

improving care in Scotland

What the Care Inspectorate
did in 2012/13

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care that meets people's needs



From an early age, Ryan Hughes wanted to be an entertainer – and the 17-year old Glaswegian has already appeared at the Glasgow Comedy Festival and released two songs on YouTube. But Ryan has not always been so happy.

“When I was young, my mother put me into respite care for the odd weekend. She had health problems and needed a break from looking after me,” he said. “I was put in different people’s private homes that also gave respite for people with many different needs. As a very young child, I couldn’t understand why mum wanted to get rid of me like this, and why I was put somewhere with people I couldn’t communicate with.

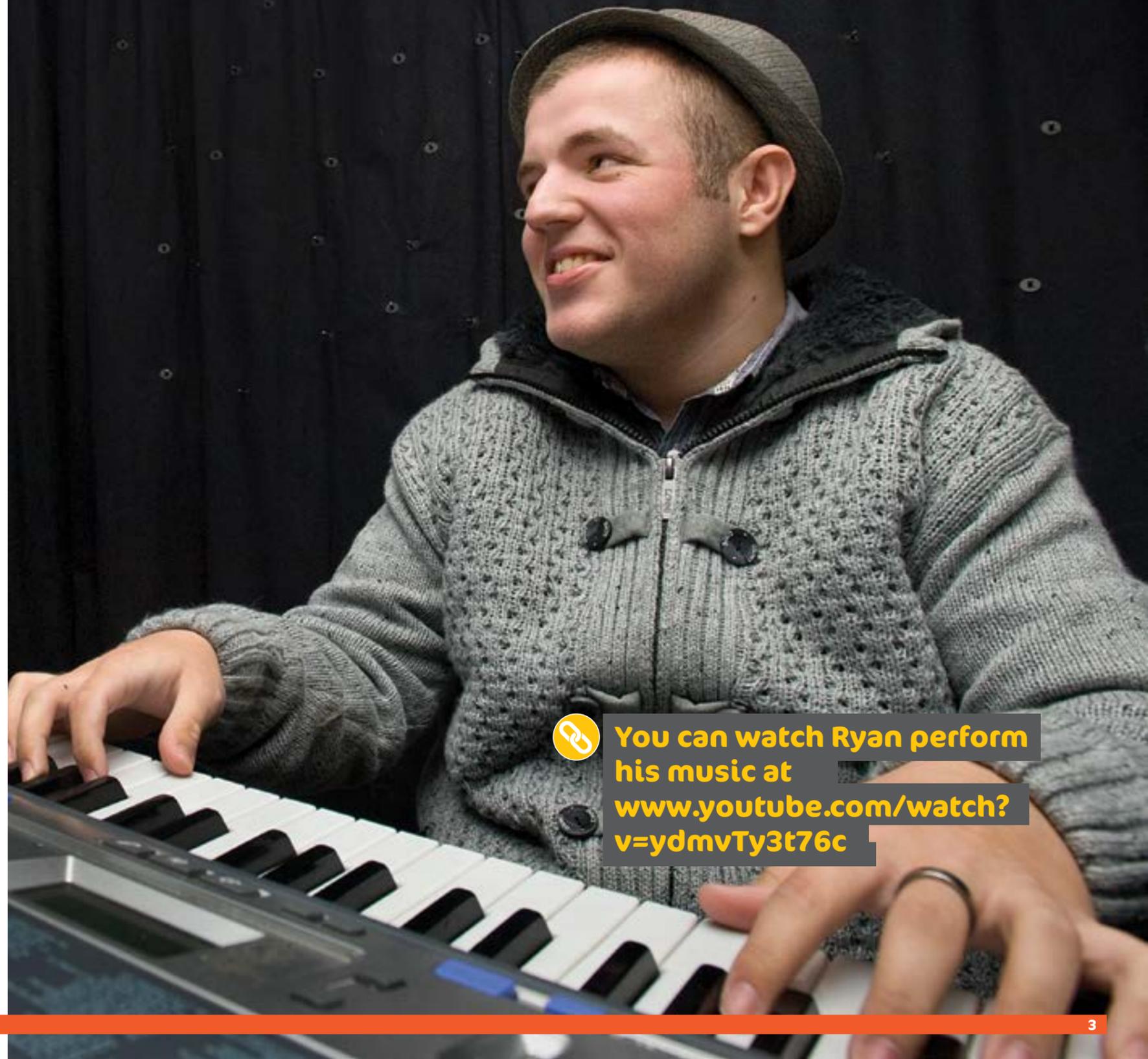
“I tried to tell people but they would not listen. This went on for years. I got very frustrated and angry. I dreaded those respite breaks. Eventually, a social worker saw how upset it made me and thankfully made other arrangements to help me and my mum.”

Ryan’s resilience helps him take a positive approach to his past. “I understand the situation now, and the importance of giving mum a break,” he said. “Although they were unhappy times, it made me who I am today: a happy and balanced person who can deal with change.”

Ryan enjoys a weekend of respite every six weeks at The Mallard Centre run by Crossreach, specifically for children and young people. Ryan says: “It’s like being part of a big gang here. We all get on as friends. Staff look at how they can support you to do what you like. I don’t think of it as respite – it’s like being on holiday with friends.”

When he’s not playing wheelchair rugby, basketball and tennis, he is studying Higher Music: “I don’t hide anything in my songs,” said Ryan. “People can get to know me through my music.”

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



You can watch Ryan perform his music at www.youtube.com/watch?v=ydmvTy3t76c

protecting vulnerable people

Everyone will use a care service at some stage, and our job is to help them be as good as they can. Care services in Scotland cannot, by law, operate unless they are registered with us – so we are the guardians of quality in care.

Every year, we collect a lot of information about the care sector and can see trends and themes emerging, providing a solid evidence base to inform the work of others. Much statistical information is freely available in our annual report and accounts, and elsewhere.

This publication is different. As a standards and quality report, it shows what our 600 staff have been doing this year, and also tries to tell the human story of care today.

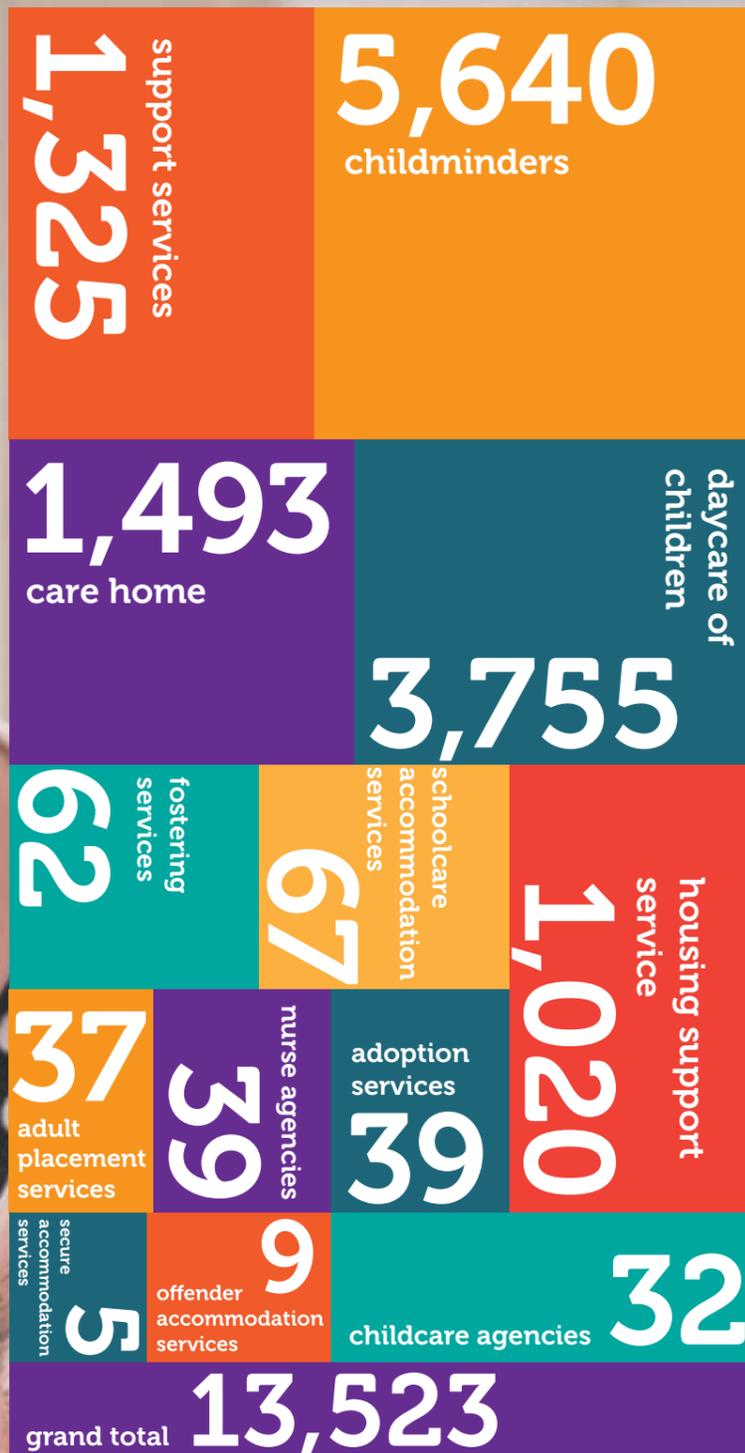
In regulation and inspection, our responsibility is to protect and support some of the most vulnerable people in society. I am determined that we will never forget our profound responsibility to members of the public in whose name we act.

When we inspect care services, we expect them to be self-aware and evaluate their own performance effectively and openly. I want to operate the same standards for the inspectorate itself, and hope this report allows you to see what we are doing to serve the public. The answer to the question 'who will inspect the inspectors?' is 'you'.

Annette Bruton 

Annette Bruton
Chief Executive

care services registered in Scotland



inspecting regulated care services

Each inspection year runs from 1 April to 31 March. This year we completed 8,835 inspections – a 15% increase on last year.

At the start of each year, we plan which inspections we will carry out over the coming year. During 2012/13 we completed 98.4% of our scheduled inspections, with some services we planned to inspect becoming inactive or cancelling.

Services that are not performing as well as they should be are inspected several times during the year to make sure they are improving. We carried out 304 extra, unscheduled inspections based on risk and intelligence.

It is important that we see a service as it usually operates, so we try to carry out as many unannounced inspections as possible. This year we carried out:



Almost every inspection of a care home was unannounced. Joint inspections of nursery classes in schools with Education Scotland are announced. Short-notice inspections are when inspectors telephone shortly before the inspection, either to make sure the service is operating that day (like childminders) or to find out where staff will be at a given time (like care at home).

experts on inspection

Our inspectors are experts in their professional fields and are supported by volunteer lay assessors with a personal experience of care. These lay assessors join our inspection teams to talk to people who are using services.

what good practice looks like

Inspection is about improvement.

Of course it means rooting out poor practice, but it is also about recognising and sharing good practice, so other services can learn and improve. Most care services in Scotland perform well: the majority are graded as good, very good, or excellent.

Chilterns Care Home in Chryston, run by North Lanarkshire Council, has been praised by inspectors for finding opportunities for residents with dementia to continue hobbies and relive some part of their past. "One resident from

Germany would lapse into her first language, particularly when she was feeling low," explained Joseph Lafferty, Chilterns' manager. "Arranging for her to chat regularly on the phone with a local German-born nun in their first language meant she would perk up after the talks."

Joseph says it is important to find interests that can be shared with other residents. For example, when staff discovered that the same lady used to be a seamstress, they brought in an old Singer sewing machine for her to use. This sparked wider interest, with residents sewing their own tablecloths, and visiting a local college to see students using modern sewing equipment.

"It's about finding that seed of information about a person and letting it germinate among other people in the home," Joseph said. "Our home has a very low staff turnover – in fact, I can't remember the last time someone left. That's because staff feel good about what they are doing and enjoy their work. And you find that, as a result, staff tend to go the extra mile."

Care inspector Morag McHaffie said: "On inspection, we saw very good communication and listening skills amongst staff at Chilterns Care Home, and homely environment to support group living while promoting the individuality needed to to retain daily living skills."



Sue Neilson, Depute Director (Adults and Older People) said:
"Many, but not all, residents in care homes for older people are frail. They require an appropriate mix of care, health and support professionals to make sure they can live in safety and dignity. Good care homes have stable and well-skilled staff teams. It helps put compassion at the heart of care".

a young inspector's experience

Young inspector Alex Horne found his experience rewarding. "I have used care services in the past and it was interesting to see how it works from the inside," he said.

"I was able to speak to the senior management in the local authority and ask them about their services and sometimes challenge them about why something that was promised earlier has still had not been done."

Alex left care at 15 years old and now works with Who Cares? Scotland as Campaign and Training Assistant, so his advocacy work for young people was the ideal experience he needed as a young inspector.



Alex said:

"I went to Orkney with the team to look at how the community engaged with young people and then went to North Ayrshire to look at how services worked there.

The most important part was speaking to children and young people who were receiving care services to get their opinions. I was able to convey their thoughts and my own observations to the Care Inspectorate team who incorporated them in their reports.

It was encouraging to see that certain areas of care were improving."



joint inspections of services for older people



The Care Inspectorate and Healthcare Improvement Scotland are developing a new way of carrying out joint inspections for older people.

Like the joint inspections for children's services, these inspections will make sure that health and social care services for older people are properly joined up. Reports will not be published until 2014, but initial pilot work has started. This stream of work is closely linked to the plan to integrate health and social care.

Sally Shaw, Head of Inspection, said: "Instead of saying to older people that they need to mind the gap, services should make sure there is no gap. Services for older people need to dovetail together perfectly."

joint inspections of children's services

we carried out:

2

pilot joint inspections for children's services in 2012/13



Scottish Ministers asked the Care Inspectorate to develop a new model of joint inspections of services for children and young people in every part of Scotland. As well as checking the quality of individual services, we check to see how well they all work together to improve the lives of children – and we are recruiting young inspectors to help us.

In 2012/13, we developed the methodology for how we will do this work, and started to test in practice. Working with our partners in Education Scotland, Her Majesty's Inspectorate of Constabulary for Scotland and

Healthcare Improvement Scotland, we carried out two pilot inspections looking at Edinburgh and Orkney, reporting on how well services in those areas are working together to make a positive difference to the lives of children, young people and families.

Jacque Pepper, Head of Strategic Inspection, says that this new approach is important. "It is everybody's responsibility to support children and young people. An approach which only looks at individual services – not how they all fit together – doesn't go far enough. These joint inspections reflect how families use services and are very much focused on the needs of children and young people across all areas."

Specially trained young inspectors are full members of the inspection team. Jacque added: "It is great having young people on inspection. They relate to other young people so well. If they can't understand a particular issue or how a decision came about, how are other young people using services expected to?"

social work services

Local authorities protect vulnerable people of all ages.

We ensure social work services are working with partners to improve the outcomes for people in their areas. In 2012/13, we completed a programme of inspecting all local authorities in Scotland.

We use risk to apply the right level of scrutiny. Two of the local authorities we inspected most recently required less scrutiny, indicating low risk levels in our initial assessment. Our new joint inspections of services for children and adults will build on scrutiny of social work in the future.

8

Number of initial scrutiny of local authorities (ISLAs) completed in 2012/13. 

the value of inspection - a local authority perspective

Alison Irvine
Head of Children and Families' Services
Perth and Kinross Council

“External inspection is, and should be, challenging – but without challenge would there be such a driver for improvement? Preparing for inspection requires honest, robust self-evaluation and is the starting point for improvement: evaluation based on evidence rather than anecdote, built on a culture of trust, and focused on outcomes. Self-evaluation has kick started a different way of working together to deliver better services.

“External inspection, incorporating the views and experiences of service users, has led to a greater focus on the impact of activity and improved outcomes for vulnerable children and their families. Learning from other areas’ inspections is positive, and supports greater dialogue across Scotland, strengthening a culture of sharing what works.”

we carried out:

32

child protection inspections

Between 2009-2012

inspecting child protection services

In 2012/13, we concluded a three-year programme of child protection inspections across Scotland and published the final inspection reports. These looked at how well children are protected from abuse, harm and neglect. Local authorities work to protect children using a ‘multi agency’ approach, meaning they work with health, education and police colleagues, as well as the children’s reporters and voluntary services.

Our inspectors read samples of children’s files and talked to children, their parents and carers, to hear their views. We interviewed frontline staff and senior managers. We found that services are working well at a senior level to protect children, but more attention

is needed for children who just miss the threshold for being placed on the child protection register. In future, strategic inspectors will take forward this important work as part of their link inspector role and through our joint inspections of services for children and young people.

Minister for Children and Young People, Aileen Campbell MSP, launched our report on child protection inspections in May

working together

Working in a joined up way is crucial to get the best outcomes for vulnerable people, so it is vital that we co-operate closely with other regulators, organisations and professionals.

Indeed, this need for us to work with others is recognised by our duty of co-operation enshrined in law. We have also agreed ways of sharing intelligence, making referrals to the Scottish Social Services Council or the Nursing and Midwifery Council where we have concerns about the conduct of care service staff.

We work with Audit Scotland and other scrutiny bodies across Scotland to plan and schedule inspections of public authorities, in order to minimise disruption to their service delivery.

Memoranda of understanding

We formally agree with other organisations how we will share information and intelligence in memoranda of understanding. To date we have agreed 15 memoranda of understanding with a range of organisations including the Mental Welfare Commission, the Scottish Housing Regulator and the police and fire services.

Joint and concurrent inspections

As well as our strategic joint inspections of services for children and for older people, we also carry out inspections of individual care services with other scrutiny bodies. In 2012/13, we carried out joint or concurrent inspections with:



Where do we go from here? Our future strategic development

The Strategic Scrutiny Group is set up to co-ordinate scrutiny by different regulators across Scotland. The group is reviewing the intelligence that all scrutiny bodies hold, so we can reduce duplication in the questions we all ask local authorities and community planning partners and spot any information gaps.

Karen Anderson, Director of Strategic Development, said: "Scrutiny should be better informed by risk, so we need a realistic picture of what's happening in each local area. Soon we will be able to identify themes and trends, and agree which regulator is best at collecting what information. We're working closely with Audit Scotland, Scottish Housing Regulator, Education Scotland, HMICS and Healthcare Improvement Scotland to look at how we can reduce duplication and share information more effectively. This will inform future changes to our annual returns and self-evaluations. It will also help us be ready for big policy changes like self-directed support, the Children and Young People's Bill, and care and health integration. The information and intelligence regulators need is changing and we must plan now."

Top grades reflect continuous improvement

Of all the services we regulate, almost half are childminders, offering nearly 38,000 places to children across Scotland.

Often, going to a childminder will be the first experience of care anyone has. Childminders play an important role in the development and wellbeing of children. We asked a childminder with a strong focus on continuous improvement to share her thoughts.

Over 36 children have passed through Shirley Brogan's care - and she keeps in touch with all. 'Little Smarties' has been consistently rated as excellent. Shirley said: "The children are part of my family. It's very rewarding watching them develop as happy, confident children."

She and her two qualified assistants draw up weekly plans. Shirley agrees a development plan for each child with

parents and keeps them informed using weekly diaries. An end-of-year DVD lets parents see their children's activities. Children's feedback informs future activities.

The children build strong relationships with each other and behave well, which Shirley puts this down to keeping them busy. "They're kept focused and love learning. We try to use the local library, woods and markets. They are involved in real life activities like recycling and scanning supermarket shopping. We have great links with the community and often get invites to local events. I try to read relevant new material, go on courses, and find new things for the children to do."

Choosing a Childminder

Finding the right childminder can be daunting. Parents should research their options thoroughly and make visits before deciding. Parents can look at inspection reports, complaints and any enforcements at www.careinspectorate.com. They can also use resources such as the Scottish Family Information Service at www.scottishchildcare.gov.uk and the Scottish Childminding Association at www.childminding.org for support and guidance.

Parents and children should feel comfortable and confident with their childminder. Parents should feel comfortable asking any questions they will have about facilities, activities and routines. They should also make sure they ask to see, and thoroughly check, registration and insurance certificates and policies and procedures. Parents should read their contract with the childminder before they sign to agree costs, terms and conditions, and keep a copy.

Sarah Blackmore, Depute Director (Children's Services and Criminal Justice), said: "Choosing the right childminder for you can be tricky. Most perform well and where there are problems, we demand quick changes. You can check the gradings of every childminder in Scotland on our website."

number of childminders
6,192

up
0.6%
on the previous year

how we inspect care services and the difference it makes

We regulate services that care for people with a wide range of needs.

Some are owned and run by small private businesses, some by large, multinational providers, some by local authorities and some by the voluntary sector. If a service is not meeting the National Care Standards or other regulations, we have legal powers to require changes.

How we inspect

There is a set minimum frequency for inspecting each type of service. Care homes for older people for example, are inspected at least once a year. But we target our work on car services that have the greatest risk, based on intelligence we gather, reports we get, and complaints we investigate. That means that some services, ones where we have concerns, will be inspected much more often.

Before we inspect

In the months before an inspection, we ask services to complete a self-assessment online and use questionnaires to gain the views of people using their service and their carers. We use this information to plan the inspection.

The inspection

Where possible, we carry out unannounced inspections because we want to see a service operating as it does on a normal day. Last year, only 4% of inspections were announced. We observe how staff interact with people using the service, interview them, inspect all the parts of the service and check it meets conditions on its registration certificate. We view the range of activities available and examine records, including individual care plans. At the end, we talk to the manager about our findings and explain any requirements and recommendations for improvement.

After the inspection

Inspectors send a draft report to the provider so we can correct any factual mistakes. If we make requirements, the provider must give us an action plan setting out how they will meet them. We then publish our inspection report online.

Grading

Grades inform people about the quality of care services and help them make informed choices. We generally assess four quality themes on inspection. Each theme is graded on a scale from 1 – 6.

Our six-point grading scale



Philip Yeaman
Inspector



Robert Peat, Director of Inspection, said: “Every inspection is different, so the professional judgement of the inspector is really important. Working in specialist teams adds value to the inspection process and credibility to our findings. Those findings must be evidence-based. Our job is not to take things at face value, but to test, challenge and satisfy ourselves. That is what working on behalf of the public means.”

What difference does it make?

Inspection makes a positive difference because it safeguards vulnerable people and allows the public to know about the quality of care services.

This year, **83% of services users** and **92% of care service staff** felt the inspection process directly improved the quality of the care in their service.



on inspection we look at:

- **quality of care and support:** how well the service meets the needs of each person who uses it
- **quality of environment:** how clean, well maintained and accessible it is, the atmosphere of the service, how welcoming it is
- **quality of staffing:** the quality of the staff, including their qualifications and training
- **quality of management and leadership:** how the service is managed and led.

criminal justice

We inspect criminal justice social work services across all 32 local authorities and offender accommodation services.

45,000 reports on offenders annually by local authority social work staff

23,000 people annually on supervision orders in Scotland

9 services registered to offer accommodation for offenders

16 prisons, each with a social work team managed by the local council

32 local authority criminal justice social work services

These services include hostels for people on remand and ex-offenders, secure units for young people and young offender institutions.

Every year there are about 23,000 people on supervision orders in Scotland and it's our responsibility to make sure services for people in the justice system work well.

Social workers prepare criminal justice social work reports on offenders who come before the courts and also report to the Parole Board on those who may come out of prison. Their main aim is to provide support to help offenders modify their behaviour and become productive members of society. They also develop action plans and risk management plans for those given probation, community service and community payback orders, or for those who are about to be released from prison on parole, supervised release orders or other prison aftercare orders.

Most of these orders work well, but where things go wrong, the Care

Inspectorate has a statutory role to examine what has gone wrong and identify improvements. In 2012 we implemented a new system for serious incident reviews.

Claire Wilson, strategic inspector explained: "Serious incident reviews take place when something goes seriously wrong involving an offender on licence or supervision. This includes where an offender is suspected of carrying out a criminal offence while on licence which results in death or serious harm to someone else, or where the offender has died or been injured in a way likely to generate significant public concern.

"Where a serious incident occurs, the local authority responsible for managing the offender must notify the Care Inspectorate. Where it is judged that a comprehensive review of what has gone wrong is needed, we scrutinise that review to ensure the local authority learns the right lessons."

Our job is not just to inspect care services – it is to make them improve. We have extensive powers to do that. Quick, informal options are usually effective, but if a service fails to improve, we may ultimately close them down. If we think there is a serious risk to life, health or wellbeing we can apply directly to the sheriff court for emergency closure of a care service. This is rarely necessary, but is an important power. Our enforcement powers derive from the Public Services Reform (Scotland) Act 2010.

At inspection or after investigating complaints, we make **recommendations** when we think a service should change its existing practice to benefit people using it. Where a care service is breaching a regulation or condition, we issue a **requirement**. The provider must comply within the timescale we stipulate, and we check to ensure they have.

We can issue a Section 66 **Condition Notice** to add to, or vary, specific conditions of registration to protect the safety of the people using the care service.

Where a regulation or conditions have been breached, we may serve a Section 62 **Improvement Notice**, which makes specific requirements that the service must comply with or face closure.

If the timescale for the improvement notice expires without satisfactory improvement, we may move to cancel registration by making a Section 64 **Proposal to Cancel** notice. A provider has a statutory right to ask us to review our proposal within 14 days, giving reasons. If we are not persuaded by these reasons, we issue a **Decision to Cancel**.

If at any time we believe there is serious risk to the life, health or wellbeing of people, we may issue a Section 67 **Emergency Condition Notice**. This takes effect immediately and remains in effect until either we remove it or it is set aside by a sheriff on appeal.

If a service is placing people's life, health or wellbeing at serious risk, we can apply to the Sheriff Court under Section 65 of the Act to grant an **Emergency Cancellation of Registration** in order to force them to close. This is the only one of our enforcement powers that we must apply for through the Sheriff Court.

59 enforcement notices against 46 different services in 2012/13

what we do when things just aren't good enough



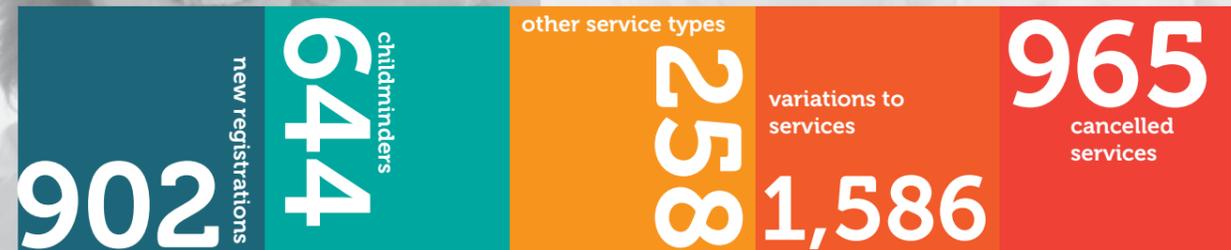
Andy Sloan, inspection team manager, said:

"As a regulator, it's our job to protect people and to do that properly, we need teeth. When a poor service fails to improve despite our best efforts, we can, and do, use the powers we have to keep people safe and to make sure they get the standard of care they have a right to expect."

registration

Care services in Scotland cannot operate unless they are registered with the Care Inspectorate. Our national registration team deals with applications from new services and also requests to vary the conditions of existing services.

in 2012/13 there were:



Fiona McCormack, childminder, said:

“Sharon was great; she gave me lots of pointers and showed me how to best present my policies and make sure they were relevant. She visited my house, helped me prepare my paperwork and went over the standards I had to meet.”

Getting the registration process right

Registration is a rigorous process: we need to be sure every new service is fit to operate. The process is rightly robust, but we offer support where needed. For example, we work closely with the Scottish Childminding Association so new childminders get help and information throughout the process.

We registered Fiona McCormack, previously a midwife, as a new childminder in 2011 and she had her first inspection this year. She found our team helpful and informative when she was setting up Fiona’s Childminding Services, and when she faced her first inspection. Registration inspector Sharon Stocks first advised Fiona on how to set up properly and get the service off to a good start.

Fiona’s hard work and preparation paid off and was awarded grades of “very good” for quality of care and support, quality of environment and quality of staffing.

As well as inspection, we investigate complaints about care services and can require changes as a result. We use the intelligence and information we get from complaints to help plan our inspections.

complaints

In 2012, we improved the way we deal with complaints to make our processes more efficient and effective. We reduced the number of days we take to finalise a complaint to 20 and will accept complaints up to six months from the date of the incident. We can and do investigate anonymous complaints.

Making a complaint

Complaints are best solved at the lowest level possible, so people with concerns should raise them with care service staff or the manager. If that isn’t possible or appropriate, a formal complaint can be made to us. There are no restrictions on who can make a complaint to us, including staff. Once we receive a complaint, we acknowledge it in writing within three working days and agree the specific matters to be investigated. Our complaints investigators can make unannounced visits to care services.

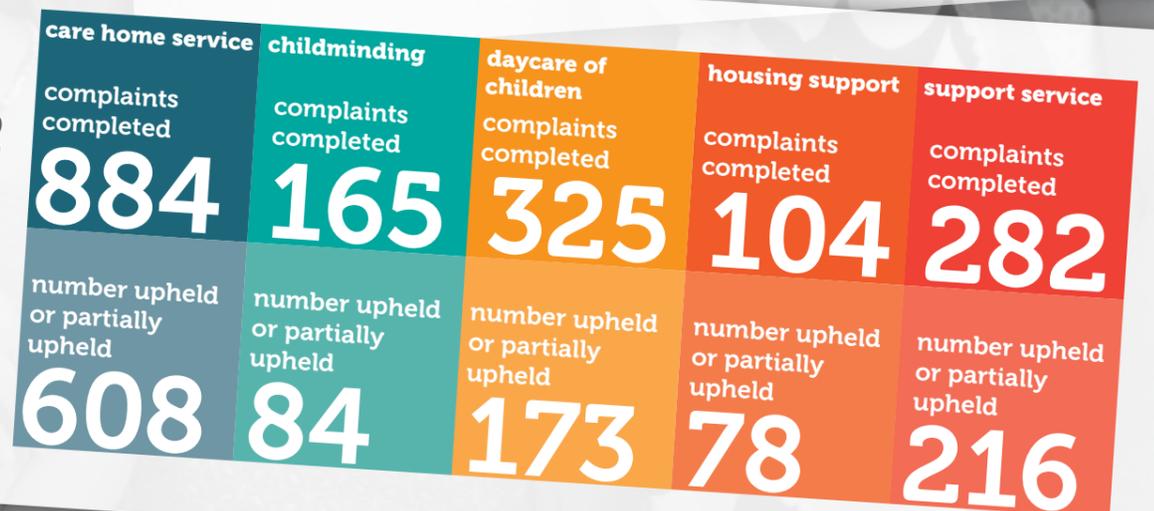
To make a complaint, you can:

- call our national enquiries line on **0845 600 9527**
- telephone, write to, or visit any of our offices
- fill in our complaints form online at www.careinspectorate.com

How we perform



Complaints by type of service



who complained - upheld complaints



**Ewan Stewart,
Head of
Registration,
Complaints and
Legal, said:**

“Complaints are important for everyone. For people using care services, they are key a way of solving problems. For people providing them, they are learning points on how to improve the care service. For the Care Inspectorate, they represent valuable intelligence about what is happening, where.”

complaints

top five reasons for complaints:

- 1 General health and wellbeing
- 2 Communication between staff and people using services/relatives/carers
- 3 Staff levels
- 4 Other staffing issues
- 5 Medication

Case study - complaint upheld

A complainant told us that a care home did not have the correct number of staff on night shifts, and some staff were working 14-hour shifts. Two of our inspectors arrived unannounced in the early morning and found only two staff on duty, instead of the necessary three. The staff shared their own concerns, because residents were at risk from falls if they needed to get out of bed. In one case, a resident buzzed for help but staff were busy helping someone else.

Sometimes staff couldn't take people to the toilet with a stand aid and just gave them a commode or moved people without a stand aid. Our inspectors found that with too few staff on night shift, vulnerable residents were being exposed to high risk. We required significant changes to be made, and used the intelligence we gathered to plan more frequent and more intense inspections.

Case study - complaint not upheld

A complainant was concerned that a nursery entrance was not secure and that there was a risk of children leaving the building alone at the end of the day. Our inspector visited the service, unannounced. They watched the end of the morning session to establish the parents' pick up routine and spoke with the manager. Staffing the entrance at the start and finish of the nursery sessions had changed. The nursery manager located herself at the front entrance to greet parents and be available for them. Although pick-up was very busy, a staff member remained at the door and monitored children to ensure that they were with an adult when leaving. Although this complaint was not upheld, to improve practice we recommended that the provider should improve the risk assessment for nursery security in relation to drop off/pick up times to make sure they had thought about all aspects.

our chair writes

The work of the Care Inspectorate touches the lives of every person in Scotland. From babies to centenarians people rely on the services we regulate, inspect and improve. This responsibility is huge.

Many of the people who use those services are vulnerable and rely heavily on others to help them. Every person is entitled to care that reflects their needs and promotes their rights. That principle underpins all of our activities.

With a rapidly aging population, demand for care will increase and budgets will be stretched. That means that the way care is delivered will change. There will be more use of care at homes and innovations such as Telecare will become more common. Every form of care will become more personalised.

The care sector in Scotland is changing, with a heightened emphasis on joint working between social care and health, and so too is the Care Inspectorate changing.

Our new specialist teams mean inspectors are going back, as far as we can manage it, to work in their original speciality. That really adds to credibility. Our task now is to go beyond merely registering and inspecting services. Our task is also to drive improvement. Having specialist teams really adds depth and authority to our voice, and is a smart move – one being copied by regulators in other parts of the UK.

I was honoured to join the organisation in April, with a strong management team and a workforce really committed to going in the right direction. Together, we can make this the best regulator in the world – bar none.



Paul Edie
Chair, Care Inspectorate Board



Experts by experience

Jenny Goldberg, Lay Assessor, said: “Putting a loved one into care is difficult for any human being, and seeing the decline of someone is not easy. My mum had Alzheimer’s for several years, deteriorating quickly. The first home my mum lived in couldn’t care for her properly, so I moved her to somewhere that could provide the care and support she needed.

I was very distressed about mum, and suffered the guilt that many experience when you put someone you love into care. Some relatives feel frightened to complain, in case their loved one is mistreated as a consequence so I set up a support group where my mother lived. Even now, the group still meets up. After my mother died, a friend told me about becoming a lay assessor. I thought this was an ideal opportunity and felt I could give something back.

Lay assessors support inspectors during inspections. We have more time to observe interactions between residents and staff, and every interaction matters. I talk to people and assure them that if they tell me something is wrong, it’s my job to make sure it can be fixed.

To anyone thinking about getting involved with the Care Inspectorate - go for it. It’s very rewarding. Life’s all about learning and you’re never too old to learn something new. And apart from anything else, it will help you to plan for the future for yourself or someone you love.”



Jenny Goldberg,
Lay Assessor

involving people

We expect care services to actively involve people using their services in planning and developing care. The Care Inspectorate leads by example and involves people with experience of care in our work. People know best what issues are important to them and how their care is best delivered. In September 2012, our Involving People Group produced a plan setting out how we will develop new and existing involvement activities over the coming years.

Our Involving People Group has around 50 members, and includes people using care services and unpaid carers. They meet five times a year to discuss issues relating to care. Members get involved in discrete projects and help us improve our own activities. This year, the group:

- influenced the style of our inspection reports
- contributed to inspector training
- supported our complaints procedure review
- were involved in 12 staff interviews.

We have approximately 70 lay assessors. They are people that use, or have used, services or unpaid carers, who volunteer to take part in inspections. They talk to people who use the service, relatives and friends and make observations based on their own personal experience. This information is used by the inspector to report on the service and award grades. Lay assessors were involved in 406 inspections in 2012/13.

Seven young inspectors have been involved in joint inspections of services for children, and we are recruiting more. They are full members of the inspection team.





Care Inspectorate

We make sure people receive high quality care and ensure that services promote and protect their rights.



key announcements

What's on your mind?

2012

September



New Board member announced
<http://cinsp.in/1gjft1>

The Cabinet Secretary for Health, Nicola Sturgeon, announced the appointment of Ian Doig as a new member of the Care Inspectorate's Board.

September



Renfrewshire Child Protection Committee Significant Case Review
<http://cinsp.in/19vu9cJ>

We were invited by Renfrewshire Child Protection Committee to review the progress services are making to implement the recommendations of the Significant Case Review.

October



Staff and public encouraged to raise concerns
<http://cinsp.in/1iP7DoL>

Our new, streamlined system for investigating complaints against registered care services, including care homes, care at home services and a wide range of social care services, began this month.

November



Childcare Statistics published
<http://cinsp.in/1cvLAOM>

We published 'Childcare Statistics 2011' which presents statistics on the provision and use of daycare of children and childminding services.

Recent Activity

Care Inspectorate completed 8,835 inspections

Care Inspectorate received 3,172 number of complaints

Care Inspectorate registered 902 new services

2013

January



Care Inspectorate Annual Report and Accounts published
<http://cinsp.in/1bqDAd8>

We published our first Annual Report and Accounts. This provides an overview of our progress and achievements since the organisation started in April 2011.

February



Care Inspectorate Appoints New Top team
<http://cinsp.in/1aNOODE>

We announced the appointment of a new top-level executive team charged with directing the organisation's work, as part of a major restructuring exercise.

February



Making Every Moment Count in Care for Older People
<http://cinsp.in/19bCkyz>

We launched a new initiative to enhance the quality of life of older people receiving care services.

Making ourselves understood

People using services have a wide variety of communication needs: they may need easy-to-read pictorial information, large print, audio, sign language, and their first language may not be English. Being able to communicate with people we are responsible for protecting and assuring is really important. We believe that anyone using a service can expect to know what we found in their service, be able to feedback to us and know who we are and what we do. That's why we provide our inspection reports, questionnaires and other information in suitable formats and languages on request.

This year, we received 79 separate requests for alternative formats or languages. If you need our information in an alternative format or language, please email: translations@careinspectorate.com

accessibility

spending the public's money wisely

In 2012/13, we delivered our core business of inspection and regulation and, at the same time, we made efficiencies. We can demonstrate that we add public value in all areas of our business.

We had a total operating budget of **£33.697m** in 2012/13. This came from a combination of grants from Scottish Government (65%), continuation fees (34%) and 1% from new registration fees. We spend the majority of our budget on staff costs (76%). We use the remaining budget for offices (10%), administration (6%), transport (4%), and supplies and services (4%).

We allocated our budget to five main activities:



Scottish Government sets strict rules about paying all of our invoices within 10 days. This helps small businesses and suppliers to operate more efficiently. We continuously meet the targets set by Scottish Government.

In 2012/13, we had an efficiency programme which was successfully delivered.



Gordon Weir, Director of Corporate Services said:

"We have a responsibility to spend public money wisely. We strive to make efficiency savings and we have managed to exceed our target for the last two years. We follow government procurement rules closely and use public sector frameworks, ensuring value for money."

Methods of services paying fees



if less than £50.00

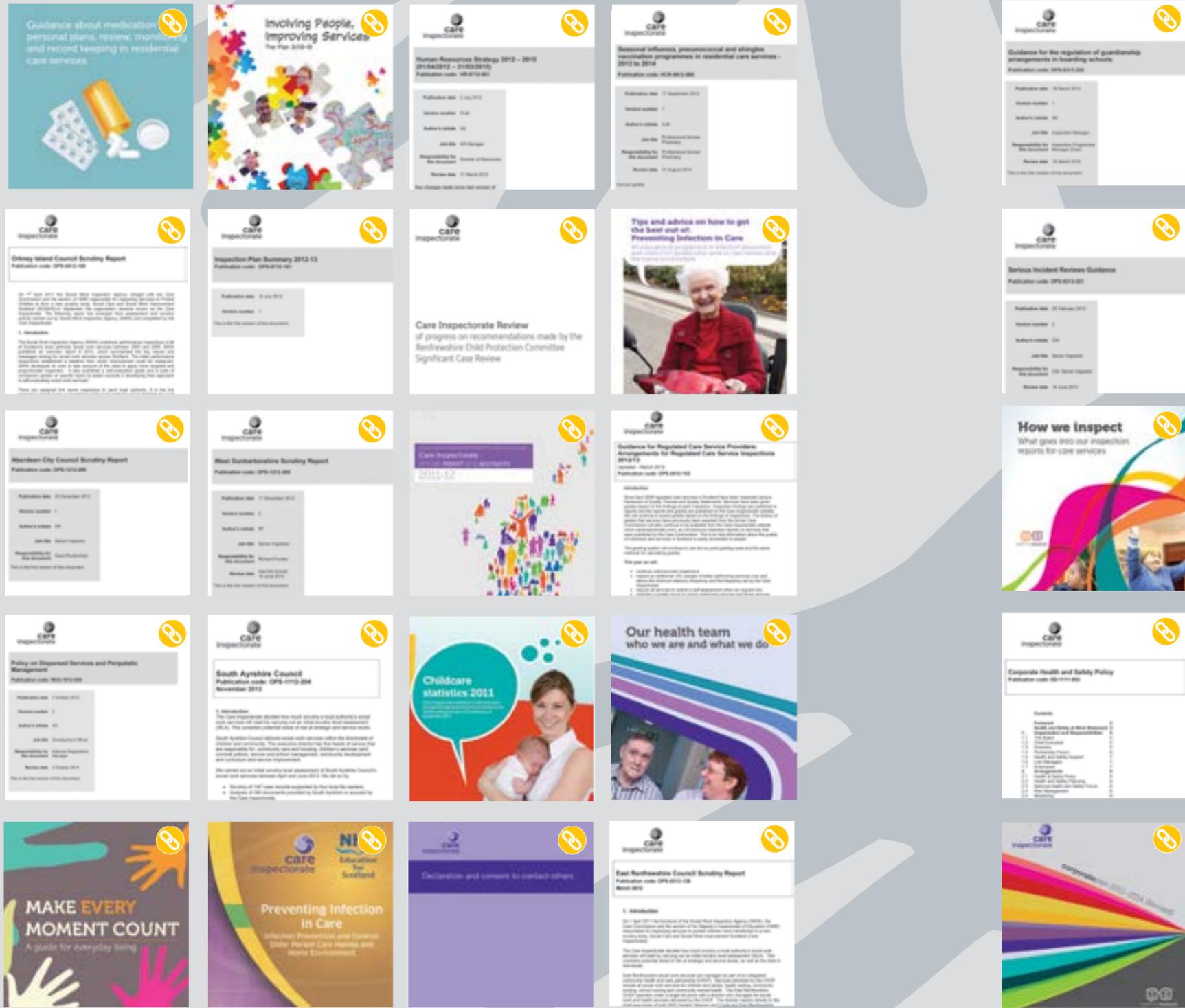


Invoices paid in 10 days

3,668 – 96.7% of invoices received.

the information we published

This year we published:



Coming soon - The Hub

We believe that a well-informed workforce can lead to better outcomes for people using care services, by supporting intelligence-led practice. This year, we began extensive work on a new website called The Hub to provide access to knowledge, research, training, publications and policy developments. It will also feature a section on innovation, including good practice case studies from a variety of care settings across Scotland.

The Hub will be publicly available, with free and open access to everyone. We will launch the site in early 2014.



Claire Neary, Senior Policy Adviser, explained:
 “As analysts, we use various research tools and resources from partner organisations, such as the Social Services Knowledge Scotland and the Institute for Research and Innovation in Social Services. Our workforce needs to be able to readily access these resources, and use them with care service staff on inspection. We are pulling information sources together to signpost people to the knowledge, innovation and improvement that is out there and relevant.”

Meet Sid



Sid - a character to help young people in care know their rights - has entered the games arena. Originally conceived four years ago as a fun, friendly character to make sure they knew about the National Care Standards, Sid is the star of a new game designed by students at the University of Abertay, a leading centre for computer games development.

The game will help young people explore issues of trust and decision-making, as Communications Co-ordinator Sarah Wilkie explained: "Sid meets characters that can either help or hinder progress through the game. We want to show young people that making the right decisions in life can help protect them." Three films with young people talking about care accompany them game. We are working with 12 young people, Who Cares? Scotland and the Aberlour Trust to develop this work.

Sean, 14, said: "I think it's a great idea. After the planning workshop, I came back with a million ideas!" Bernice, 16, said got involved because she wanted to use her experience in care to help others. Gavin Leitch from the Aberlour Trust said: "It's not easy for some people to talk about their experiences so I think these young people have done very well, and we hope the films will help others in care."

There are about 16,000 children in Scotland looked after by their local authority.

where looked after children live:



microsites



Visit his brand new website at:

www.meetsid.co.uk

www.involvetoimprove.com



In 2013, we launched a website to promote and share effective practice in involving children and young people in planning and developing the services they use. This interactive website gives care and social work services we work with the chance to share their own practice and learn from others. This site includes a tool to help services assess and improve their involvement practice, case studies and a range of discussion opportunities. There is also the chance for young people to share their thoughts, ideas and experiences of involvement.

A new microsite to complement our flagship quarterly magazine Care News launched in 2013.

carenews.careinspectorate.com

focusing on our work

In 2013, we announced the formation of a new executive team as the first stage of a major restructuring exercise, which included deploying our inspectors into new, national, specialist teams. Chief Executive Annette Bruton explains: "These changes were essential to drive forward our work to improve outcomes for people. After taking up post, I wanted the Care Inspectorate to be more consistent, more effective, and have a bigger impact on the quality of care in Scotland. We moved from the interim structure which had served the Care Inspectorate well in its early days, to a management structure which can lead the organisation's future."

Inspectors are now deployed in specialist teams, based on their own practice background. Annette added: "This year has seen a lot of change for the organisation and its people. It's not change for change's sake. It's to create a highly specialised, expert organisation that will support improvement, act quickly when things are not right, and use the intelligence we have to target our inspections."

People outside the organisation will see highly specialised inspectors deployed on both our regulatory and strategic inspections. They will see us supporting improvement, which really steps up the pace on that side of our work. All of this internal reshaping should bear fruit going forward."

number of staff on 31 March 2013

584

83

new starts in 2012/13

leavers in 2012/13

39

26

temporary employees

website

our values
In all our work we will strive to ensure that these values underpin our actions

1 Person-Centred
we put people at the heart of everything we do

2 Fairness
we will act fairly, be transparent and treat people equally

3 Respect
we will be respectful in all that we do

4 Integrity
we will be impartial and act to improve care for the people of Scotland

5 Efficiency
we will provide the best possible quality and public value from our work



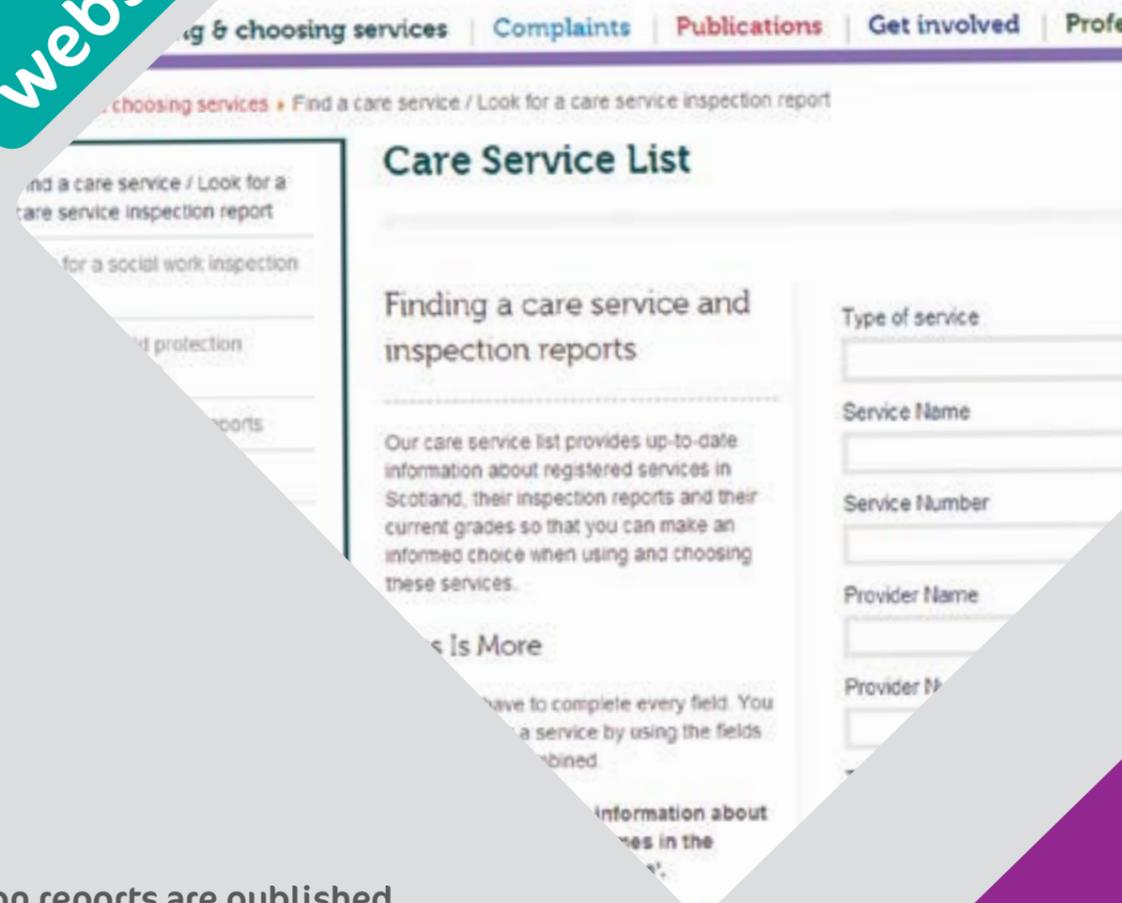
Joyce O'Hare
Professional Adviser - Tissue Viability

All our inspection reports are published online, along with details of complaints and enforcement. Log on to www.careinspectorate.com and hover over 'Using & choosing services', and then select 'Find a care service/Look for a care service inspection report'. You will now be able to search the Care Service List and retrieve information about care services you are interested in.

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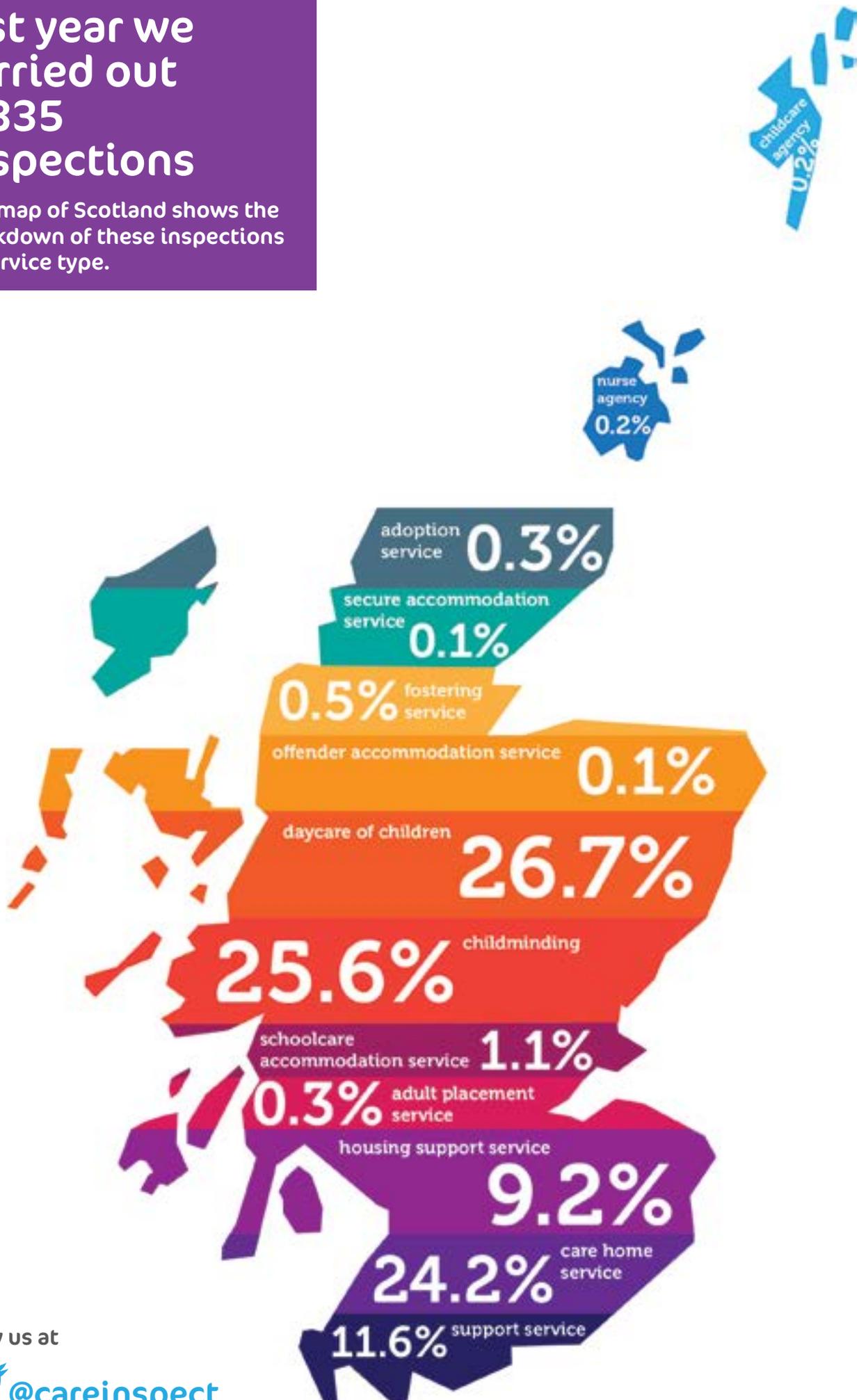
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Published by: Communications

COMMS-1113-140



last year we carried out 8,835 inspections

This map of Scotland shows the breakdown of these inspections by service type.



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