry out scrutiny of social work services and conduct joint inspections with other scrutiny partners of services for adults and children. We have a significant role in providing assurance and protection for people who use services, their families and carers and the wider public as well as supporting delivery partners to improve the quality of care for people in Scotland.

About the Care Inspectorate

The Care Inspectorate is the independent scrutiny and improvement body responsible for regulation and inspection of care and support services (including criminal justice services), scrutiny of social work services and joint inspections with other scrutiny partners of services for adults and children. It was established under the Public Services Reform (Scotland) Act 2010, subsequently referred to as 'the Act'. It brings together the scrutiny work previously undertaken by the Care Commission, the Social Work Inspection Agency and the child protection team of HMIE.

The Care Inspectorate is an executive non-departmental public body. This means it operates independently from Scottish Government but is accountable to it and is publicly funded. The Care Inspectorate's functions, duties and powers are set out in the Act and in the Management Statement and Financial Memorandum (MSFM) drawn up by the Scottish Government Directorate for Health and Social Care Integration.

The Management Statement sets out the broad framework within which the Care Inspectorate will operate, in particular:

- The Care Inspectorate's overall aims, objectives and targets in support of the Scottish Government's Purpose and the targets and outcomes in the National Performance Framework
- the rules and guidelines relevant to the exercise of the Care Inspectorate's functions, duties and powers
- the conditions under which any public funds are paid to the Care Inspectorate
- how the Care Inspectorate is to be held to account for its performance.

The Care Inspectorate is governed by its Board which is responsible for setting the Care Inspectorate's strategic direction and overseeing and managing performance while taking account of Scottish Government legislation and policy guidance.

How the Care Inspectorate works

The Care Inspectorate makes a significant contribution to improving outcomes for people in Scotland through its role in regulation and inspection of care and support services (including criminal justice services), scrutiny of social work services; and, joint inspections with other scrutiny partners of services for adults and children.

Through our scrutiny and improvement work,

We:

- provide assurance and protection for people who use services, their families and carers and the wider public
- play a key part in improving services for adults and children across Scotland
- act as a catalyst for change and innovation
- promote good practice.

We do this by being risk-based, intelligence-led, proportionate and targeted in how we apply rigour, consistency and fairness in all our activities and judgements on the quality of care. People in Scotland should receive the highest quality of care and their rights should be promoted and protected – we strive to ensure this happens. Our role is to drive up standards of care through our scrutiny activities as well as our critical role in supporting improvement across local authorities and their partners and care service providers.

We cannot observe or inspect every interaction of care. What we can do is set expectations that every adult or child will receive a good quality service or support that is based on appropriate assessment of his or her individual needs, rights and risks. We hold a wide range of powers to take action where acceptable standards are not met and will act quickly to provide protection and assurance for people using services and their carers.

To support this we are developing new approaches to the scrutiny of the whole range of services for people of all ages. This represents a shift away from routine planned inspections to a more flexible, proportionate, targeted and mainly unannounced approach informed by a more systematic analysis of risk relating to services and service providers including local authorities. It means that where services are performing well we take a balanced approach to regulation and inspection and target our resources to demand improvements from poorly performing services where people are not receiving an acceptable standard of care or where their rights or those of the wider public are not being protected or promoted.

But we cannot deliver new approaches to scrutiny and improvement in isolation and therefore we will continue to invest heavily in forging new relationships with people who use services and their carers and the public, community planning partners, other scrutiny and regulatory bodies, umbrella groups and policy makers, so that we each understand our role and responsibilities in scrutiny and improvement. These key stakeholder groups are:

- people who use services and their carers
- the wider public
- local authorities
- service providers
- Scottish Social Services Council (SSSC)
- National Health Service partners
- Scottish Children’s Reporting Authority
- commissioners of services.

It is, of course, primarily the responsibility of community planning partners and providers to improve their own services, but the Care Inspectorate will support and challenge their self evaluation and improvement plans as well as contribute to dissemination or signposting of good practice.

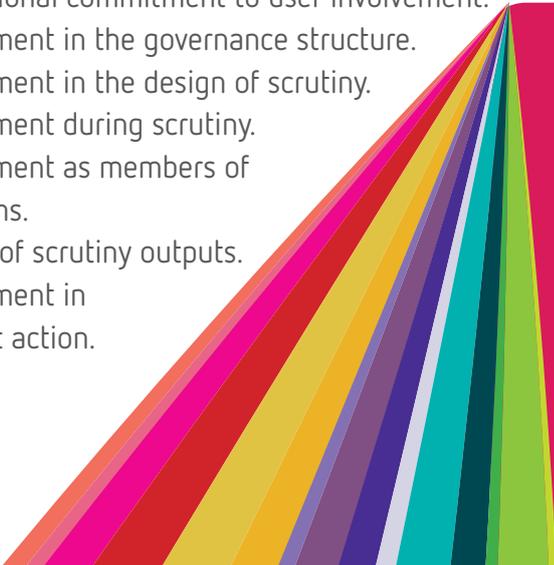
People in Scotland should receive the highest quality of care and their rights should be promoted and protected - we strive to ensure this happens. Our role is to drive up standards of care, social work and child protection services through scrutiny of local authorities and care service providers.

The Public Services Reform (Scotland) Act 2010 includes the Duty of Co-operation which requires us to collaborate closely with other scrutiny bodies and national policy makers. The regulation, audit and inspection activities of scrutiny bodies should be co-ordinated to be efficient, effective and economical for all those involved.

Putting people who use services and their carers at the heart of our work is critical to our success and the improvement agenda for services in Scotland. We have co-produced an ambitious Involvement Plan with those who know best about the quality of service design and delivery – people who use services and their carers. Involvement must be meaningful, focused on improvement and an exemplar of good practice while fulfilling our Duty of User Focus as set out in the Act. Sitting alongside the Involvement Plan is our co-produced Involvement Charter. This Charter sets out the Care Inspectorate’s commitment to involving people and the principles we apply to involvement and the standards we aspire to meet.

One of the measures we will use to assess the quality of our involvement is Consumer Focus Scotland’s report ‘User Focus in the Scrutiny of Public Services: 7 tests’:

1. An organisational commitment to user involvement.
2. User involvement in the governance structure.
3. User involvement in the design of scrutiny.
4. User involvement during scrutiny.
5. User involvement as members of scrutiny teams.
6. Accessibility of scrutiny outputs.
7. User involvement in improvement action.



Putting people who use services and their carers at the heart of our work is critical to our success.

The Challenges the Care Inspectorate faces

High quality care that is designed and delivered to reflect our individual needs and promote our rights is essential to maintaining and improving health and well-being. At a time of tighter financial constraint and significant demographic changes with many people living longer, combined with vast differences in the experiences and outcomes for people within and between local communities, the need for unprecedented change in how we design, deliver, scrutinise and improve services has never been greater. Early intervention and prevention, integrated health and social care pathways, partnership working and co-operation and a true focus on enabling people who use services and their carers to have a voice, choice and control are fundamental to achieving positive and meaningful outcomes for everyone in Scotland.

Previous reports¹ provide a comprehensive overview of what is working well and what needs to improve across care, social work and child protection. This valuable information enables us to target our finite resources intelligently, measure and demonstrate continuous improvement. It also informs how we innovate and develop our scrutiny and improvement work. At a time of major changes in national policy around health and social care integration, criminal justice, children and young people and self directed support - doing more; doing it consistently; and doing it well across all our scrutiny and improvement activities has never been more important so that we continually strengthen our contribution to assurance and protection and drive improvement for people who use services and their carers. To achieve this the Care Inspectorate will undertake a structured, rolling programme of efficiencies that can be reinvested in front-line priorities. This programme must also manage and mitigate risk while acting as a catalyst for change, improvement and innovation across the whole range of services we scrutinise as well as across our own internal processes and practices.

That is why our entire approach to scrutiny and improvement is currently undergoing transformational change and it is essential to our success that our organizational structure is closely aligned to our known and anticipated business needs.

¹The Care Commission's 'Quality of Care Report' 2011, the Social Work Inspection Agency's 'Improving Social Work in Scotland Report' 2010, Scottish Government 'National Performance Framework 2007 and HMIE 'How Well Do We Protect Children and Meet Their Needs? 2009'.

In April 2013, we are moving from an interim structure to one that delivers our aspirations for the future. We aim to become a truly expert organisation and our inspectors will no longer work on a generic basis but their skills, knowledge and expertise will be targeted to areas of specialist knowledge. This means that our inspection teams will be aligned to early years; children's services; adult services; older people's services; criminal justice; fostering and adoption; and, other specialist areas such as drug and alcohol misuse, mental health and disabilities.

Providing assurance and protection

We know that one of the biggest concerns that people who use services, their carers and the wider public have is around the frequency and intensity of scrutiny. The Scottish Government has, therefore, announced its intention to legislate to introduce a minimum of one inspection per year for care homes and some other services. We need to assure people that we will continue to provide protection and target those services that need to improve. We must also provide assurance that we will continue to randomly sample and carry out unannounced inspections of services that are performing well. We will verify and test the annual self-evaluation and other information that providers are obliged to give us. We will also involve and listen to people who use services and their carers. There is a range of ways in which we receive information on services and we will strengthen those, encouraging everyone to play their part in telling us about quality of services.

We will develop new ways of working and implement a number of measures to ensure we provide protection and assurance that is outcomes focused, robust, effective and efficient. Over the lifetime of this Corporate Plan we will:

- Contribute to the review of National Care Standards;
- Revise all regulated care service methodology to ensure it is outcomes focused;
- Develop new ways of reporting publicly on our findings;
- Build real-time and innovative ways of receiving information about the quality of care;
- Develop new strategic and locality based models of inspection across community planning partners with other scrutiny agencies;
- Review the information we collect through annual returns and self-evaluation and how we use it in partnership with service providers and other delivery and scrutiny bodies
- Continue to strengthen our approaches to intelligence to enable risk-based, proportionate and targeted regulation, inspection and improvement

- Revise risk assessment tools to capture and produce meaningful intelligence that inform regulation and inspection and that can also be shared with local area networks as part of the shared risk assessment process.
- Further develop robust quality assurance mechanisms that evidence the Care Inspectorate is doing what it should and doing it well.
- Implement new corporate performance reporting systems that demonstrate the Care inspectorate's progress on achieving its corporate outcomes
- Evidence how we are meeting the Duties of User Focus and Co-operation as outlined in the Act.

This means that there will be a number of challenges for our workforce as staff adapt to a change of culture and new ways of working. This requires professional leadership, effective management and accountability at all levels underpinned by comprehensive learning and development opportunities so that we make sure all of our staff are properly skilled and supported.

These ambitious challenges need to be co-ordinated and managed in a way that actively involves people who use services and their carers, our staff, key partners and other stakeholders. We will do this through a three-year change programme that supports the successful achievement of our corporate outcomes and priorities.

The Care Inspectorate identified three corporate outcomes in its previous Corporate Plan. These outcomes are as relevant now as they were at the inception of the Care Inspectorate in April 2011 and it is our intention to continue to aspire to achieve these as we aspire to ever higher standards of quality and improvement for people who use services and their carers and in our own performance. The three outcomes include:

Outcome 1: The quality of services in Scotland is improving.

Outcome 2: People understand the quality of service they should expect and have a good experience of services centred on their needs, rights and risks.

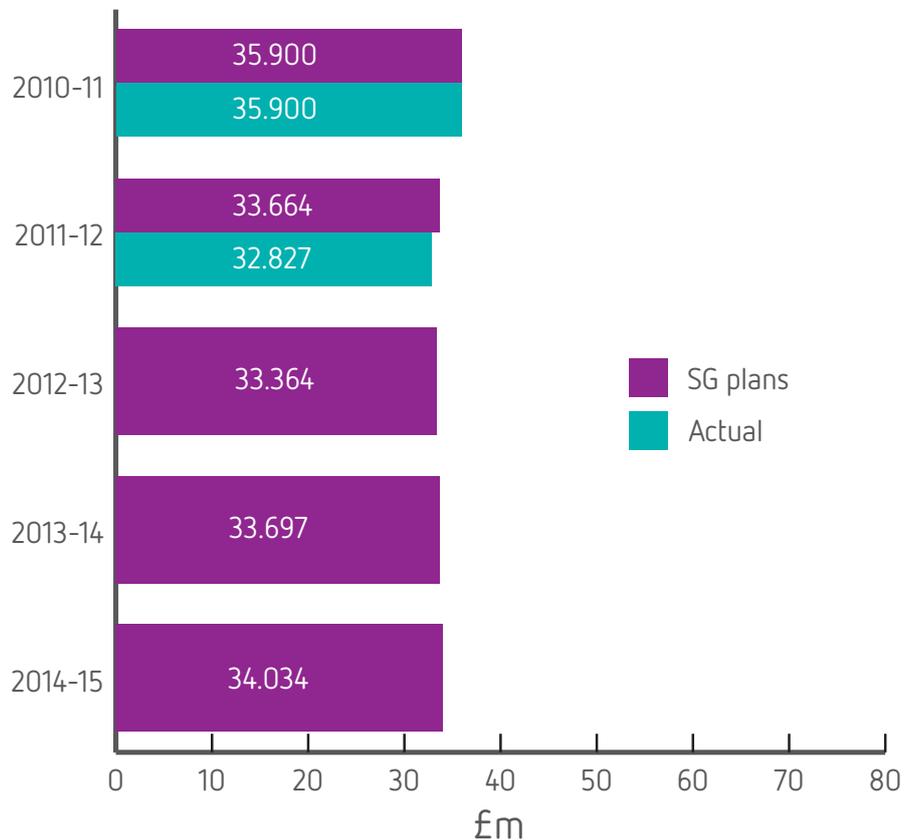
Outcome 3: The Care Inspectorate performs effectively and efficiently as an independent, scrutiny and improvement body and works well in partnership with other bodies.

We will achieve these outcomes by delivering strategic priorities and evidence them with key performance and quality indicators.

Care Inspectorate's resources

The Scottish Spending Review 2011 provides us with a broadly stable budget for the period to 2014/15. There will, however, be a clear need to continue to deliver significant efficiency savings in order to meet increased costs and the introduction of a minimum frequency of inspection for care homes announced by the Scottish Government. The chart below shows projected budgets over the next four years.

Care Inspectorate cash budget/targets





An organisational culture
that is customer-centred.

Planning for success – strategic change programmes

In order to achieve the scale of change we are required to make, it is essential that we implement change programmes that are planned and carefully managed. We will achieve our ambitious objectives by making some significant step changes each year during 2013-16 as well as undertaking four overarching strategic change programmes which will run for the life of this Corporate Plan. This will ensure that we build on the good work in the first two years of the Care Inspectorate since its inception in April 2011..

Four strategic change programmes will run for the life of the Corporate Plan.

1. Build a new organisational culture that is values-based, customer-centred and focused on efficiency and high performance.
2. Build effective new relationships with people who use services and their carers, service providers, local authorities, and partners including Scottish Government, the National Health Service, the Scottish Social Services Council, Scottish Children’s Reporting Administration, other scrutiny bodies, umbrella groups and police, fire and rescue services to:
 - develop, coordinate and integrate new scrutiny processes (such as risk assessment, multi-agency strategic inspections and new models of regulated care service inspection)
 - deliver more risk based and proportionate scrutiny
 - ensure appropriate levels of scrutiny
 - support and drive improvement and good practice and act as a catalyst for innovation.
3. Develop our people – equip our staff with skills and knowledge to identify risk, regulate, inspect and support improvement and innovation.
4. Develop and implement a business information strategy.

The corporate outcomes and four strategic change programmes identified set out the ambitious goals we want to deliver. We have also developed a complementary three year Operational Improvement Plan that outlines some of the specific activities we will carry out to achieve our corporate outcomes.

The four strategic change programmes that will run for the life of the Corporate Plan:

1. Build a new organisational culture that is values-based, customer-centred and focused on efficiency and high performance.
2. Build effective new relationships and work with partners to develop, coordinate and integrate key scrutiny processes (such as risk assessment, multi-agency strategic inspections and new models of regulated care service inspection); to deliver more risk based and proportionate scrutiny; ensure appropriate levels of scrutiny; and, support and drive improvement and good practice and act as a catalyst for innovation.
3. Equip our staff with skills and knowledge to identify risk, regulate, inspect and support improvement and innovation.
4. Develop and implement a business information strategy.

The Care Inspectorate
signposts good practice
and promotes innovation
and improvement.



How will we know if the Care Inspectorate is successful? - Outcome 1

The quality of services in Scotland is improving

Key Objectives

Strategic Objective No1: Deliver scrutiny which is outcome focused, consistent, targeted and proportionate to provide rigorous, evidence-based, independent assurance and protection that supports improvement.

Strategic Objective No 2: Develop strong partnerships and work effectively together to improve outcomes for vulnerable children and adults throughout Scotland.

Strategic Objective No3: Involve children and adults who use services, their carers, families and the wider public in the design and delivery of our scrutiny functions.

Strategic Objective No 4: Provide strong and effective leadership and direction to our staff and develop a confident, competent and highly effective workforce.

Strategic Objective No 5: Ensure that we make the best use of all our resources and provide value for money.

Key Performance Indicators

Key Performance Indicator 1: % care services maintaining or improving on all grades of 4 or above

Key Performance Indicator 2: % of requirements that were met within the timescales set by the Care Inspectorate

Key Performance Indicator 3: % of % of all inspections undertaken that were additional to our inspection plan

Key Performance Indicator 4: % of unannounced inspections of services where we confirm accurate self assessment grading

In addition to measuring our performance against the above KPIs, we will appraise our performance against the following Quality Indicator using a broad basket of qualitative and quantitative measures.

Quality Indicator 1: The work of the Care Inspectorate is supporting improvement in the quality of care, support and protection provided to children and adults throughout Scotland who use services, their families and carers and the wider public.

How will we know if the Care Inspectorate is successful? - Outcome 2

People understand the quality of service they should expect and have a good experience of services centred on their needs, rights and risks

Key Objectives

Strategic Objective No1: Deliver scrutiny which is outcome focused, consistent, targeted and proportionate to provide rigorous, evidence-based, independent assurance and protection that supports improvement.

Strategic Objective No 2: Develop strong partnerships and work effectively together to improve outcomes for vulnerable children and adults throughout Scotland.

Strategic Objective No3: Involve children and adults who use services, their carers, families and the wider public in the design and delivery of our scrutiny functions.

Strategic Objective No 4: Provide strong and effective leadership and direction to our staff and develop a confident, competent and highly effective workforce.

Strategic Objective No 5: Ensure that we make the best use of all our resources and provide value for money.

Key Performance Indicators

We will appraise our performance against the following Quality Indicator using a broad basket of qualitative and quantitative measures.

Quality Indicator 2 Involving people: We will involve children and adults throughout Scotland who use services, their families and carers and the wider public in the design and delivery of our scrutiny functions. We will report on how effective the services we inspect are at involving people.

How will we know if the Care Inspectorate is successful? - Outcome 3

The Care Inspectorate performs effectively and efficiently as an independent, scrutiny and improvement body and works well in partnership with other bodies

Key Objectives

Strategic Objective No1: Deliver scrutiny which is outcome focused, consistent, targeted and proportionate to provide rigorous, evidence-based, independent assurance and protection that supports improvement.

Strategic Objective No3: Involve children and adults who use services, their carers, families and the wider public in the design and delivery of our scrutiny functions.

Strategic Objective No 4: Provide strong and effective leadership and direction to our staff and develop a confident, competent and highly effective workforce.

Strategic Objective No 5: Ensure that we make the best use of all our resources and provide value for money.

Key Performance Indicators

Key Performance Indicator 5: % efficiency savings achieved

Key Performance Indicator 6: % of complaints investigated against the CI that were upheld

Key Performance Indicator 7: % of key processes completed within specified timescales

- a) Complaints acknowledged within 3 working days
- b) Complaints registered within 12 working days
- c) Complaints completed within 20 working days (or complainant notified of an extension)
- d) Registrations completed within 3 months for childminders and 6 months for other care services.

Key Performance Indicator 8: % Inspections completed against planned number of inspection

Key Performance Indicator 9: % of low risk assessments of care services by CI that go on to have a higher risk assessment following inspection

In addition to measuring our performance against the above KPIs, we will appraise our performance against a number of Quality Indicators using a broad basket of qualitative and quantitative measures.

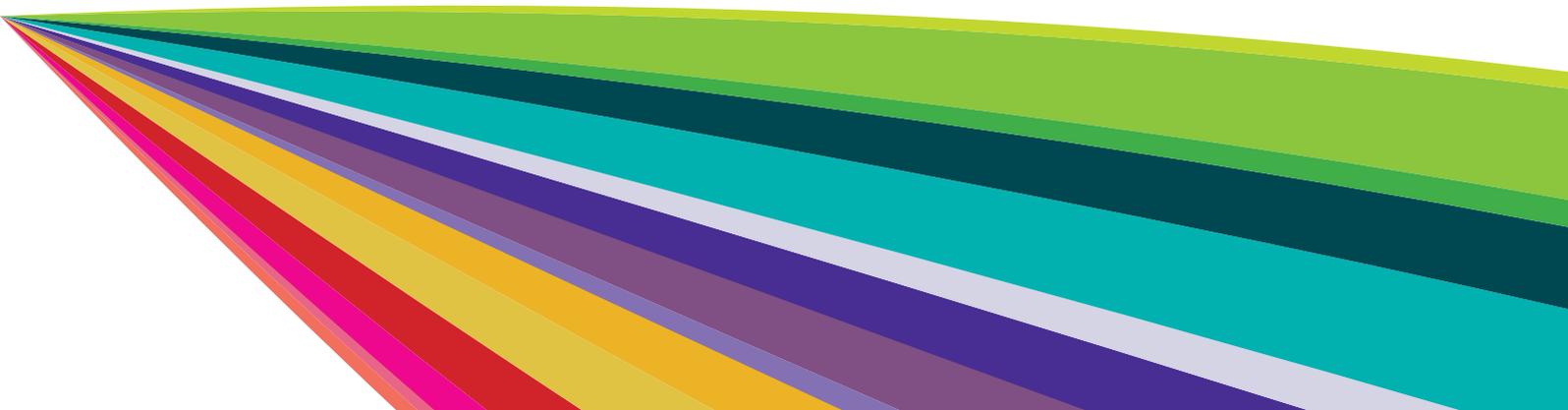
Quality Indicator 3: Partnership working

Quality Indicator 4: Best Value

Quality Indicator 5: Staff experience

Quality Indicator 6: Leadership and direction

Quality Indicator 7: Quality assurance and improvement (of the Care Inspectorate)



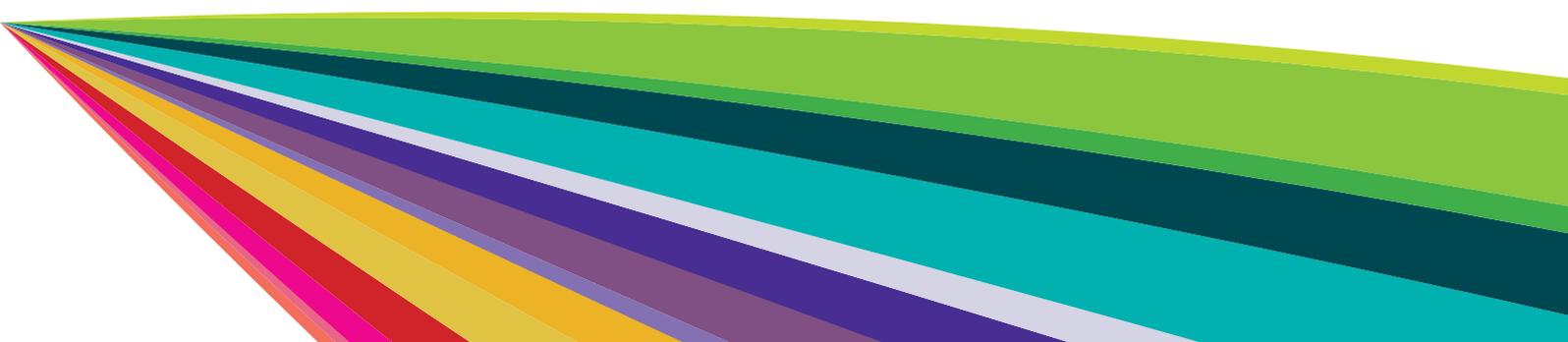


People understand the quality of service they should expect and have a good experience of services centred on their needs, rights and risks.

How the Care Inspectorate's Key Objectives and Outcomes fit with those set by Scottish Government

The Care Inspectorate Key Outcomes contribute to all five of the Scottish Government's strategic objectives:

Care Inspectorate Outcomes	Scottish Government Strategic Objectives				
	Wealthier and fairer	Healthier	Safer and stronger	Smarter	Greener
Outcome 1: The quality of services in Scotland is improving.		✓		✓	
Outcome 2: People understand the quality of service they should expect and have a good experience of services centred on their needs, rights and risks.		✓	✓		
Outcome 3: The Care Inspectorate performs effectively and efficiently as an independent scrutiny and improvement body and works well in partnership with other bodies.	✓	✓			✓



Our contribution to the National Performance Framework

Care Inspectorate outcomes	Scottish Government National Outcomes			We have improved the life chances for children, young people and families at risk
	Our children have the best start in life and are ready to succeed	We live longer, healthier lives	We have tackled the significant inequalities in Scottish society	
Outcome 1: The quality of services to care for, support and protect vulnerable people throughout in Scotland is improving.	✓	✓	✓	✓
Outcome 2: People understand the quality of service they should expect and have a good experience of services centred on their needs, rights and risks.	✓	✓	✓	✓
Outcome 3: The Care Inspectorate performs effectively and efficiently as an independent scrutiny and improvement body and works well in partnership with other organisations.	✓		✓	✓

<p>We live in well-designed, sustainable places where we are able to access the amenities and services we need</p>	<p>We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others</p>	<p>Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it</p>	<p>Our public services are high quality, continually improving, effective and responsive to local people's needs</p>
<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>
<p>✓</p>	<p>✓</p>	<p>✓</p>	
			<p>✓</p>

National outcome	How we will contribute to this outcome?
Our children have the best start in life and are ready to succeed	We will develop our scrutiny model for joint inspection of services for children to ensure that all community planning partners are held accountable for early intervention and prevention; successful implementation of 'Getting it Right for every Child' and evidencing positive outcomes for all children using the SHANARRI well-being indicators (safe, healthy, active, nurtured, achieving, respected, responsible and achieving).
We live longer, healthier lives	We will focus our scrutiny and improvement activities on providing assurance on the quality of care; driving up improvement to ensure vulnerable people are protected and their needs and rights are reflected and promoted to contribute to health and well-being.
We have tackled the significant inequalities in Scottish society	We will continue to build rigour and consistency in all our scrutiny and improvement activities to ensure services are designed and delivered in ways that address accessibility, fairness and equity within and across communities to reflect individual needs and promote their rights.
We have improved the life chances for children, young people and families at risk	We will work with scrutiny partners to target our scrutiny model – joint inspection of services for children on those children and young people identified as most vulnerable to identify areas of risk or improvement. We will through our improvement focus, support community planning partners to prioritise early intervention and prevention via targeted services for children, young people and families identified most at risk.
We live in well-designed, sustainable places where we are able to access the amenities and services we need	We will support delivery partners and policy colleagues to develop innovative solutions to care provision by delivering a flexible, responsive, outcomes-focused approach across all our regulatory functions.

National outcome	How we will contribute to this outcome?
We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others	We will focus our scrutiny activities on holding community planning partners accountable for the delivery of positive outcomes for people in local communities. We will through our improvement function, support and provide constructive challenge to community planning partners to develop capacity in building strong, resilient communities.
Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it	We will work with delivery and scrutiny partners to support and promote the design and delivery of integrated care pathways across health and social care so that people receive streamlined services in acute and community settings that reflect their needs and promote their rights leading to positive outcomes.
Our public services are high quality, continually improving, effective and responsive to local people's needs	We will strive to evidence and act in ways that reflect our values in all that we do: person-centred, fairness, respect integrity, and efficiency; placing the voice of people who use services and their carers at the heart of our activities while being responsive and inclusive to our partners.





The Care Inspectorate believes that people in Scotland should experience a better quality of life as a result of accessible, excellent services that are designed and delivered to reflect their individual needs and promote their rights.

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This publication is available in other formats and other languages on request.

Tha am foillseachadh seo ri fhaighinn ann an cruthannan is cànan eile ma nithear iartas.

অনুরোধসাপেক্ষে এই প্রকাশনাটি অন্য ফরম্যাট এবং অন্যান্য ভাষায় পাওয়া যায়।

یہ اشاعت گزارش پر دیگر شکلوں اور دیگر زبانوں میں دستیاب ہے۔

ਬੇਨਤੀ 'ਤੇ ਇਹ ਪ੍ਰਕਾਸ਼ਨ ਹੋਰ ਰੂਪਾਂ ਅਤੇ ਹੋਰਨਾਂ ਭਾਸ਼ਾਵਾਂ ਵਿਚ ਉਪਲਬਧ ਹੈ।

هذا المنشور متوافر عند الطلب بتنسيقات وبلغات أخرى.

本出版品有其他格式和其他語言備索。

Na życzenie niniejsza publikacja dostępna jest także w innych formatach oraz językach.

