



Chief Executive's Report

Report to: Board
Date: 27 June 2014
Report by: Annette Bruton, Chief Executive
Report No: B-20-2014
Agenda Item: 12

PURPOSE OF REPORT

This report provides the Board with an update on key developments since the 28 March 2014 Board meeting.

RECOMMENDATIONS

That the Board:

1. Notes the information contained in this report.

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Version Control and Consultation Recording Form

Version	Consultation	Manager	Brief Description of Changes	Date
1.0	Senior Management	Executive Team	Contributed to report	
1.0	Legal Services	Executive Team	Contributed to report	
1.0	Resources Directorate	Executive Team	Contributed to report	
	Committee Consultation (where appropriate)			
	Partnership Forum Consultation (where appropriate)			

Equality Impact Assessment

To be completed when submitting a new or updated policy (guidance, practice or procedure) for approval.

Policy Title:

Date of Initial Assessment:

EIA Carried Out

YES

NO

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: Annette Bruton
Position: Chief Executive

Authorised by Director

Name: A Bruton

Date:

1.0 INTRODUCTION

This report provides Board members with an update of any key developments for the Care Inspectorate since the last report in March 2014.

2.0 INSPECTION PLANNING AND QUALITY ASSURANCE

The Care Inspectorate's Inspection Plan 2014-15 was approved by Scottish Ministers on 13 February 2014. Inspection planning for 2014-15 is progressing well.

An event was held in Dundee on Thursday 8 May 2014 to consider the planning process established last year to develop the 2014-15 Inspection Plan, in particular to explore what worked well and where further improvements could be made.

This was extremely helpful and work is now underway to refine the inspection planning timeline for developing the 2015-16 Inspection Plan. This coordinated approach, involving managers and staff throughout the Care Inspectorate, and a better understanding of each other's roles and responsibilities and interdependencies, was pivotal to the improvements achieved this year.

With the completion of IT/WMT developments in December 2013 to support inspection planning, the Inspection Plan is now truly dynamic in that the outcome of inspections undertaken this year are immediately reflected in the plan for subsequent years. In other words where grades have improved and the service becomes eligible for a reduced frequency of inspection, the plan for subsequent years is amended in 'real time' through pushing back the next inspection or bringing it forward if the grades drop and the service is no longer eligible for reduced frequency.

Meetings have already been held with partner scrutiny bodies, in particular Healthcare Improvement Scotland (HIS) to begin the process of planning our strategic inspection programme for 2015-16. This is necessary to ensure that tentative plans are in place by 31 December 2014 with sufficient flexibility to respond to any new information or intelligence that we might receive, or ministerial direction. This also allows HIS, Education Scotland and Her Majesty's Inspectorate of Constabulary in Scotland (HMICS) sufficient time to identify the specialist staff they need to provide to support these joint inspections before they commence in April 2015.

In June 2014 a Capacity Planning Tool was developed to support Team Managers to plan and manage the capacity of their team. The tool was refined through consultation, including workshops with staff during 2013/14. It is also capable of providing senior managers with dynamic information on wider workforce planning / resource management for national specialist teams. This recognises the challenge of re-shaping the workforce to ensure that we have the right people with the right skills in the right place and the information provided helps to support senior managers develop their recruitment strategy and target recruitment more effectively.

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The Capacity Planning Tool currently draws real-time information for the Workload Management Tool (WMT) which enables a comparison to be made on the work that individual inspectors have planned in any given month against the actual time spent on inspection and a range of other activities. From 31 May 2014, senior managers will begin to receive reports on how effectively capacity in national specialist teams is being used. In addition, further developments are being made to the capacity planning tool with a view to drawing real-time information on staff sickness/ absences direct from 'Pulse' and to ensure that co-working is recorded consistently so that we have the most reliable and accurate information for workforce planning.

2.1 Intelligence & Analysis

The Audit Committee approved our performance framework for 2014/15 on 18 March 2014. This includes our performance measures for the year, which are set out in detail in the framework. These measures have been incorporated into the Corporate Plan 2014-18.

The most significant change this year is to the complaints performance measures, where we have changed targets and timescales to better comply with the SPSO guidelines, and to make our measures more transparent.

3.0 CO-OPERATION AND JOINT WORK WITH OTHER REGULATORS

The Chief Executive and the Chair continue to attend the Joint Scrutiny Group chaired by the Accounts Commission. This group is increasingly looking at the implications of health and social care. Regular meetings have also continued with Healthcare Improvement Scotland, Education Scotland, the Joint Improvement Team and other regulatory partners. The recent five nations scrutiny bodies event held this year in Scotland focused on user voice and the Care Inspectorate made a well received presentation on the work we do to involve people in our inspections.

4.0 STRATEGIC INSPECTION

4.1 Joint inspections of services for children and young people

Seven inspections have been completed for 2013/14. Reports have now been issued in respect of inspections in Dumfries & Galloway, Clackmannanshire and Stirling. The first two inspections for 2014/15 in East Renfrewshire and South Lanarkshire are now underway.

An independent evaluation of the four pilot areas for joint inspection for children's services has been completed and the key messages from this will be published in June 2014. It is intended to use this as a basis for a more widespread strategic review with key stakeholders to inform future inspections.

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4.2 Independent Commissions

An approach for an independent inspection into child protection and looked after children's services in Guernsey is currently being explored. This follows from the success of our engagement with colleagues in children's services in Jersey last year.

4.3 Supported Self Evaluation in Criminal Justice Social Work Services

A major piece of supported self-evaluation across all 32 local authority social work services has been carried out with a specific focus on the implementation of a national assessment tool for working with offenders and rolled out by the Risk Management Authority. The report from this work will be published in May 2014.

4.4 Staffing

There are still some capacity issues in terms of staffing of Inspectors of regulated care services in Aberdeen. This is commensurate with the experience of other partner agencies in this area given the high cost of living here. Work is on-going with the Directorate of Corporate Services to consider how this might be addressed.

Helen Happer, our current Head of Quality Assurance & Improvement will replace Jacqueline Pepper, Head of Inspection (Strategic Children's Services & Criminal Justice). Jacqueline leaves the organisation in June to take up a senior post with Perth & Kinross Council.

4.5 Link Inspectors

The Link Inspectors are developing their engagement with their colleagues in Community Planning Partnerships across Scotland. A report on their initial findings in terms of adult and child protection is under completion to be presented to ministers in June 2014.

5.0 INSPECTION OF OTHER REGULATED SERVICES

5.1 Strategic activity within Children's Services and Criminal Justice

We continue to actively participate in key events nationally regarding children's issues and criminal justice, including:

- On-going representation on the ministerial working group on child sexual exploitation
- Working with child protection committees on key issues
- On-going involvement in the Looked After Children's Health Service Improvement Group
- Participating in the commencement of the review of the effectiveness of the

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Children's Hearing System in Scotland

- Participating in the Early Years Workplace Development Forum being chaired by Professor Imram Siraj. Professor Siraj also met with the Chief Executive earlier in the year in scoping her review.
- On-going representation on the Early Years Collaborative

Senior colleagues have spoken at conferences such as:

- Improving Childcare Provision in Scotland
- The Future of Looked After Children in Scotland

5.2 Early Years Inspection

Early Years Inspectors and managers have been significantly contributing to the development of closer working relationships with colleagues in Education Scotland. This has included rolling out together the new shared inspections, as well as on-going training together. Work is continuing on planning for the forthcoming extended provision of childcare under the new Children and Young People Act, and the additional support for looked after two year olds. It is likely that this will have significant resource implications going forward for registration and variation. We have reached agreement with the Minister for Children and Young People on an approach to addressing potential new registrations. Ministers have agreed that we can, if necessary, reduce the number of early years inspections and move resources to registration. Any shift of resources would be from low risk services.

5.3 Criminal Justice & Young People

The work with Education Scotland has been expanded to consider joint approaches to inspection of residential special schools across Scotland. This is currently a work in progress.

The collaborative scrutiny of Scotland's secure estate with the Mental Welfare Commission has now concluded and reporting is being finalised.

5.4 Adults and Older People

The Adults Inspection Management Team has instigated inspections in registered care homes for adults with a learning disability to support the national work of the Keys to Life strategy and its recommendations. Inspectors will specifically ask questions in relation to the manager's awareness of the recommendations from both the Keys to Life and from the report into Winterbourne View. These questions are to initiate a discussion to raise awareness in the 2014/15 inspection year of the findings from each in order to support not only awareness at an operational level, but also to support the work of the national Keys to Life strategy implementation group, led by Scottish Government. The information gained in this inspection year will provide a baseline of knowledge in the sector, and will allow us to develop the area of learning disability as a focus in the 2015/16 year. We are also working with colleagues in Healthcare Improvement Scotland to undertake this work and in

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discussion about how to also take this forward in the strategic inspection of local authority partnerships.

The report into Care at Home services has been published. The report is factual and is based on evidence from our inspections and complaints received into these services. Over 80% of Care at Home services achieved a combination of 'good', 'very good' or 'excellent' in inspections in the years 2010 - 2013, although we know that the current climate in which there are limited finances and resources means it is a challenging environment for providers and commissioners.

The Head of Inspection (Older People West) is leading on the phased roll out of SOFI2, a dementia care mapping tool and is working closely with the Care Inspectorate's Dementia Consultant and methodology lead. The tool will not only enhance our existing methodology and provide Inspectors with a robust assessment tool to evidence and evaluate practice, staff engagement and resulting outcomes for individual residents, but also support our rights based approach to inspection. The tool will provide the opportunity for the voice of people with dementia to be heard.

The Head of Inspection (Older People West) has joined the Advisory Board of the University of Dundee's BeSIDE (Built Environment for Social Inclusion through the Digital Economy) research project. The research is partnered by the University of Newcastle and aims to change the design of care homes to enhance the lives of older people. Through systematic analysis of the failings and successes of older people's care environments, the research will identify how better informed building design can help greater mobility, physical activity, social connectedness and wellbeing of older people. The Care Inspectorate will play a significant role as the regulator of care services to not only feed into the research, but to consider the findings and our registration of care homes now and in the future.

6.0 DEVELOPING METHODOLOGY FOR JOINT INSPECTIONS OF SERVICES FOR ADULTS

During this quarter, we reviewed the inspection footprint, which has been amended in light of the experience of the pilot inspections to make more efficient use of our Inspector resources and to bring it closer in line with that of the children and young people's joint inspection footprint. Priority has been given to working with colleagues in Healthcare Improvement Scotland to refine the quality indicator framework following the consultation exercise. We intend to publish the final version of both adults' and children's frameworks in the spring. The Strategic Inspection Team (adults) has also been active in developing guidance and other materials to support consistency in implementing the model.

Throughout 2013/14 there has been a great deal of activity to develop the inspection methodology of adult strategic inspections. We are confident that the methodology framework is understood by partners and that it provides a robust framework for scrutiny and improvement planning.

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The Strategic Team has planned six joint inspections for 2014/15 and the first two of these are in the early weeks of the Inspection Programme.

We are developing our relationships and having conversations with other scrutiny bodies such as HMiCS and Audit Scotland in order to ensure we have the right people involved at the right stages and that we are not wasting resources in duplication of effort.

Work is on-going between Healthcare Improvement Scotland and the Care Inspectorate. Managing our collective resources is absolutely imperative and whilst this is always challenging, there are specific issues for our colleagues within Healthcare Improvement Scotland. However, by pooling our internal intelligence and resources we are gaining a greater understanding of health issues across a partnership and this has allowed us to identify and source the clinical expertise that is required. The high level of collaborative work with HIS, the National Scrutiny Bodies Intelligence Project and other key agencies will enable us to maximise our ability to be risk informed, ensure efficient targeting of inspection resources and better support improvement within and across partnerships.

7.0 DUTY OF USER FOCUS

The Involvement Team has started work with Inspection and Communications colleagues to launch a “Great Involvement Challenge” to refocus interest across the organisation on the Inspection Volunteer Scheme. The aim is to promote the benefits of involving Inspection Volunteers and consult with staff to produce a scheme handbook by September this year. We are gathering feedback from inspectors which will be used to improve the scheme and make our processes more efficient.

We have continued to grow the Inspection Volunteer Scheme, currently supporting 68 volunteers with an additional 23 in training. We are redesigning our training for new inspection volunteers and developing additional optional training in areas such as dementia awareness for those more experienced in the scheme. In 2013/14, we completed 506 inspections with our Inspection Volunteers speaking to 3362 people receiving services and 1243 family members or friends. This is an increase of 14% on our figures from 2012/13.

We are now seeking to facilitate the involvement of Inspection Volunteers in children and young people’s services. The Involvement Adviser (children and young people) has been collaborating with early years inspection teams to develop a process and recruitment materials focussed in this area, leading to a six-month pilot to recruit and train Inspection Volunteers initially in South Lanarkshire and North Lanarkshire. We are hoping our recruitment will include young parents.

Work has continued on developing our strategy to involve children and young

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people in the organisation to ensure they have a stronger influence on our work. We will continue to work with a young people's organisation, Move On, to recruit, train and support the young inspectors who contribute to joint strategic inspections. We will be working with Move On to develop a plan to pilot young inspectors' involvement in inspections of regulated care services. We have established links with a number of organisations who represent, advocate for, or support young people across the country, including the office of the Children's Commissioner for Children and Young People, Youth Scotland, LGBT Youth National Learning Network and the Scottish Youth Parliament. We have also joined Youth Link Scotland (national Youth Work agency for Scotland), giving us the opportunity to network nationally and access training and toolkits for working with young people.

8.0 EQUALITIES

Implementation of the Equality Action Plan continues with progress made in the areas of Communications and Organisational Development. We are currently revisiting some of the actions in the area of Inspection, Complaints and Registration to give more focus to the outcome. New content for the intranet has been produced and contacts made for equality content within the new Hub.

Discussions have taken place with Organisational Development colleagues in a number of areas including employee equality monitoring and policy development. Contributions around equality legislation and practice have been included within the revised Dignity at Work policy and new Corporate Plan. We are currently planning a programme of equalities training for all staff between June and October. Further to this, we have researched and identified suitable online training resources to enable us to quickly and efficiently provide additional or specialist training on equality legislation where this is required.

We are working to develop our equality strategy with consultation on the draft planned for the summer. We have scheduled a review of our EIA processes later in the year, which will include training sessions to support all relevant employees. The Equalities & Engagement Adviser continues to build external equality links and keep up to date on good practice and legislative responsibilities.

9.0 HEALTH IMPROVEMENT TEAM

Our health advisors continue to support Inspection and Complaints teams on a day to day basis, focusing on key areas of health and care. They play a particularly valuable role where practice is of sufficient concern that enforcement action is being considered and we have been prioritising these services for their involvement. Advisers are also involved in supporting the methodology review, developing nurse agency guidance with Registration and Legal colleagues, updating electronic annual return health information and supporting Organisational Development colleagues in their work to update organisational policies.

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Our Mental Health Adviser has been leading a working group in relation to the Care Inspectorate's role as a Supervisory Body under Part 4 of the Adults with Incapacity (Scotland) Act 2000, work which is nearing completion.

Both advisers and consultants continue to work with providers and other external stakeholders to support improvements in practice and in outcomes for people who use services and carers. We are prioritising these activities as well as those which help increase understanding about the importance of good health and which build capacity within our inspection workforce. These include joint work with Scottish Care to improve continence for people living in registered care services; outbreak workshops for staff in care homes for older people, in partnership with NHS Education for Scotland and Health Protection Scotland; and collaboration with SSSC to inform care services about the Promoting Excellence Framework, including the role of dementia ambassadors and achieving positive outcomes for people living with dementia.

We have now undertaken several structured improvement sessions with large service providers. The sessions outline expected good practice and use data from the services' annual returns to identify their incidence in relation to key healthcare issues against national averages. This kind of work is supporting large scale providers in improving quality assurance and benchmarking processes and promoting good practice across their organisations. We have received very positive feedback from providers about the usefulness of this kind of input.

Our health improvement team also plays a key role in developing resources to support care staff in achieving better outcomes for people using services. Notable are "Care... about physical activity" which has now been launched and distributed to all care homes for older people in Scotland; antibiotic information for staff in care homes and community hospitals; nutritional guidance and food standards for early years childcare providers and a decision aid to assist in the diagnosis and management of suspected urinary tract infections in older people, which is being used by staff in care homes. Work is underway to develop a similar aid for staff in managing *Clostridium difficile* infections and a tool to promote continence for people living with dementia.

Work with Scottish Government and other bodies this quarter have included "Prescription for Excellence" (pharmacy advisors) which has the potential to generate progressive change across a wide range of Scotland's health and care services; National Nutritional Care Advisory Board, which supports NHS boards to ensure that progress in nutritional care is maintained and continues to improve (nutrition adviser) and the development of a health assessment pathway for looked after children (CAMHS Consultant).

The Dementia Consultant has continued to lead on embedding 'Promoting Excellence' and working towards the Care Inspectorate becoming a dementia informed organisation. We are making good progress in implementing the dementia strategy and are on track to meet our target of the majority of Inspectors

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in the older people's teams completing both skilled and enhanced levels of the framework by the end of June. Our "Positive outcomes for people with dementia" tool which is being developed by two of our dementia champions will be piloted shortly.

10.0 METHODOLOGY DEVELOPMENT (REGULATED CARE SERVICES)

We concluded the pilot of a new approach to reporting on inspections of childminding services, using the nationally recognised GIRFEC indicators of well-being, prior to this being rolled out for all childminding inspections from 1 April 2014. Outcomes of the review were very positive, with support from both Inspectors and childminders. All of the childminders in the pilot who responded to the review reported that the new approach was significantly more helpful in focusing on their interaction with, and care for, children rather than on paperwork. There was universal agreement that the new inspection report was more outcome focused and informative. A childminder and Inspector who took part in pilot were interviewed and featured in Care News to promote our new approach. The Scottish Childminding Association has been very supportive, providing information on the new approach in their newsletter and updated registration and on-going training for childminders.

A cross-directorate steering group to support our methodology development is now in place with representation from all inspection teams. We have undertaken a wide-ranging initial consultation with the public, providers, staff and people who use care services, with the support of Red Circle Marketing and our own communications team. Response rates to our electronic surveys were:

Service providers and managers - 1232

Public - 570

Care Inspectorate staff - 172

Red Circle conducted 12 focus groups around the country with providers and managers of services with a total of 70 participants. We undertook focus groups with our own involved people, which included young people, and service users from Key Housing and Quarriers. Further consultation events with people who use services are planned. We will pull together the key messages from the consultation to inform the development of our inspection approaches and set up provider and service user reference groups to support the project on an on-going basis.

Work is underway to review both our enforcement practice and the way in which we follow up requirements. A small number of short-life working groups have been set up to progress different aspects of improving our enforcement practice, as part of the overall review. This includes Inspectors and ITC staff working together to develop a system which allows Inspectors to maintain chronologies where a service's performance is causing concern, to support more effective decision-

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making.

All of this work is aimed at ensuring we are as effective and efficient as possible and is being conducted by cross directorate working groups as part of our programme to revise and modernise our methodology.

11.0 IMPROVING QUALITY AND CONSISTENCY

The Quality Assurance Group has now finalised its development plan outlining agreed actions to improve quality and consistency across different aspects of our work. We have given priority to progressing the development of short framework documents which lays out our approach to that particular inspection type (and registration and complaints), similar to the framework documents issued by Ofsted. This should support improved consistency in implementing our approaches and greater transparency about how we conduct our core business. A lead has now been nominated from all relevant parts of the organisation who will work alongside the quality project lead to draw them up. Initial discussions have stimulated a renewed interest in quality assurance processes.

We have refreshed the information on our intranet for staff in relation to quality assurance. The quality project lead is contributing to the wider methodology review and the specific task groups on looking at enforcement and our practice in following up requirements, to ensure that we build quality assurance measures into all new processes and procedures.

12.0 REGISTRATION AND COMPLAINTS

The Public Services Reform (Scotland) Act 2010 provided the Scottish Public Services Ombudsman (SPSO) with the authority to lead the development of model complaints handling procedures across the public sector in Scotland. The SPSO developed an approach to complaints handling which the Care Inspectorate had to adopt in relation to complaints about the Care Inspectorate.

Our new procedure for handling complaints about the Care Inspectorate was launched on the 23 April 2014 and has an emphasis on quicker and simpler complaints handling, with local, early resolution by empowered staff. Our aim is to get it right first time, with a focus on resolving complaints at the frontline wherever possible. There is also an emphasis on valuing complaints, recording all complaints, reporting key information and using lessons learned to improve service delivery.

The publication of our new procedure for handling complaints about the Care Inspectorate is one of the first tangible products from the recent review of Registration & Complaints.

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A selection process has taken place to replace Jim Finlayson, Comments & Complaints Coordinator who retired on the 30 May 2014. Rick O'Dowd, temporary Team Manager will be seconded to the post of Complaints Coordinator for a period of one year.

13.0 POLICY DEVELOPMENT

Work continues to update and develop The Hub, in order to provide innovation and practice guidance to the services with whom we work.

We have responded to a call for evidence on health inequalities in early years from the Scottish Parliament's Health and Sport Committee, draft proposals for a Mental Health (Scotland) Bill, and a consultation on carers legislation, in addition to further responses to technical guidance.

In May, we held a national conference on dementia, with over 200 delegates, to discuss how to support people to live well with dementia.

14.0 COMMUNICATIONS

14.1 Significant Publications

We published a thematic report on Care at Home Services to coincide with a Scottish Care conference on the subject on 30 May. This examines the nature of provision, the grades awarded to services, and themes for improvement identified around areas of inspection. An accompanying leaflet sets out for people using a care home what they can expect.

Research work is now underway on our triennial review, due to be published towards the end of 2014. This sets out what we think about care in Scotland from our regulatory work, what we know, and what our scrutiny proves to be the case.

We have launched a resource pack for care homes for older people, called Making Every Move Count, which aims to promote physical activity in care homes. Initial feedback has been extremely positive, and we are now considering ways of evaluating its impact more comprehensively.

We have published a new leaflet to explain the detail of our enforcement powers and an updated leaflet called "Who we are and what we do".

In the coming months, we will publish a review of LS/CMI (a case management tracking tool used in criminal justice social work), a report to ministers on child protection in Scotland using information from our Link Inspectors and joint inspections, and an analysis of changes made to our joint inspection methodology for children's services arising from the pilot inspections and the review of the pilots. More medium-term work is also underway on a triennial review showing what the Care Inspectorate has found about care in the first three years of operation.

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14.2 Media Engagement

The proactive approach to issuing media releases about poorly or highly performing services is now bedding in. Further time will be needed to undertake detailed analysis, but anecdotal evidence suggests that this has resulted in more frequent coverage about services subject to the proactive approach. Care homes for older people, care at home, day care of children, fostering agencies and school care accommodation services have all featured.

We continue to receive a large number of requests from the media for information about our regulatory activity.

14.3 Other Communication Issues

We have agreed a new strategy and set of practical steps on internal communication and engagement, to improve the way staff communicate with each other and engage in decisions. Minor changes are being progressed, and larger programmes of work will form part of the Operational Improvement Plan.

Work has been commissioned to refresh and improve the Care Inspectorate's website, making it easier for people to find information about care services.

We have worked with Citizens' Advice Scotland to develop an e-training module for their advisors. This helps them learn more about the Care Inspectorate, what we do, and how we investigate concerns or complaints about care that their clients might present with at a citizen's advice bureau.

15.0 LEGAL AND ENFORCEMENT ISSUES

See appendix 1

16.0 LIAISON WITH SCOTTISH GOVERNMENT AND PARLIAMENT

We are working on a short paper for the Cabinet Secretary for Health and Wellbeing about innovative practice in care, in the context of Reshaping Care for Older People.

The Children and Young People's (Scotland) Act and the Public Bodies (Joint Working) (Scotland) Act have now both received royal assent. The previous bill advisory group will continue in a new form, to oversee and advise on the implementation and progress of integration. The Care Inspectorate is represented on this group, and on the communications sub-group.

We have arranged for an exhibition stand in the Scottish Parliament in June 2014, which will be attended by the Chair and senior officers.

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We continue to respond to a large quantity of parliamentary correspondence and meet with MPs, MSPs and their constituents as necessary.

17.0 CORPORATE SERVICES

17.1 People Management Policies

We are continuing with our programme of refreshing key people management policies. During the last period we have developed and consulted on the following seven policies:

- Code of Conduct
- Dignity at Work
- Maximising Attendance
- Equality and Diversity
- Social Media
- Whistleblowing
- Time off for Trade Union Duties and Activities

To ensure that all views and practical implementation was considered a policy review group has been established which includes a representative group of employees and Trade Union representation. This provides a reality check for policy development and roll out. During this period there has also been an agreement with the SSSC to develop key policies jointly to avoid duplication of work and make the most from our collective resources.

17.2 Jointly Commissioned Employee Survey

Following the Trade Union consultation exercise in September 2013 a decision was made to jointly commission an employee survey with the Partnership Forum. The panel consisting of two senior Trade Union representatives and two members of our Organisational Development team evaluated 18 responses to the tender exercise. An external provider has been appointed and a session will be held at the Partnership Forum Away Day on 13 June 2014 to develop the content of the survey with the provider. The employee survey will be launched in September to all employees and follow up work conducted to address the results.

17.3 Administration Development Pathways

Following the restructure of the administration function, work has been progressing to develop a career and development pathway for our 125 administration staff. The pathways set out, at each level, the expectations for delivery and the support and development that each employee can expect to support them in their role. It also sets out how staff can move through the levels of role should they want promotion. This will assist with future succession planning and will raise the skills of our administration staff.

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17.4 Development Week

All Inspection, Registration and Complaints staff attended a development week in February 2014. This comprised a mixture of face to face delivery and self-directed learning. A key theme was refreshing staff on public protection issues amongst other themes such as better infection control, report writing and updates on methodology. Following the evaluation of the development week in September 2013 and February 2014 we are now reviewing the model with a view to making improvements to our approach which takes on board feedback from participants.

17.5 Recruitment and Induction

32 new employees received their formal induction into the organisation since the last Chief Executive's report. The process, which is supplemented by local induction, is being reviewed and we intend to evaluate our induction approach and pick up any issues that require action that new employees have identified since joining the organisation.

17.6 Shaping the Pulse System

Work to implement and add additional functions to the pulse system are on-going. A new function that enables employees to add their equality and diversity information has been launched and a reminder sent out to all to ask that they complete the information request. This not only helps us to raise awareness about diversity and equality issues but also to address any issues arising where support at work is required. It also helps with reporting on the diversity of the workforce currently employed.

17.7 Annual Report and Accounts 2013-14

The External Auditors have commenced their audit of the 2013-14 Annual Accounts. The work is progressing well with no significant issues identified at this stage. Further reports will be made to the Audit Committee as the audit is carried out.

Appendix 1 – Legal and Enforcement Issues

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