

CARE INSPECTORATE RISK APPETITE STATEMENT

Reputation and Credibility

- As a scrutiny body that supports improvement we deal with risk on a day to day basis. We monitor and assess through evidence and intelligence whether providers, community planning partners and integrated joint boards are managing the different risks to people who use care services and their carers to deliver positive outcomes that meet the needs, rights and choices of individuals. We use this risk based intelligence to inform how we best deploy our finite resources to scrutinise and support improvement across services and broader care sector.
- As a regulator, we must also ensure that we are managing the risks to our organisation in a highly effective way and set the standard that we expect of others. We need to do this in a way that balances safeguarding public protection and providing assurance on the quality of care with supporting the need for innovation in the way that services are designed and delivered. This means that our approach to risk needs to be evidence informed and cautious but we do recognise that there will be occasions when we need to take risks to protect the public or support new ways of service design and delivery. We will take these risks in an informed, deliberate and thoughtful way with qualitative evaluation being an inherent part of our approach, knowing that some examples of innovation may not be successful or viable.
- We understand that reputational risk is of critical importance to the work we do. We therefore aim to be open, transparent and proportionate in our scrutiny and improvement work as issues arise. This is of significance across all our regulatory activities and the use of evidence and professional judgement and evaluation must be underpinned by sound and consistent approaches to risk assessment and quality assurance.
- The Care Inspectorate's risk appetite allows for decisions to be taken that have the potential to expose the Care Inspectorate to additional scrutiny from eg Government or media but only where appropriate steps have been taken to minimise any adverse exposure.

Operational and Policy Delivery

- We are willing to consider all potential delivery options and choose one that is most likely to result in successful delivery while also providing an acceptable level of reward (best value, stakeholder satisfaction etc). Rather than avoiding innovation, we are open to innovation as long as there are commensurate quality assurance processes, evaluation and robust internal controls.

Financial/Value for Money

- The Care Inspectorate operates within a tightly controlled and audited financial regime. The preference is for a relatively conservative approach whereby best value is the primary concern. We are also willing to consider the benefits of any proposed course of action and in doing so, are prepared to accept the possibility of some limited financial loss (specifically, but not exclusively around fee income versus enforcement action). The expectation is that the executive will closely monitor overall level of financial and other risk faced by the organisation.
- Efficiency is a very high priority to maximise our ability to pursue our strategic goals and achieve sustainability. Furthermore, efficiency is within our control and should be a key performance indicator and focus for all business activities.

Regulatory and Legal Compliance

- We aim to reduce our risk of failing to meet our legal and financial obligations to a managed position of being 'as low as reasonably practicable'. The tolerance for risk taking is generally cautious and is limited to those events where there is little chance of any significant repercussion for the Care Inspectorate should there be a compliance failure.