



Chief Executive's Report

Report to: Board
Date: 18 December 2015
Report by: Karen Reid, Chief Executive
Report No: B-32-2015
Agenda Item: 16

PURPOSE OF REPORT

This report provides the Board with an update on key developments since the Board meeting in October 2015.

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	Nov 2015
1.0	Legal Services	Executive Team	Contributed to report	Nov 2015
1.0	Resources Directorate	Executive Team	Contributed to report	Nov 2015
	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: Karen Reid

Position: Chief Executive

Authorised by Director

Name:

Date: November 2015

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1.0 INTRODUCTION

This report provides Board members with an update of key developments for the Care Inspectorate since the last report in October 2015. It focuses on the four key leadership themes developed by the Chief Executive.

2.0 CONSOLIDATING EXCELLENCE

2.1 Strategic Leadership

Quality Scotland will be facilitating a session with the Executive Team/Senior Management Team in February 2016 to self evaluate leadership and customer focused performance to enable the development of an action plan for strategic leadership and to embed a culture of continuous improvement and commitment to excellence at senior level.

2.2 Reviewing Regulated Care Methodology

We have developed and deployed validation inspections and early years focused inspections to support more proportionate scrutiny and public reporting in highly performing services. Validation inspections seek to validate previous high standards and ensure that outcomes for people using the service are still high. The services will not be graded during these inspections, but the previous grades will apply and the reports will describe briefly what makes the service highly performing. Early years focused inspections will examine the extent to which day-care of children services are performing against the SHANNARI indicators. We have tendered for independent evaluation of our methodological approach to childminder inspections introduced in 2014.

2.3 Strategic Scrutiny Development

The children's team have strengthened processes for collecting feedback from associate assessors who work alongside joint inspections. The process now includes emphasis on their own learning and supporting them to consider how they can apply it to aid improvement in their own organisations. This contributes to our strategic objective of supporting capacity for quality assurance and self-evaluation in partnerships across the country.

Together with Healthcare Improvement Scotland, the adult's team are comprehensively reviewing the methodology for Joint Strategic Inspections of health and social work services for adults and older people. This includes strengthening the quality assurance process for the Joint Strategic Inspections of health and social work services through ensuring appropriate senior management representation.

2.4 Quality Improvement

We have begun reporting against the dynamic action plan in the Quality Improvement Strategy. A series of seminars with staff are taking place at present to determine how a more comprehensive quality management approach can be built

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into directorate plans and guide our work across everything that we do.

2.5 Childminding Induction

The Chief Executive attended the launch by the First Minister of funding for the Care Inspectorate to work with partners such as SCMA to develop an induction approach for childminders prior to registration. We know from scrutiny evidence that where childminders undertake induction this leads to positive outcomes for children and often evaluations of very good and excellent at first inspection.

2.6 Sector Guidance/Tool Development

Dementia and Continence

The new Promoting Continence resource for people with dementia and long term conditions has been very well received by care services. We continue to work with the Scottish Government and an additional 10,000 copies of the resource have been ordered by Scottish Government to go into all health boards. A conference has been planned for February 2016 to consolidate this work and will bring together 260 delegates from across health and social care.

Dementia is proposed as a focus area of 150 themed inspections in care homes next year, these themed inspections will use our methodology and link into the national dementia standards to give us a picture of the quality of care and support for people living with dementia in Scotland's care homes. Alongside this major piece of work we are also piloting a small project supporting people with dementia as volunteer inspectors, this innovative project demonstrates our commitment to participation and citizen leadership.

Arts in Care Work

Our Rehabilitation Consultant is working with the Director of Luminate leading the development of a resource pack to support care workers to enable older people in care homes to have a participative arts experience. There is a growing body of evidence which shows the very positive impact participating in the arts can have on mental and physical health and wellbeing. The resource pack will include a film which will show both a care worker and an artist running an arts session along with examples of good practice which will communicate the diverse nature of the arts. The pack will also include 'recipe cards' which will give good practice examples of five different arts forms and give prompts as to how a care worker could run a session. The hope is ultimately that these can be shared widely, perhaps linked in to The Hub, to grow and sustain this work. It is envisaged the resource pack will be ready to be launched in spring 2016. This work has been part-funded by Creative Scotland.

2.7 The Hub

We have sought the opinion of Care Inspectorate staff and external agencies around the Hub, our knowledge and improvement website. The feedback has been extremely positive, and we will make some changes to improve the structure, presentation and content of the website in order to ensure it supports key areas of work.

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2.8 Involvement Strategy

The Care Inspectorate Involvement Strategy was published at the beginning of November and launched by the Chief Executive at the Involvement Conference in November.

2.9 Publications

The Triennial Review was published on 10 August, Improving Care in Scotland was published on 2 December and the Annual Report and Accounts was laid before Parliament on 14 December.

2.10 Office of Chief Information Officer

The Chief Executive met with the Chief Information Officer and Head of Digital Transformation along with the Director of Corporate Services to discuss Care Inspectorate ICT and digital matters.

3.0 CULTURAL CHANGE

3.1 Staff Conference

The annual staff conference was held in September. It was a lively event which received strong, positive feedback from colleagues. Using the theme 'People Like Us' we covered a range of topics such as culture and unwritten ground rules, team working, wellbeing, and leadership. A key highlight was the positive endorsement from the Cabinet Secretary for Health, Shona Robison. Work has been underway to capitalise on the conference in order to achieve the leadership objectives of consolidating excellence in all that we do, building a confident and competent workforce, changing our culture positively and working collaboratively with our workforce and partners.

3.2 Leadership Forums

A Leadership Forum consisting of Heads of Inspection and Inspection and Complaints Team Managers was established in February 2015. The forums currently meet monthly and their purpose is to engage our middle and senior managers in shaping collectively solutions that were identified in the staff survey. The forums have been a positive experience with many good ideas coming through and managers taking accountability in taking their ideas forward. We plan to add the Professional and Business Support Managers and Heads Of to this forum in the new year to create a strong platform for engaging all middle and senior managers in making the changes we need to continue to improve staff morale. The creation of a strong collaborative leadership team who are engaged, have a consistent message to share and who are influencing how we work is proving to be rewarding.

3.3 'We Said We Are Doing'

Following the staff survey we worked with the Partnership Forum to make sense of what the key priority areas for change were and how we would tackle these. The action plan was published and shared in June. This coincided with the launch of the Bright Ideas mailbox and many of the improvement areas in We Said We are

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Doing have had a response from staff in the form of ideas to solve issues. An update of We Said We Are Doing was shared with the Partnership Forum in November which was positively received. This will be shared across the organisation prior to the festive break. The Bright Ideas mailbox has received over 160 helpful suggestions and all receive a personal response from the Chief Executive.

3.4 Team Meeting attendance

The Chief Executive is attending team meetings across functions and geographic locations to hear first hand from colleagues about what works well, what needs to improve and national sector issues.

3.5 Unwritten Ground Rules

Two UGR workshops have been held with the senior management team since this work was launched at the staff conference. 218 staff completed the online UGR stocktake which was developed from the key cultural attributes identified at the conference. 48 colleagues have undertaken UGR training and a number of workshops will be developed and delivered over the next six months with an evaluation exercise following these.

3.6 Institute of Research and Innovation Services (IRISS)

The initial series of IRISS facilitated workshops explored the attitude of a wide cross section of staff to risk, innovation and improvement (RII). This resulted in a set of consistent terms of reference for ongoing development work which aimed to creatively influence both the current methodology review and the wider direction of the Care Inspectorate.

A core group of seven staff from the original workshops met to develop clearer RII concepts as part of phase 2 of the project. The first outcome of this work was a wider corporate consultation on the resources allocated to producing inspection reports against the added value they provide either in terms of safeguarding, improvement or public assurance. This work stream has now been successfully incorporated into the mainstream methodology review.

The next focus of activity is a small scale project to pilot new improvement interventions with early years services in an area of multiple deprivation.

3.7 Geographic Alignment

The Chief Executive established a review of geographic alignment across the organisation. A short life working group was established to conduct this review, who met twice and held focus groups with staff in six of our offices. The findings were presented as a report to the Executive Team. The report presented a number of recommendations that would support staff in communication and 'pastoral care' and a number of options for team configurations to support geographic alignment. The Executive Team accepted all of the recommendations and the options for alignment were taken forward as part of the wider restructure review. The recommendations are currently being followed up.

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4.0 COMPETENT AND CONFIDENT WORKFORCE

4.1 Transformation Plan

The Workforce Transformation plan has been developed and a series of communications and engagement opportunities will be presented to colleagues. The aim of the programme is to review the way we are working in order to work smarter. We want to support our passionate and committed staff in the best possible way by streamlining how we support them and investing in better career and development opportunities, modernised terms and conditions, better performance appraisal and encouraging a strong and positive behaviour that will create a culture that will support all. An exciting outcome from the programme will be new career pathways supported by a recognised continuous professional development and learning framework which will enable us to capitalise on the skills and experience we have and deploy those skills in new and different ways to support quality delivery of scrutiny and improvement.

4.2 Health & Safety

Work is progressing against the Health and Safety action plan to ensure the Care Inspectorate is safeguarding and supporting our workforce's health, safety and wellbeing.

4.3 Self Directed Support

The Inspection Directorate are working with the SSSC to deliver two development sessions to Inspectors on Self-Directed Support. With input from the Scottish Government Policy Team, service providers and service users, these events will familiarise participants with the aims and principles, and provide a forum for a practice discussion on the challenges of registering and inspecting new service models that SDS is leading to.

4.4 PA Consulting Review

We engaged PA Consulting in early September to review our current senior management team structure. The focus of the review was to establish what was working well, what could be improved and to provide suggestions for realignment for future delivery. The review engaged 18 senior managers in scope through one to one interviews and a workshop. The wider workforce were also engaged through a workshop and the opportunity to register thoughts and comments with the consultants. The review outcomes have now been reported and this will inform the thinking towards the realignment of the Senior Management Team. This is however just one factor informing the realignment and other factors such as direction of travel, budget and the Chief Executive's thoughts will also be taken into account in reaching the final realigned structure.

4.5 Zero Tolerance Policy

The first draft of the Zero Tolerance Policy has been circulated to the Policy Review Group, Partnership Forum, Executive Team and the Resources Committee for comment. The policy has been written to replace the current violence and aggression at work policy. The policy sets a clear tone that aggression and

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violence towards our workforce will not be tolerated and action will be taken where this occurs. The policy is due to be approved by the Resource Committee in March 2016.

4.6 Complaints Policy

Managers and Partnership Forum representatives have worked closely together to develop a draft procedure for investigating complaints about the Care Inspectorate. Some further internal consultation is being undertaken on the draft at present with a view to having a clear, agreed proposal for agreement in the new year.

4.7 Social Work Scotland

The Chief Executive and Chair met with the SWS President to discuss an opportunity for collaborative working to develop a qualification that the Care Inspectorate can tap into, along with a talent management strategy for the sector.

5.0 COLLATORATIVE WORKING

5.1 Quality Conversations

Quality Conversations have continued to facilitate the interaction between the Care Inspectorate's senior management and senior managers within the sector. Three such events were held in November and there was one meeting of the High Level Advisory Group on Care Scrutiny. These are also attended by the chair.

5.2 Scottish Care Conference

The Chief Executive spoke at the Scottish Care Conference in November to over 450 delegates on the topic of 'Moving Inspection Forward'. This resulted in positive feedback about the direction of the Care Inspectorate and our role in the sector.

5.3 Partnerships with other Bodies

The Chief Executive has met with senior officials in Scottish Government and partner bodies to set out the vision for the Care Inspectorate.

Inspection colleagues are working closely with Scottish Government and other stakeholders to support the strategic direction of early year's services in Scotland, including the implementation of the Children and Young People Act, supporting the priorities of the early year's workforce review and the future expansion of services.

We have also worked with the Scottish Government to provide guidance to integrated joint boards about complaint handling in an integrated setting. Along with responding to a consultation on the Scottish Government's proposed changes to the powers of the SPSO to allow information to be shared more readily with the Care Inspectorate.

As part of the Scottish Government's short life working group looking at early learning and childcare data, we chair a sub-group with Education Scotland and Scottish Government to look specifically at reducing duplication of data collection. Education Scotland are developing their self assessment tool based on the national

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guidance, "Building the Ambition", we are closely involved in this development to support aligning methodologies of both organisations to prevent duplication for care services.

We have worked together with Healthcare Improvement Scotland to share specialist knowledge and specifically support the regulation of an addictions crisis care service. This collaborative work continues with a development day for inspection staff to share current best practice in this area of work and to work together to develop a trigger tool for regulators.

In collaboration with COSLA and with reference to the CQC's new Department of Market Oversight, we are reviewing our approach to monitoring the financial viability and sustainability of care service providers. In the first instance our focus is on large corporate Care Home providers. Learning lessons from the collapse of Southern Cross and concerned about press reporting of the finances of some other companies, we are exploring the potential to use shared intelligence more effectively, to engage with these providers on issues to do with their financial viability more proactively and to alert Commissioners to enable them to contingency plan more effectively.

We held a joint LGBT Health & Wellbeing event with the SSSC which looked at the impact of using care services in the LGBT community in August. The first training session for attaining our LGBT charter status took place in October at West Park Centre, Dundee.

We have worked with the Electoral Commission to support their programme of work around ensuring that people who use residential care services can exercise their right to vote.

We have agreed to work with Police Scotland to support their internal review of response processes regarding risk and concern notifications which do not meet the bar for criminal enquiry

We are working with HMRC to support their development of the new Child Care Voucher system to be introduced in September 2016.

We have continued to develop memoranda of understanding with other organisations to support our joint work, including SPSO and NHS24 (in relation to their work around Care Information Scotland), and are currently developing ones with the Scottish Commissioner for Children and Young People and the Office of the Chief Social Work Advisor.

5.4 Quality of Care Reviews

We responded to the Health Care Improvement Scotland consultation on their proposed quality of care reviews, and suggested how our joint responsibilities around integrated health and social care could be incorporated into their core model.

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We urged that there should be a clear read-across to the proposed national care standards, whose overarching principles will apply across all health and social care.

5.5 Integrated Improvement Resource

We have continued to work with JIT, Healthcare Improvement Scotland and Quest to develop a new integrated improvement resource to support health and social care delivery.

The Chief Executive will represent the Care Inspectorate on the governance structure and a Memorandum of Understanding will be created to better support joint working.

5.6 NCS development

The review of the National Care Standards has gathered pace and demonstrates effective collaborative working with Scottish Government and colleagues from Healthcare Improvement Scotland, as well as organisations representing people using, providing and working across health and social care. The Chief Executive is a member of the Project Board.

The principles that will underpin the standards have been developed. A consultation on the draft principles behind the standards closed on 10 December, the Scottish Government has agreed to provide £19k to fund the analysis of the consultation responses.

5.7 HMIP Inspection

The CI has continued supporting HIMP in their inspection of Cornton Vale prison. For the first time, this inspection was undertaken in collaboration with colleagues from early year's teams, assessing the role played by the mother and child unit in the prison. The same process will be followed in the forthcoming inspection of Grampian Prison.

5.8 Child Sexual Exploitation Group

The Acting Director of Inspection has been appointed to a refreshed Ministerial Working Group on Child Sexual Exploitation which will now be chaired by the Minister for Children and Young People.

5.9 SSSC – Safer recruitment/Codes of Practice

An agreement has been reached with the SSSC to develop guidance on safer recruitment in care services, arising from the Vision Strategy for Social Services. This work will be developed by a Programme Board chaired by the Acting Director of Strategic Development and comprises key sectorial organisations and scrutiny partners, as well as UK immigration and visa agencies.

5.10 Chief Social Work Adviser

The Chief Social Work Adviser to the Scottish Government presented an update on the Shared Vision and Strategy for Social Services in Scotland to members of the Senior Management Team, Link Inspectors and Contact Managers in November.

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Progress on the four strands of the strategy were outlined, these being Supporting Workforce Actions, Understanding Service Quality and Performance, Improving use of Evidence and Promoting Public Understanding.

The Executive Adviser to the Chief Executive and Board is the lead on the work strand, Understanding Service Quality and Performance. The Vision and Strategy was launched in March and covers the period 2015-2020. The discussion with the Chief Social Work Adviser particularly focused on the contribution which the Care Inspectorate makes to each of the four work strands.

5.11 MAPPA Joint Work

Throughout the past year we have been working with HM Inspectorate for Constabulary in Scotland (HMICS) to review the effectiveness of Multi-Agency Public Protection Arrangements (MAPPA) in Scotland. MAPPA were established in 2007 to co-ordinate the approach of a range of agencies who work together to reduce the potential risk of serious harm posed by registered sex offenders and keep communities safe. In quarter 2, the fieldwork phase of this joint inspection was completed and the analysis of evidence gathered was undertaken. This in turn led to the drafting of the report for publication on 26 November. The report was expected to provide an overall assessment of how well these arrangements contribute to public protection.

5.12 Partnership Forum

A number of development meetings have been held over the past few months to work in collaboration with the Partnership Forum. These have been well received and another is scheduled for December.

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