

Draft Strategic Intelligence Framework

Final Draft

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1 Introduction

1.1 Purpose of our Intelligence Framework

The Care Inspectorate plans to develop its information, its staff, its systems and its culture to become an intelligence-based organisation. We recognise that we can and should make more use of the intelligence we hold, and that other bodies hold, to help us:

- **Listen** better to people who use care services and their carers, and act on what they tell us.
- Provide **assurance** to people that the quality of services is good enough and improving, and that people who use them will be safe and protected.
- Form effective **partnerships** with other bodies, in particular those that also scrutinise public services, or collect information about care, so that we are sharing our intelligence more, and coordinating our work.
- Become more **efficient**, and offer good value for money.

This intelligence framework is designed to develop the Care Inspectorate as an intelligence based organisation. It is a flexible framework, rather than a fixed strategy, so that we can adapt to changing circumstances whilst retaining an overall strategic direction. It will make sure we collect the right information, so it can be analysed and interpreted in the right way, to the right people at the right time.

We will identify the key intelligence we need, and collect, handle, analyse, interpret and share it to plan, carry out and deliver our regulatory and inspection activities. We will use it to identify services that are failing to improve or sustain improvements, or those that pose the greatest risks to people. We will support our staff to deliver fair and consistent judgements based on comprehensive knowledge and evidence. And we will use intelligence to improve our own performance and the quality of our work. This will apply at all levels of the organisation – from our inspectors to our Board members. The development of the Intelligence Framework is closely linked with the development of a Care Inspectorate Risk Framework, and these frameworks must support each other.

We need to be able to provide information to Scottish Government and others to help shape policy development in the sector, as well as respond to opportunities and initiatives in both child and adult care and social work (including criminal justice social work) service provision. As such, we will become an Official Statistics provider about social care and social work in Scotland.

1.2 Definition and scope of intelligence

Intelligence means everything the Care Inspectorate knows, or needs to know about the care, child protection and social work services we regulate and inspect. Intelligence consists of the qualitative and quantitative information we hold, and that is held by others (including people who use care services, their relatives and carers), at local and national level about local authorities and providers, care services, the populations they serve and the circumstances in which they operate. Information only becomes intelligence when analysed, interpreted and used. Therefore our definition of intelligence encompasses, not only the information we hold, but how we collate, analyse, interpret and use it.

1.3 Principles

The Care Inspectorate's approach to intelligence is based on the following principles. These have been adopted from the National Information and Intelligence Framework for Health and Social Care in Scotland (Scottish Government, draft 8 Dec 2011) and adapted to our needs.

Strategic alignment

This Framework will be the lynchpin around which our intelligence priorities will be aligned. In turn, it will support the strategic priorities of the Care Inspectorate's Corporate Plan. This will support alignment of objectives throughout the organisation as well as maximising the use of our intelligence and avoiding any duplication.

Maximising use of intelligence

Any intelligence we identify as relevant to our work will be used to its full potential by the Care Inspectorate, and by others. We will also maximise our use of relevant intelligence held by other bodies. We will use our intelligence primarily to:

- focus on identifying, reducing and, where possible, eliminating risk;
- monitor service improvement, especially improving outcomes for people;
- use our intelligence to help people make informed decisions when choosing or commissioning social care services;
- monitor, manage and improve our performance, and the quality of our work;
- support improvement and act as a catalyst for innovation;
- inform internal and external policy developments.

Safe and secure

This framework will encourage greater use and intelligence sharing whilst preserving confidentiality and people's right to privacy. This includes giving our staff better access to intelligence as well as sharing it. We must ensure that we acquire, store, use, share and dispose of information appropriately.

Responsiveness

As an organisation, we want to be able to respond to changing intelligence needs, and technological developments.

Efficiency and reducing the burden on data suppliers

The way we develop our intelligence must be as efficient as possible. We must avoid duplication and make best use of technology while reducing the burden on providers. We will identify opportunities to work with other national bodies to reduce the costs of collecting intelligence.

The Care Inspectorate is undertaking a major piece of work to define and articulate the vision and values of our new organisation, therefore these principles may be revised once that work is completed.

2 Strategic Context

2.1 Corporate Plan

The Intelligence Framework supports and will inform the Care Inspectorate's corporate outcomes.

- The quality of services in Scotland is improving.
- People understand the quality of service they should expect and have a good experience of services centred on their needs, rights and risks.
- The Care Inspectorate performs effectively and efficiently as an independent, scrutiny and improvement body and works well in partnership with other bodies.

These in turn link to and support Scottish Governments national performance framework and outcomes.

2.2 Priorities

Our priorities for 2011 to 2014 support achievement of the corporate objectives, and contribute to improving outcomes for people using care and social work services as well as meeting the information needs of those who use or may use those services, and the information needs of others both within and outwith the Care Inspectorate.

The Care Inspectorate aims to achieve its outcomes through a three-year period of significant step changes. To this end, we have set up several change programmes which will re-shape the way we do our work. They are:

Year 1 Step Change Programme

- Improving our core business (phase 1)
 - developing a care inspectorate risk framework
 - developing a strategic intelligence framework
- Integrated children's services inspections

Year 2 Step Change Programme

- Improving our core business (phase 2)
- Integrated adult services inspections
- Integrated planning and inspection scheduling

Year 3 Step Change Programme

- Improving our core business (phase 3)
- Projects to be decided

This Intelligence framework is a central part of the “Improving our core business” programme and must support the development and implementation of the other change programmes.

It is also one of our four strategic change programmes that the Care Inspectorate will undertake over the period 2011-2014 which are:

1. Building a new organisational culture that is customer centred and focused on efficiency and high performance.
2. Building effective new relationships - working with partners - to coordinate and integrate key scrutiny processes (such as risk assessment, multi-agency inspections); to deliver more risk based and proportionate scrutiny; and to ensure appropriate levels of scrutiny.
3. Developing our people – equip our staff with skills and knowledge to identify risk, regulate, inspect and support improvement and innovation.
4. Developing and implementing business information and intelligence strategies.

2.3 Official statistics

The Care Inspectorate Board has agreed that we will become an Official Statistics provider. This means we must aim to comply with all the principles of the Code of Practice for Official Statistics and the statutory requirements of the Statistics & Registration Service Act. The Act places an emphasis on the "production and publication of official statistics that serve the public good".

In becoming an Official Statistics provider, we have two main aims.

Firstly, to inform Scottish public and people who use care, child protection and social work services about the quality and availability of care and social work services by:

- producing and using accurate, up-to-date, comprehensive and meaningful statistics to inform and support our core business monitoring and evaluating care, social work and child protection services;
- supporting achievement of the Care Inspectorate’s corporate outcomes, and its accountability to government;
- facilitating meaningful comparisons between care and social work services, for example on performance and quality; and
- providing information to Scottish Government, business, public bodies and other key stakeholders about care and social work services to help them develop local and national policies and to assist them to operate efficiently and effectively.

Secondly, to ensure that the Care Inspectorate builds public trust and confidence in its intelligence by:

- achieving the highest standards of professional independence, integrity and openness;
- continuously improving the quality, accessibility, comparability and coherence of statistics;
- involving service users and other stakeholders in planning, quality assurance, interpretation and use of statistics;
- working in collaboration with other analysts to promote a holistic approach to the production of evidence; and
- achieving efficiency and effectiveness in collection and production, eliminating unnecessary burden on data providers.

2.4 Working in Partnership with others

A fundamental element of our work with other bodies is sharing intelligence with each other. We must ensure that we work with other regulators and with other public bodies that have an interest in Health and Social Care, to share intelligence where that will protect people, identify risk, and streamline how we collect information that we need.

Further, we should work across organisational boundaries to identify problems and risks in the sector, which may not be addressed by scrutiny itself, and we should actively encourage the sector and other public bodies including Scottish Government to address these.

2.5 Setting out the Strategic Intelligence Framework

The following framework is based on wide consultation within the organisation and also takes cognisance of other significant initiatives in the sector such as the development by Information Services Division within Scottish Government of the Intelligence Framework for Health and Social Care.

There are three main parts to the Care Inspectorate's Strategic Intelligence Framework.

1. Setting out the vision
2. A critical appraisal of where we are now
3. An integrated Intelligence and Risk improvement plan which combines the developments required to create a risk focussed and intelligence based organisation, and sets out a series of actions to take us from our current state towards our vision

The final sections of the framework consider the on-going governance arrangements and resources we need to ensure that the improvement plan is delivered.

3 The Vision – an intelligent organisation

Intelligence will increasingly be at the heart of how we do business. In order to become an intelligence-based organisation, we must make sure that we have:

- the right information
- at the right time
- to the right people with the right skills
- in the right ways.

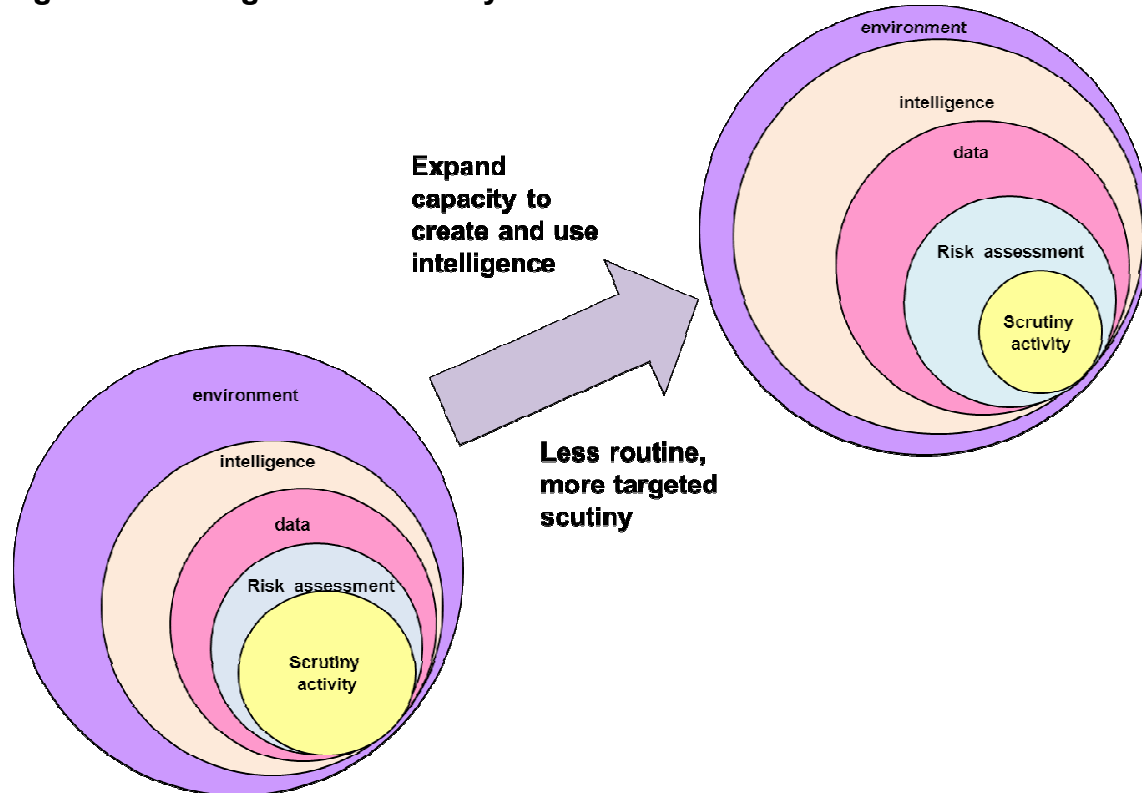
We must move away from reactive and piecemeal development of our information resources towards proactive planned developments that will move the Care Inspectorate towards achieving its corporate goals.

Figure 1 describes the vision, as a series of lenses on the wider care environment. In the current reality (bottom left hand side), the scrutiny activity lens is large, as this is where we get most of our insight into the quality of social care and social work services.

We already have a range of tools to help us identify and assess risk, but these are not consistent and do not yet form part of a coherent Care Inspectorate risk framework. Neither do they yet draw on a wide enough range of data. Our intelligence lens could be described as still not fully focussed. We may have access to facts and data but we do not yet have the capacity (skills, technology, culture, relevant data) to fully focus in on and draw out the important messages about the care and social work environment.

Moving towards the vision (top right hand side) we may become more focussed in our scrutiny activity, whether that is within our own organisation (by developing our intelligence, becoming better at identifying and assessing risk and therefore able to be more targeted and proportionate) or by working with others to expand our information and intelligence about the wider environment.

figure 1: Moving from the reality to the vision



To fully achieve our vision we must:

Develop our intelligence, including:

- greater use of external sources of validated information;
- developing ways of getting stakeholders views about services in a systematic and structured way, and in particular developing intelligence to support our new duty of user focus;
- making sure that our data is of good quality;
- harnessing “soft” information, such as the knowledge that an inspector may build up over time about a particular service, or a piece of sensitive information passed to us by the police but which they have not acted upon;
- organising and defining our information and data so that it can be used and re-used in many different ways, internally and externally.

Develop our capacity to deliver intelligence-based working including:

- developing our information and data sources;
- engaging better with others so that people will tell us about their experience of services including where excellent and poor practice exists;
- identifying and capitalising on technical solutions that will deliver the information people need where and when they need it;

Agenda item 6.2

Appendix 1

- developing our staff so that they can access, interpret and use intelligence effectively;
- ensuring that our structure, policies and governance promote intelligence-based practices; and
- aligning our data so that it can be used and re-used in as many different ways as possible, at all levels of the organisation.

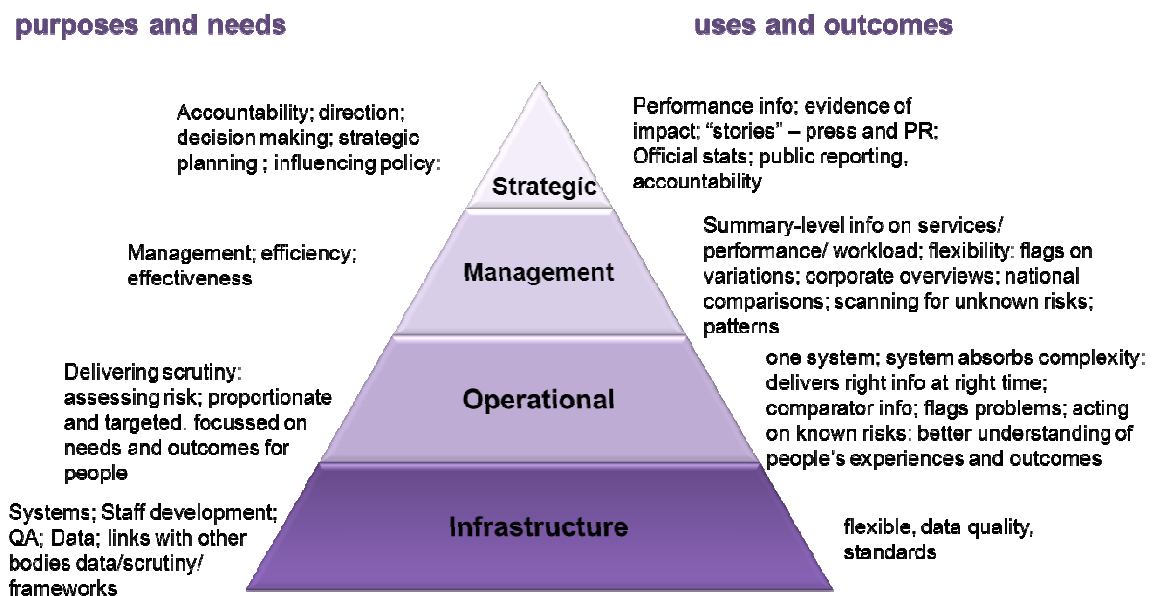
And enhance our wider intelligence role in social services in Scotland, acknowledging our duty of cooperation including:

- working with people who use our information to ensure that it is fit for purpose;
- informing ministers and the sector of the state of the social care sector;
- aligning and sharing our information with others to reduce duplication of information collection, and maximise the available intelligence about health and social care; and
- publishing high quality statistics.

4 How we will use intelligence within the organisation

At every level of the organisation, for every purpose and function, people need intelligence to deliver their objectives. This section considers each functional level of the organisation and considers how the Care Inspectorate needs to develop intelligence at that level. The model below describes the intelligence within the Care Inspectorate in term of the needs and uses for intelligence at different levels of the organisation.

Figure 2: Intelligence purposes and needs at each organisational level



The emphasis at the strategic and management levels is on decision-making, strategic direction, influencing policy and accountability, while at operational level it is focussing on efficient delivery of proportionate risk-based scrutiny.

Delivering change

Figure 2 also illustrates how each layer of the organisation connects with the others. A change anywhere within this structure will have an impact at all levels. For example, introducing a change at the operational level, should also have an impact (ideally positive) at the management and strategic levels, and will probably require a change in the supporting infrastructure. It is important to note that the intelligence needs at the operational level should be aligned with those at the Management and Strategic levels, and vice versa.

As we progress with the changes outlined in the improvement plan attached to this framework, it is essential that each change is considered in the context of its impact on the whole organisation, in order to ensure that the outcome is successful.

5. Analysis of current position

In order to establish our future direction, it is important to understand where the Care Inspectorate currently sits in relation to its vision.

A series of consultation events took place in September/October 2011 and in January 2012. These involved a large proportion of Care Inspectorate staff who engaged in an appraisal of where the organisation was currently and captured ideas about what the future might look like in an “intelligence based” Care Inspectorate. The following is a summary analysis of the current position: what we do well (our strengths), what we need to do better (the challenges) and where we want to be (the performance outcome we want to achieve).

This analysis is based around six themes.

- 1. Fully exploiting the intelligence we hold**
- 2. Exploiting external sources of intelligence**
- 3. Focus on identifying risk**
- 4. Focus on improving outcomes for people**
- 5. Developing our organisational capacity**
- 6. Making intelligence easier to access**

**Agenda item 6.2
Appendix 1**

Theme	What we do well already - our strengths	The challenges	Performance Outcome
<p>1. Fully exploiting the intelligence we hold</p> <p>We currently collect a great deal of data but could exploit this more, and be more focussed on the most important information.</p>	<p>We use data to inform our Board and Senior management about our performance against the Corporate Plan and Key Performance Indicators (KPIs) in monthly and quarterly reports.</p>	<p>Performance information at operational management and individual level is not easily available. Reports tend to be static, with little flexibility for modification by the end user.</p> <p>New KPIs will be introduced in 2012/13, which will require new, and modified data sources to be established, as well as making sure that all staff are aware of the indicators against which the organisation's success will be measured.</p>	<p>Deliver consistent, accurate performance information relevant to all levels of the organisation. Reports incorporate a degree of flexibility, so that the end user can modify reports whilst remaining consistent with overall corporate reporting.</p> <p>All staff are fully aware of how their work fits with corporate aims, and KPIs.</p>

**Agenda item 6.2
Appendix 1**

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	<p>Care service data pulled together to support Local Area Network (LAN) work at Local Authority level (in the LAN datastore/eForms datastore), by delivering a summary profile of care service performance relating to grades, complaints, requirements and enforcements.</p>	<p>Not all staff are aware of the LAN datastore file, and how to use it; some staff not confident in their skills to fully exploit this info source; not easy to create corporate provider profiles; datastore interface could be more user friendly; reports from the datastore are not standardised, so may vary widely in style, content and analysis. Scope of data included is currently limited and does not include notifications, details of complaints, grading histories, grades below theme level except for the involving people statements. Our current methodologies make it more difficult to pull together comparative information about social work and child protection services.</p> <p>The quality of our input into the LANs depends on staff having access to, and making best use of, all of the relevant information, therefore the challenges outlined above represent a significant reputational risk to the Care Inspectorate.</p>	<p>Key performance/outcomes data about care services and social work and child protection services should be readily available, in an easy to use standardised format, with staff confidently able to access, interpret and analyse information in the context of their own work.</p>

**Agenda item 6.2
Appendix 1**

Theme	What we do well already - our strengths	The challenges	Performance Outcome
	<p>We produce regular weekly briefings summarising policy developments in key areas.</p> <p>We produce periodic reports highlighting our findings about care services, social work and child protection.</p>	<p>We need to analyse information more flexibly and spontaneously, using technology to identify links and patterns not immediately obvious, thereby identifying risks and problems more proactively.</p>	<p>We regularly and routinely scan our information and environment to identify risks at an early stage, and are aware of the main problems in the sector, so that we can mobilise our resources to remove them.</p>

**Agenda item 6.2
Appendix 1**

Theme	What we do well already - our strengths	The challenges	Performance Outcome
	<p>We have aligned some areas of our data collections with others (SSSC, Scottish Government, COLSA/LAs) to make sure that we can share it, and avoid duplication of data collections. Specific examples are:</p> <ul style="list-style-type: none"> • Using annual returns data to provide SSSC with workforce information that they use to create workforce intelligence about and for the care sector. • Hosting the Scottish Government's Care Home Census on our eForms system, using our service information, and working with them and ISD to quality assure the data. • Aligning our childcare information with that previously also collected by SG, such that SG have now ceased to collect this, and we are now the official source of this information. 	<p>We work with a limited range of stakeholders, in only a few areas, in this way. We have focussed more on national social care organisations, and need to consider the further scope here as well as looking at links with Health Intelligence.</p> <p>It can be difficult to link our data with external data sources routinely due to lack of nationally consistent definitions and data standards.</p>	<p>We are aligned strategically with other bodies that hold information about health and social care such that, across these bodies we collect information relevant to our specific purposes once only, and can link and share this information across all of these bodies (using appropriate governance frameworks).</p> <p>Information shared externally is of the highest quality.</p> <p>We are clear about any action we should take based on intelligence from other bodies, and on our obligations to use other's information appropriately and in line with any established agreement.</p>

**Agenda item 6.2
Appendix 1**

Theme	What we do well already - our strengths	The challenges	Performance Outcome
	<p>Our data is of reasonable quality, and we already have some systematic processes for cleaning up known problems - but there is still considerable room for improvement.</p> <p>More recent developments in RMS have enabled more validation at point of entry, and single source of data, both of which improve data quality.</p>	<p>Data quality can be a particular problem on the care service side, due to the volume of services involved. This is especially the case in the PMS system due to its platform and design.</p> <p>There is continuing strong demand for accuracy, specifically to allow better measurement of change over time. This can be very challenging without incurring substantial increase in resource and therefore costs.</p>	<p>We collect high quality data which is entered only once and validated at point of entry, all within a single system.</p>

**Agenda item 6.2
Appendix 1**

Theme	What we do well already - our strengths	The challenges	Performance Outcome
	<p>We respond to a large number of information requests each year and in 2011 there has also been increasing demand for responses to parliamentary questions and providing briefings for Scottish Government as well as a refresh of our key performance indicators. These are included amongst the Intelligence Team's current priorities, alongside continued work to maintain and improve how we provide our information, particularly relating to disseminating information to staff.</p>	<p>Our information requests are usually only shared with the original requestor – we could make key information requests more widely available, for example on our website or intranet.</p> <p>We could deal more efficiently with enquiries for policy position statements, and similar.</p>	<p>We respond timeously and positively to all information requests, internal and external. We make as much information as possible available for public access on our website, or on our intranet site if it is for internal use.</p>
<p>2.Exploiting external sources of intelligence</p>	<p>Key statistics, based on (mainly) published statistics from Scottish Government (SG), ISD (which is the information and statistics organisation supporting the NHS is Scotland) and others, are collated and used systematically as part of the Initial Scrutiny Level Assessment (ISLA) process and the child protection inspections.</p>	<p>Existing key statistics are likely to be of use beyond the senior inspectors; they will need reviewed to ensure they support emerging integrated inspection methodologies across the organisation, and other initiatives such as the LAN work to co-ordinate scrutiny.</p>	<p>All Care Inspectorate staff are aware of the national statistics that may be relevant to their role, can access them and interpret them.</p> <p>Those organisations we scrutinise are aware of how we collate and use key statistics.</p>

Agenda item 6.2
Appendix 1

Theme	What we do well already - our strengths	The challenges	Performance Outcome
	<p>We have made some preliminary steps towards accessing information from ISD about use of health services by care service users, but this is in the early stages, and may be at risk from reduced resources in ISD.</p> <p>We have a range of MoUs in place with many public bodies, most of which cover broad principles of information sharing.</p>	<p>We are not clear we have all the information we need. We need to fully understand and identify the information held by others that might inform us about risks in social care and social work.</p> <p>Need clear identification of those key external bodies with whom it is essential we share important information on a regular basis. This includes key scrutiny partners, SG but also other initiatives aimed at knowledge dissemination in the sector such as the South Lanarkshire portal.</p>	<p>We are aware of all relevant external information sources and can easily access them.</p> <p>We know what factors affect risk, and can identify any heightened risks.</p> <p>We all know about, and make use of key information portals, such as the scrutiny portal, to find and share information, avoiding duplication with other scrutiny bodies.</p>
<p>3.Focus on identifying risk Linking with the risk development workstream, it is vital to ensure that we have access to intelligence about risks.</p>	<p>A wide range of data is available that includes info about risk. We store some “soft” information in PMS and RMS about care services, for example notes of discussions with a manager, or notes of a concern an inspector has about a service. And senior inspectors and contact managers will have “soft” information at local authority level and provider/corporate level.</p>	<p>We need to identify key risk data; to access and use external info about risks. We currently underuse information such as notifications.</p> <p>Soft intelligence will not always be recorded or will not be recorded systematically. Little evidence of regular and systematic analysis of softer intelligence, especially beyond an individual case-holder/lead inspector.</p>	<p>Information about risk is clearly identified, available when needed; accessible; people understand how to use information to assess risk or identify trends.</p> <p>Soft intelligence is appropriately obtained; stored, accessed and analysed.</p>

**Agenda item 6.2
Appendix 1**

Theme	What we do well already - our strengths	The challenges	Performance Outcome
<p>4. Focus on improving outcomes for people</p>	<p>Historically, we have used a range of questionnaires, focus groups, interviews and other means to get views from service users, carers, relatives about the care services and the social work and child protection services they receive.</p>	<p>The Health and Sport Committee recommendations included that we should seek to expand the ways in which we get peoples' views.</p> <p>The Care Standards Questionnaires (CSQs) used for care services are not comprehensive – in terms of service coverage or service user needs. They are not systematically analysed and used; they will need developed to make them more outcome focussed, and to support new ways of working.</p> <p>Need to consider methods of capturing views systematically, which will support our new childrens' and adults' scrutiny methodologies.</p> <p>Need to review, and expand if necessary, guides about who we are and what we do that will encourage people to get in touch with us – especially about their concerns. This includes people who use services and their relatives and carers; staff of services; other stakeholders who might</p>	<p>Scrutiny is informed by the voice of the people who use services, their relatives and carers, and others with insight; information provided by them is collected systematically, and used consistently; people can see how their input has informed our scrutiny activity</p> <p>People know they can and should tell the Care Inspectorate about any concerns they have, and we provide easy mechanisms for them to do that.</p>

**Agenda item 6.2
Appendix 1**

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<p>5.Developing organisational capacity</p>	<p>We have an experienced and expert analytical team, which ensures that we continue to build our data resources; and that we analyse info consistently, using relevant technologies and techniques.</p> <p>We have some staff across the organisation that have access to limited information and have the skills and knowledge, or the capacity to develop it, to use this.</p> <p>Agreement to establish a new improvement and innovation</p>	<p>The intelligence team's resources are often stretched, therefore, for many in the Care Inspectorate, are not easily accessible.</p> <p>Links between central analytical team and operational areas are not strong</p> <p>There is potential in terms of skills and knowledge amongst some of the admin staff to develop their roles to support inspectors, and inspector managers to access information.</p> <p>Analytical and research skills could be further strengthened across all teams, functions and levels of the organisation.</p>	<p>Supported by the expertise from a strong intelligence core team, staff across the organisation are given the tools, resources and encouragement to develop their intelligence based working practices.</p> <p>All staff are aware of Social Services Knowledge Scotland (SSKS) which is a single point of access to journals and books, topic specific information hubs, learning resources, and guidance to help develop research skills, have a current Athens account, and are able to use this effectively to</p>

**Agenda item 6.2
Appendix 1**

	unit.	<p>People do not know what information is already available; what groups and networks exists; what expertise exists and where; what contact manager arrangements are in place.</p> <p>People have to deal with vast quantities of information, and a rapidly changing working environment and practices. We could do more to organise this information and highlight what is important and what is not.</p>	<p>explore latest research in their area of work.</p> <p>Information about our groups, networks, skills and expertise is readily available to staff.</p>
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**Agenda item 6.2
Appendix 1**

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<p>6.Making intelligence easier to access</p>	<p>Data capture is usually as a by-product of our business processes and record keeping.</p> <p>Within each of the legacy systems inherited by the Care Inspectorate, there are positive examples of systems supporting good record keeping and data capture. In RMS, for example, an inspector can already see key information about risk levels, complaints, enforcements, service details, certificates in the one place.</p> <p>Our datastore provides summary information about each care service, and provides flexible reporting from national down to service level about the quality of care services.</p>	<p>Staff are currently accessing information using several different systems (SCOTS, CI systems, PMS, RMS, spreadsheets).</p> <p>Other than the datastore, statistical data is generally not available below Area level.</p> <p>Not enough flexibility for people to analyse info more locally, while keeping consistent definitions and analytical methods.</p> <p>Data not easily available about corporate providers.</p> <p>Performance and other analytical data sets are not always updated regularly enough, therefore quickly gets out of date.</p>	<p>Our staff keep their records on a single system within the Care Inspectorate. As a by-product of their record-keeping, our staff are led by the system to record important information which is validated at the point of entry. All information is entered only once by our staff, or by others entering information into our systems.</p> <p>Staff can access up-to-date views of core information they might need, especially to inform their risk assessments and plan their scrutiny, from one system.</p> <p>Staff have access to interactive tools allowing them to manipulate data relevant to their role.</p>

6. Improvement plan, activities and timescales

We have created an integrated Risk and Intelligence Improvement plan as a separate document that will sit alongside the Intelligence and Risk Frameworks.

In order to work towards the vision, this plan sets out the key actions for the next three years that will develop our intelligence capacity and support our delivery of our long term objectives and the change programmes.

Central to our improvement plan are the six themes of our consultation findings, namely

- 1. Fully exploiting the intelligence we hold, including sharing our information with partners**
- 2. Exploiting external sources of intelligence**
- 3. Focus on identifying risk**
- 4. Focus on improving outcomes for people**
- 5. Developing organisational capacity**
- 6. Making intelligence easier to access.**

In section 5 of this document we identified under each of the six themes, what we do already, what we could do better, and the desired performance outcome for us.

So for instance under the theme “Exploiting external sources of Information” one of the things we do well already is link with external partners, for example regulators and others, in sharing information. One of challenges, or things we could do better, is we are not clear that we have all the information we need.

A key opportunity here is working in partnership with other scrutiny bodies as well as identifying new information sources and developments coming on stream such as the South Lanarkshire portal, the work of the Strategic Operating Group (SOG) who are developing a National Intelligence Framework for Health and Social Care, and the work of the Social Services Knowledge Management Board.

Therefore an action in the improvement plan for year 1 is to link with the key bodies listed in the action plan, to identify opportunities for sharing information, and for subsequent years includes creating a data catalogue to cover all internal and external sources, so that people can see, in one place, the data that we hold.

7. Governance arrangements

This strategic framework includes an improvement plan with an outline of actions over the next three years. Longer term actions are not given in detail, as this Framework is intended to be flexible, as the organisation develops. To ensure this improvement plan is developed and delivered we propose the following governance arrangements:

- The main actions for each year, as detailed in the improvement plan, are integrated with the Corporate Plan, and in particular within the Annual Business Plan.
- The Strategic Intelligence Framework Project Group was set up to oversee the development of the Framework, and ceased at the end of March 2012, following development of the draft Framework. The Strategy and Performance Committee, at their meeting on 13 March 2012, recommended that the implementation of the Risk and Intelligence Frameworks should be brought together. Therefore an Intelligence and Risk group will be established to retain oversight of the delivery of the improvement plan.
- The improvement plan should be reviewed each year, to ensure it remains linked to the corporate plan and objectives.
- Most actions in the improvement plan will require multi-disciplinary resources and commitment to succeed, therefore this group should report progress and any exceptions to the Executive Team.

8. Resources

8.1 Resources to deliver the improvement plan activities

The improvement plan sets out the key activities we will need to engage in over the next three years in order to become a risk focussed and intelligence led organisation. It includes interdependencies with other workstreams and developments, and outlines the resources required to deliver the development, as well as any on-going resource requirements, or efficiency savings in the longer term.

8.2 Developing our capacity to deliver this framework

Delivery of the Improvement Plan will depend upon resources being available across the organisation. This framework will have a particular impact on the following areas initially, although there will be further areas that could be added to the list.

Intelligence Team

Our existing organisation structure includes an Intelligence Team, comprising six whole time equivalent (wte) Information Analysts, line managed by the Policy and Research Officer. Within this team there is a range of expertise that is essential to delivering high quality intelligence, and this team will support many of the actions in the improvement plan. We must continue to develop this group of staff to ensure that they can stay abreast of new developments and analytical technologies, and meet the changing intelligence needs of our organisation.

There are further pockets of expertise across the organisation that will be core to delivering intelligence-based ways of working, for example the Policy Analysts who are based within the Corporate Planning, Communications and Involvement Team.

Operational staff

The aim of the framework is to develop capacity across the whole organisation. To deliver this we propose a managed intelligence network across the Care Inspectorate. This network will link the core teams of specialists, to each other, and to those working in operational areas across the organisation. Preliminary discussions have taken place about how this fits with the Employee Development plans for the next year. In time, we will also need to consider the impact of changes to working practices, and therefore workload planning assumptions.

Operational admin staff

Initially this Framework will focus on developing the inspection admin role, as part of the intelligence network, to include providing local support for accessing and using available information, as well as establishing direct named contacts between the Intelligence Teams and operational areas. This approach fits with the Admin Strategy.

Employee Development

Employee Development colleagues are already planning an evaluation of existing analytical and research skills across the whole organisation, and subsequent identification of the development needs in 2012/13.

This will inform staff development across the organisation, to ensure that people are clear and confident about how they can access and use intelligence.

ICT and Information Governance

Implementing this framework will require ICT support and development time for software changes. ICT solutions will need to promote our ability to use intelligence for multiple purposes within the organisation and across organisational boundaries. This will require closer working with colleagues in other regulatory/inspectorate organisations as new and integrated approaches to our scrutiny activities develop. It is essential that this work links closely to the ICT Programme Board to ensure that

Agenda item 6.2
Appendix 1

any proposed ICT changes are considered in the context of the impact across the whole organisation.

Any changes to how we collect, store, process, use or share information should be assessed to make sure that we are doing this in line with our records management policies and procedures, and in line with our legal obligations, in particular the Data Protection Act and Freedom of Information.