



Care Inspectorate Corporate Plan 2011-2014

Report to: Board

Date: 21 March 2013

Report by: Karen Anderson, Director of Strategic Development

Report No: B-06-2013

Agenda Item: 6.7

PURPOSE OF REPORT

The purpose of this paper is to advise Board members of terminology changes to the current Corporate Plan (2011-2014). These reflect discussions held at the Board Development events on 13 and 14 December 2012 and provide clarity for all stakeholders on the Care Inspectorate's vision, outcomes and objectives over the next two years.

RECOMMENDATIONS

That the Board:

1. Notes the tracked changes to the Corporate Plan 2011- 2014.
2. Approves the tracked changes (commended by Strategy & Performance Committee on 5 March 2013) to the Corporate Plan (revised) for 2011 – 2014.

Version: 2.0	Status: <i>Final</i>	Date: 14/03/2013
--------------	----------------------	------------------

Version Control and Consultation Recording Form

Version	Consultation	Manager	Brief Description of Changes	Date
	Senior Management		Et – terminology changes	14.02.13
	Legal Services			
	Resources Directorate			
	Committee Consultation (where appropriate)		Strategy & Performance Committee – 5 March 2013	
	Partnership Forum Consultation (where appropriate)			
<p>Equality Impact Assessment</p> <p>To be completed when submitting a new or updated policy (guidance, practice or procedure) for approval.</p>				
Policy Title:				
Date of Initial Assessment:				
EIA Carried Out			YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>
If yes, please attach the accompanying EIA and briefly outline the equality and diversity implications of this policy.				
If no, you are confirming that this policy will have no negative impact on people with a protected characteristic and a full Equality Impact Assessment is not required.			Name: Position:	
Authorised by Director	Name: K Anderson		Date: 22 February 2013	

1.0 BACKGROUND

The Care Inspectorate developed an interim Corporate 2011- 2014 to provide initial strategic direction for the organisation during the period of bringing together the three discrete organisations (Care Commission, Social Work Inspection Agency and HMIE Child Protection team).

The interim Corporate Plan was developed at a time of anticipated significant budget reductions during the period 2011 – 2014 and set out how the Care Inspectorate managed the three continuing areas of work inherited from its predecessor bodies; developed change programmes to lay the foundations for new ways of working in future years; and, took steps to align corporate objectives and performance management to outcomes- based reporting.

The interim Corporate Plan has served its purpose well and set out a clear direction for the Care Inspectorate. At the Board Development event on 13 and 14 December 2012, it was agreed that no significant changes were needed to the outcomes and objectives of the Corporate Plan 2011 – 2014; rather it required to be updated to reflect the changing external operating environment, national policy development and progress to date on the internal change programme.

2.0 ORGANISATIONAL PLANNING

2.1 Corporate Plan

Since the inception of the Care Inspectorate in April 2011 there has been a number of changes to political and policy direction that directly affects the work of the organisation, for example, integration of health and social care, changes to the Care Inspectorate budget planning; changes to the inspection frequency regime; impending review of National Care Standards; Children and Young People's Bill; Self Directed Support Bill and the introduction of new models of strategic scrutiny.

These combined with implementation of a new organisational structure and an updated internal change programme means that the Care Inspectorate Corporate Plan requires to be refreshed to more clearly set out objectives and performance measures over the next two years.

The Corporate Plan 2011-2014 (revised) is attached at Appendix A tracking all suggested changes.

2.2 Operational Improvement Plan

To enable detailed execution of the Corporate Plan, a three year Operational Improvement Plan 2013 – 2016 was developed and approved by the Board in January 2013 along with the Care Inspectorate's Inspection Plan 2013 - 14. The Operational Improvement Plan sets out all key priorities and tasks to

Version: 2.0	Status: <i>Final</i>	Date: 14/03/2013
--------------	----------------------	------------------

deliver the Corporate Plan outcomes and objectives. It provides a framework to forward plan all scrutiny, improvement, development and policy activities so that corporate objectives and outcomes are achieved by maximising the deployment of resources in the most efficient and effective way.

2.3 Inspection Planning

A new national approach to inspection planning has been implemented for all regulated care service, strategic inspections and social work inspections over a four year period based on risk and intelligence so that scrutiny activities are more proportionate and targeted to drive continuous improvement to the quality of care.

A key output from this work is the development of a four year inspection plan which has sufficient flexibility built-in to respond quickly to changing circumstances while reflecting statutory responsibilities under the Public Services Reform (Scotland) Act 2010. This allows the Care Inspectorate to plan more effectively with other scrutiny bodies to identify risks, share information and plan and coordinate inspections, particularly those carried out jointly with other scrutiny bodies. This new approach takes account of a number of key recommendations in the Crerar review and Christie report.

3.0 CORPORATE PERFORMANCE MANAGEMENT

3.1 Corporate Performance Management System

In April 2013 a new corporate performance management system will be implemented to enable improved management information and corporate performance reporting. This will ensure that the organisation is accountable and transparent in how it evidences and publicly reports on its performance.

Underpinning this new and more robust approach is a move to programme and project management of all business activities. This will enable even more efficient, effective deployment of resources for maximum impact in delivering corporate outcomes and providing protection, assurance, improvement and innovation, therefore contributing to evidencing the tangible difference to the quality of care for people who use services and their carers.

3.2 Development of New Performance Measure Outcomes

A series of workshops have previously been held with Board members and internal auditors to inform the development of a new suite of Key Performance Indicators and quality indicators for 2013/14 and beyond. Final targets for each indicator will be recommended by the Executive Team and agreed at a forthcoming Audit Committee. These new indicators provide greater clarity and accountability and enable Board members to execute good governance by

Version: 2.0	Status: <i>Final</i>	Date: 14/03/2013
--------------	----------------------	------------------

holding senior management to account for all business activities as well as providing more rigorous and transparent public reporting on the work of the Care Inspectorate.

3.3 Individual performance management

The implementation of the new structure from 01 April 2013 will enable the Care Inspectorate to strengthen leadership capacity at all levels, strengthen performance management, clarify decision-making structures and build rigour, quality assurance and consistency in all systems and processes.

All staff transferred into the Care Inspectorate under their existing terms and conditions, which includes the Care Commission Performance Development Review system and the Scottish Government Performance Management system. During 2013 – 14 a new appraisal system will be developed for the Care Inspectorate.

Templates for recording performance and development objectives are used to ensure that a consistent approach is taken to objective setting. Every member of staff will have agreed personal objectives set with their manager at the start of each year. This will enable them to see how they can contribute effectively to the corporate aims and objectives.

Regular 'One to One' Supervision meetings take place in accordance with employees' current terms and conditions. These meetings allow staff to review their objectives and workload and provide support to help them carry out their role effectively.

4.0 RESOURCE IMPLICATIONS

The refreshed Corporate Plan and its underpinning Operational Improvement Plan and Inspection Plan have been developed based on the existing resources available to the Care Inspectorate. The development of longer term planning mechanisms will enable a move away from annual budget cycles to three / four year financial planning.

5.0 BENEFITS FOR PEOPLE WHO USE SERVICES AND THEIR CARERS

The refresh of the Corporate Plan and implementation of its related operational planning frameworks ensures that the Care Inspectorate deploys its resources in an efficient, effective, targeted way so that people who use services and their carers will be protected and receive stronger public assurance on the quality of care.

Version: 2.0	Status: <i>Final</i>	Date: 14/03/2013
--------------	----------------------	------------------

6.0 CONCLUSION

The refreshed Corporate Plan provides clarity on the vision, values, objectives and outcomes of the Care Inspectorate and sets out how the organisation will achieve these. It provides awareness for people who use services and their carers and other stakeholders of the work of the Care Inspectorate and enables Board members to hold senior management to account for the performance, delivery and quality of all business activities.

LIST OF APPENDICES

Appendix 1 - Corporate Plan 2011 – 2014 revised (tracked changes)