

Care Inspectorate

formally, Social Care and Social Work Improvement Scotland

Revised Corporate Plan 2016 - 2018

Early learning and childcare • integrated health and social care • social work • social services •
community justice

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WHAT WE ASPIRE TO DO

Foreword by Paul Edie, Chair

I am delighted to introduce our revised Corporate Plan for 2016 to 2018. This refreshed plan builds on the corporate plan agreed in 2014 to refine and focus our work during the remainder of the corporate planning period. Our staff, our experience and our scrutiny and improvement role all combine to make ours a powerful organisation that can and does protect people who use care services and their carers. Exercising this important responsibility requires a clear, strategic vision and a strong values based approach to focus on the things that matter most.

Almost everybody in Scotland will use care at some stage in their life, and most care services perform well. Our vision is that every person receives high quality, safe and compassionate care that meets their needs and promotes their rights. This is only possible, I firmly believe, by embedding a human rights-based approach across the entire care sector ensuring that dignity and respect are embedded as a golden thread throughout the planning, delivery, inspection and improvement of care.

This means that people who use care services and their carers must be at the centre of planning, delivering and evaluating those services. This helps ensure voice, choice and control for people in the care that they receive, and helps ensure that we can support care services to achieve positive outcomes for people.

This corporate plan outlines four high level strategic objectives which will continue to guide the Care Inspectorate's work through a period of continued unprecedented change. Each of these strategic objectives are inter-connected to achieve synergy in realising our vision of high quality, safe and compassionate care for people in Scotland. Each objective informs detailed projects and activities within our programme approach and interlinks right through to an individual's workplan so that we evidence our achievements in being a high performing and transparent, learning organisation.

By the end of this plan, the care sector and the health sector will be working across the whole of Scotland in an integrated way for the first time. Self directed support will change the way people choose and use care services, and the way in which care is designed and delivered. Technological advances, for example in the use of telecare/telehealth in rural areas or assistive technology to help an older person remain in their own home longer, will continue to alter the way people are cared for.

There will be no let up in the pace of demographic change. We know that in Scotland we have a growing and ageing population – by 2035, predictions by the National Records of Scotland indicate that the number of people aged over 65 will have

increased by 63 percent. Even in the face of such change, I am confident that this corporate plan is robust and flexible enough to adapt to unforeseen circumstances, because it is underpinned by sound organisational values, namely: person centred, fairness, respect, integrity and efficiency.

That is also why there is clear continuity from our last corporate plan. That plan too, put people who use care services and their carers at the heart of activity, stressing the need to be outcome focused in our work. Key objectives were focused around ensuring that the standards of care in Scotland are improving, that people should understand the quality of care they expect and receive, and that the Care Inspectorate itself operates effectively. There is significant success to report in all these areas, but of course there is no room for complacency.

I trust that the Care Inspectorate's work in support of these **strategic outcomes** will have great benefit for people who use care services across Scotland.

WHAT WE HAVE ACHIEVED SO FAR

Introduction by Karen Reid, Chief Executive

The role of the Care Inspectorate – or, to use our formal title, Social Care and Social Work Improvement Scotland – is to provide public assurance about the quality of care in Scotland; to ensure people receiving services are protected through safe and compassionate service delivery and further improvement and innovation in social services. We undertake risk-based and intelligence-led scrutiny and assurance activities in order to do so, delivering our statutory role across social care services, local authorities and integrated joint boards. We work across the fields of integrated health and social care, social work, early learning and childcare, children's services, and criminal justice social work in order to provide public protection and assurance. This refreshed corporate plan sets out how we will do this.

Everybody is entitled to high-quality, safe, compassionate care. The Care Inspectorate registers care services, inspects them, helps to support improvement, and works across community planning partnerships and integration authorities to provide scrutiny of the strategic planning and quality of care services.

Because we act on behalf of the public, we put people who use care services and their carers at the heart of what we do. I am determined that we remain an effective and efficient public body, working in strategic and operational partnership with other scrutiny and improvement partners to add public value.

A thematic review of the first three years of the Care Inspectorate's work suggests that during this time, the quality of care provided has generally improved. This is a significant achievement for a sector which faces challenges of rising public expectations, an ageing population, increased demand on social services, and difficult financial times. That said, there are still services where performance is inadequate. We require these services to improve, quickly, and we will support them to do so.

Increasingly, our scrutiny model is becoming more intelligence-led, risk-based, and proportionate. A responsive approach to regulation means we can concentrate resources on those services that are not offering the level of quality care and support we expect, whilst maintaining appropriate scrutiny of better-performing services to ensure they sustain quality and continually respond to the needs, wishes and rights of people who use care services and their carers.

The move, throughout the care sector, towards a human rights and wellbeing based approach is an important one. The Care Inspectorate is pleased to lead the creation of new national care standards in partnership with Healthcare Improvement Scotland. The new standards will apply across social care and health services, to ensure that all provision embeds dignity and respect, compassion, inclusion, responsive care, and wellbeing. During the period of this corporate plan, we will not only support the development of more detailed standards, but will begin to embed these principles into all of our scrutiny models. This human rights and wellbeing based approach will empower both services and inspectors to innovate and reflect on the first principles of high quality care: questioning whether care is safe and protects and promotes people's human rights; requiring improvements when it does not; challenging whether it is sufficiently compassionate; and operating with more flexibility to take the action necessary to make it so.

At the same time, we will review and improve our approach to risk, ensuring that we use information and intelligence to make informed assessments of risk which both supports regulation but also identifies these and helps to inform national policy, local commissioning and improvement interventions.

We will achieve this new way of working by continuing to invest in our workforce, ensuring our staff have the rights skills, knowledge and expertise, with current good practice at their fingertips. We are pioneering in the way we work with providers and people who use services and their carers, moving away from compliance towards collaboration, and continuing to make evidence-based assessments and appropriate improvement interventions to support better outcomes for people who use care.

Regulation and inspection in itself does not guarantee that quality exists or improvement occurs, but they are essential ingredients towards a diagnosis of what is and is not working well to provide public protection and assurance. Combined with robust standards, effective self assessment and a real focus on outcomes for people who use services and their carers, and by working together, we can improve care and support for people who need it most.

ABOUT THE CARE INSPECTORATE

The Care Inspectorate was established under the Public Services Reform (Scotland) Act 2010 under the formal title of Social Care and Social Work Improvement Scotland. We are independent scrutiny and improvement body responsible for regulation and inspection of care and support services, scrutiny of criminal justice social work services and joint inspections with other scrutiny partners of services for adults and children. Our general duty is to further improvement in the quality of social services, including specific responsibilities to support improvement in the work of integrated joint boards.

In all our scrutiny activities we are required under statute to take into account the National Care Standards and the Scottish Social Services Council's codes of conduct and practice in making our judgements and decisions on the quality of care. In all our regulatory work, we are obliged to take account of the Scottish Regulators' Strategic Code of Practice.

We are an executive non-departmental public body and our functions, duties and powers are set out in the Act and in the Executive Framework drawn up by the Scottish Government Directorate for Health and Social Care Integration. We operate independently and at arm's length from Scottish Ministers but are accountable to them through the Chair, with the Chief Executive, designated the as accountable officer, being personally accountable to the Scottish Parliament. The Care Inspectorate is governed by its Board which holds responsibility for setting the strategic direction of the organisation, executing good governance and managing performance while taking account of legislation and policy guidance from the Scottish Government to contribute to national outcomes and priorities.

Our expectation

We expect that every adult and child will receive high quality, safe and compassionate care throughout their whole care experience, based on an appropriate assessment that reflects his or her rights and individual needs and choices.

How we contribute to this expectation

- We regulate and inspect care and support services to ensure that people experience high quality, safe and compassionate care.

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Appendix 1

- We protect and promote the rights of people using care services and their carers, including those whose rights are restricted under Adults with Incapacity legislation, in our role as corporate parents, and with those who have limited communication abilities.
- In undertaking our duty to support improvement in care services, we take decisive and robust action where quality of care is poor, targeting our finite resources on poorly performing services, and supporting improvement in all services and working with a range of other bodies to do so.
- We signpost good practice and innovation by offering a range of resources to support improvement through our dedicated online portal 'The Hub' and in our regulatory, inspection and improvement activities.
- We report publicly on our findings to provide assurance and protection on the quality of care and help people make confident and informed decisions.
- We make independent and fair judgements based on risk using the rigour of our intelligence, evidence and professional expertise.
- We lead and participate in joint inspection of services for children and adults across community planning partnerships and hold chief officers responsible for working together effectively to promote the rights and meet the needs and choices of people living in local communities.
- We collaborate and co-operate with other scrutiny and delivery partners to deliver public value in our scrutiny and improvement activities.
- We register care services that meet the standards set out in legislation, current best practice and our requirements to deliver high quality, safe and compassionate care.
- We investigate complaints about care providers and the Care Inspectorate.
- We work with people who use services and their carers and the public to listen and ensure that their views and experiences inform all our activities.
- We use our equality outcomes and action plan to aim to ensure we address and eliminate discrimination, valuing everyone equitably.
- We advise Scottish Ministers and inform national policy, based on evidence from our scrutiny and improvement activities.

- We exercise our legal powers (and will continue to work with policy makers to ensure we have the necessary effective powers) to take action where acceptable standards are not met and act quickly to provide protection and assurance for people using services and their carers.

THE ENVIRONMENT WE WORK IN

Our working environment continues to evolve through a period of continued and unprecedented change. Combined with continuing challenging financial pressures, there are a number of legislative and social policy changes which are beginning to embed. These include legislation to aid joint working across public bodies and support the integration of health and social care, legislation which strives to improve national provisions and practice for children and young people, and legislation to improve the quality of support for carers. The current developments around the review of the National Care Standards, co-chaired by the Care Inspectorate and Healthcare Improvement Scotland, and the creation of the new community justice authorities across Scotland, mean that there has never been a greater imperative for organisations to work collectively to review how we design, deliver, scrutinise and improve the quality of care. Such transformational change requires fresh and creative thinking that puts human rights and wellbeing at the heart of all we do. We are continuing to operate within a landscape of tight financial constraints, technological advances, ever demanding demographics and increasing societal expectations.

There remain significant differences in the experiences and outcomes for people across local communities linked to inequalities in Health and Social Care. To continue to meet the challenges these changes present, we need to ensure our developing flexible regulatory practices and integrated scrutiny and improvement activities remain focussed on, and continue to foster, a culture of innovation. We will continue to act as a catalyst and facilitator for innovation, so that ever improving and aspirational standards of care quality are evident in service commissioning, design and delivery.

Early intervention and prevention, integrated health and social care pathways, partnership working and co-operation and a true focus on enabling people who use services and their carers to have a voice, choice and control are fundamental to achieving positive and meaningful outcomes for everyone in Scotland. Our developing review of our scrutiny and improvement methodologies continues to ensure this is integral to what we do.

High quality care that is designed and delivered to reflect individual needs and promote rights is essential to maintaining and improving independence, health and

wellbeing. We are committed to providing rigorous risk analysis and evidence based judgements and advice that continually drive improvement to care quality across Scotland, making a tangible difference to people's lives.

To support this, we continue to develop new ways to regulate and scrutinise care services, and also new ways to gather intelligence and risk-based information that will contribute to improvement across regulated care services and joint strategic inspection activities. It is, of course, primarily the responsibility of community planning partners, integration joint boards and providers to improve their own services, but we have a statutory duty to support improvement and we do this through exercising our legislated scrutiny and assurance activities, promoting good practice and innovation, challenging poor practice and using the legal powers available to us to ensure those receiving services receive the highest standards and quality of care possible.

Our refreshed plan for 2016-2018 sets these out in greater detail but we cannot deliver new approaches to scrutiny and improvement in isolation. Therefore we will continue to invest heavily in forging new and purposeful relationships with people who use services and their carers, the public, community planning partners, other scrutiny and regulatory bodies, service providers, umbrella groups and policy makers.

We are committed to being a learning organisation with a culture of continuous improvement. We want to encourage and value our employees for new ways of thinking and embracing change and qualitative working practices that strengthen our role in providing assurance and protection for people who use services and their carers. We will continue to invest in our workforce so that we have people with the right skills well placed to achieve the ambitious strategic objectives within our revised Corporate Plan. We have embarked upon a wide-reaching programme of transformational change for our workforce, to support staff-led ideas and ensure our organisational vision is supported through our four overarching themes:

- consolidating excellence in all that we do
- supporting cultural change
- investing in a competent, confident workforce
- collaborative working across Scotland and beyond.

Duty of Co-operation

The Public Services Reform (Scotland) Act 2010 establishes the Duty of Co-operation which requires us to collaborate closely with other scrutiny and improvement bodies and national policy makers. The regulation, audit and inspection activities of scrutiny bodies should be co-ordinated to be efficient, effective and economical for all those involved. We work closely with other bodies such as Healthcare Improvement Scotland, Education Scotland, Audit Scotland, and Her Majesty's Inspectorate of Constabulary Scotland, to co-ordinate our scrutiny activities so that regulation, inspection and audit across Scotland are efficient, effective and duplication is reduced. Where possible, we seek to extend this duty beyond scrutiny activities to include joint improvement interventions and joint policy development.

We also play a key role in improving the quality of care across community planning partnerships and in collaboration with the above scrutiny bodies as well as other bodies including the Improvement Service, Mental Welfare Commission, and NHS Education for Scotland. We work particularly closely with the Scottish Social Services Council, so there is a coherent and mutually-informed approach to service regulation and professional regulation in care, including by co-locating our headquarters and through a shared services arrangement across finance, HR, equalities, ICT and senior personnel. We work closely to co-ordinate our individual and collective contribution and responsibility to support improvement activities and make a tangible difference to the quality of care.

Duty of User Focus

We are required, under the Public Services Reform (Scotland) Act 2010, to evidence continuous improvement in our statutory responsibilities for Duty of User Focus. Putting people who use services and their carers at the heart of our work is critical to supporting improvement in the quality of service commissioning, design and delivery across Scotland, as well as making a significant impact in shaping our business activities and national policy developments.

Our new involvement strategy was co-produced with people who use services and their carers, and includes a Charter for Involvement and an outcome and action plan for the period up to 2018. These are our involvement outcomes for this period.

1. People of all cultures, communities, circumstances, backgrounds and ages are actively involved with us, and new ideas and ways of working are welcomed.
2. Our involvement opportunities make a real contribution to our work and help influence the improvement of care in Scotland.
3. Everyone involved in our work feels respected and valued, with recognition and acknowledgement of their commitment and contribution.
4. Being involved in our work is easy to access, with open, inclusive and understandable information and processes
5. We develop and share good involvement practices by working with relevant organisations and agencies.
6. Our employees know and understand our involvement activities, and have opportunities to get involved.

Public Sector Equality Duty

The Equality Act 2010 outlines our duty to work towards a more equitable future for everyone we deal with. Putting people at the heart of everything we do and treating people fairly and equitably as well as adopting a human rights and wellbeing approach are the values which underpin our work.

We have continued to implement actions arising from our equality action plan, including supporting events like the Glasgow and Edinburgh Mela, Violence Against Women partnership events and LGBT fora. We will continue to develop meaningful and productive links with equalities groups and organisations, and progress the actions in the Equality Outcomes and Mainstreaming Report 2015-17. During 2016, we will establish an Equality Advisory Group, in partnership with the Scottish Social Services Council, to hear the views of equality organisations more consistently.

We are committed to ensuring that the way we communicate and engage with people who use care services, and their carers, is appropriate and accessible.

OUR REFRESHED CORPORATE PLAN 2016–18

Our refreshed Corporate Plan 2016–18 sets out 4 strategic objectives with each underpinned by key priorities, which will be aligned to a revised set of key performance and quality indicators so that we can demonstrate our success. We will develop a series of monitoring measures so we can report publicly on emerging

themes or trends which indicate changes to the quality of care being delivered across Scotland.

To support this revised plan, we will develop directorate plans which complement our programme management approach and which outline in more detail some of the specific change programmes we will carry out both organisationally and by directorate. These programmes underpin our corporate objectives by building our capabilities and capacity. Each year we will review our business activities to ensure they remain relevant in achieving our strategic objectives.

Although we operate independently and at arms' length from Scottish Ministers, we remain accountable to them. This refreshed Corporate Plan 2016–18 also shows how we contribute to the national performance framework and national outcomes.

Table 1: How the Care Inspectorate’s Strategic Objectives support the Scottish Government’s Strategic Objectives

Care Inspectorate Strategic Objective	Scottish Government Strategic Objectives				
	Wealthier and Fairer	Healthier	Safer and Stronger	Smarter	Greener
1. Through robust and independent scrutiny and improvement processes, we will give public assurance and build confidence that social care in Scotland is rights-based and world class.	X	X	X	X	
2. Through intelligence-led, risk based and evidence-based approaches to, and findings from, our scrutiny and improvement work, we will inform local and national policy development to contribute to ensuring a world class care system in Scotland.	X	X	X	X	
3. We will support peoples’ understanding of high quality, safe and compassionate care by promoting standards and quality of service they should expect and make sure their voices are heard.	X	X	X	X	
4. We will perform as an independent, effective and efficient scrutiny and improvement body, working to consolidate excellence, deliver cultural change, invest in a competent, confident workforce and work collaboratively with partner agencies to support the delivery of safe and compassionate, rights-based care.	X	X	X	X	X

Table 2: How the Care Inspectorate’s outcomes support the Scottish Government’s National Outcomes Framework:

National Outcome	How will we contribute to this outcome
Our children have the best start in life and are ready to succeed.	We will focus our scrutiny and improvement activities on providing assurance on the quality of early learning and childcare: by driving up improvement to ensure vulnerable people are protected and their needs and rights are reflected and promoted, to contribute to health and wellbeing.
We live longer, healthier lives	We will focus our scrutiny and improvement activities on providing assurance on the quality of care: by driving up improvement to ensure vulnerable people are protected and their needs and rights are reflected and promoted, to contribute to health and wellbeing.
We have tackled the significant inequalities in Scottish society.	We will continue to build rigour and consistency in all our scrutiny and improvement activities. We will work with partners to ensure services are registered, designed, commissioned and delivered in ways that address accessibility, availability, choice, fairness, affordability and equity within and across communities to reflect individual needs and promote their rights. We will continue to address Health and Social Care inequalities by delivering risk and evidence based, targeted and proportionate scrutiny and assurance activities.
We have improved the life chances for children, young people and families at risk.	We will work with partners to target our scrutiny model for joint inspection of services for children on those children and young people identified as most vulnerable, and to identify areas of risk or improvement. We will, through our improvement focus, support community planning partners to prioritise early intervention and prevention through targeted services for children, young people and families identified as most at risk. We will support delivery partners through regulation and inspection to deliver the objectives within the Children and Young People (Scotland) Act 2014.
We live in well designed, sustainable places where we are able to access the amenities and services we need.	We will support delivery partners and policy colleagues to develop innovative solutions to care provision by delivering a flexible, responsive, outcomes-focused approach across all our regulatory functions. We will ensure that our staff are confident in their roles to support improvement in care services and partnerships, where that is necessary.

<p>We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.</p>	<p>We will focus our scrutiny activities on holding integration joint boards and community planning partners accountable, through their own governance structures, for the delivery of positive outcomes for people in local communities. Through our improvement function, we will support and provide constructive challenge to community planning partners to develop capacity in building strong, resilient communities. We will champion and support the involvement of people who use care services, and their carers in the planning, design, delivery and evaluation of care. Our activities will support the principles of the Community Empowerment (Scotland) Act.</p>
<p>Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it.</p>	<p>We will work with delivery and scrutiny partners to support and promote the design and delivery of integrated care pathways across health and social care so that people receive streamlined services in acute and community settings that reflect their needs and promote their rights leading to positive outcomes.</p>
<p>Our public services are high quality, continually improving, effective and responsive to local people's needs.</p>	<p>We will strive to evidently reflect our values in all that we do: person-centred, fairness, respect, integrity and efficiency; placing the voice of people who use services and their carers at the heart of our activities while being responsive and inclusive to our partners.</p>

Strategic objective 1:

We will give public assurance and build confidence that social care and social work in Scotland is rights-based and world class, through robust and independent scrutiny and improvement processes.

Key Priorities:

- 1.1 We will deliver an inspection programme across strategic and regulated care scrutiny which focuses our activities in the areas of highest risk, whilst ensuring we inspect all partnerships and care services regularly and robustly. We will register new care services proportionately but robustly to ensure they meet the right standards. Our inspection methodology and business processes in strategic and regulated care scrutiny will develop to support the new National Care Standards, using a human rights and wellbeing based approach to help ensure the highest standards of safe, compassionate care for people using services. We will make sure that the views and experiences of people using services, and their carers, are central to our scrutiny and improvement work.
- 1.2 We will ensure that our outcome-focused inspections identify how care services contribute to people's wellbeing and reduce health and social inequalities, meaning we can help improve care where people do not experience that standard of care they should. We will use evidence and intelligence to assess risk and plan scrutiny and improvement interventions for both regulated care services and joint strategic inspections of community planning partnerships and joint integration boards. We will assess how well strategic plans and joint strategic commissioning take into account and deliver positive outcomes that meet the needs and choices of people in local communities.
- 1.3 We will develop and implement an improvement strategy to underpin the Care Inspectorate's role in supporting care services and local partnerships to improve and attain the highest standards of care for people. This will describe how we will support improvement in collaboration with others, what we will do when improvement is too slow, and show how we will share examples of excellent practice in care. This will encourage learning and innovation, help services and the social services workforce to build capacity, and give greater public assurance about high standards of care.
- 1.4 We will ensure our findings are easily accessible and understood by people who use care services, and their carers, commissioners, and the general public. We will improve the way our inspection reports are structured and make it easier to find information about the quality of care online.

Strategic objective 2:

We will inform local and national policy to contribute to ensuring a world class care system in Scotland, through intelligence-led, risk-based, and evidence-based approaches to scrutiny and improvement.

Key priorities:

- 2.1 Improve the way we collect, analyse, present and use intelligence. This will help us keep pace as the way care is delivered changes. We will develop our systems to be able to better use data and information that is available to us, both to inform our own work and the work of others.
- 2.2 Developing our intelligence together with partner agencies, publishing evidence based reports and promoting examples of validated national and international good practice in the rights-based delivery of integrated health and social care. We will develop a programme of evidence-based publications to inform local and national policy; these publications will include thematic reviews, statistical information, learning from serious incident reviews and significant case reviews, complaints and public protection work.
- 2.3 Develop our contribution and exposure to trends, research and innovative practices emerging from national and international partners. We will work together with partner agencies to identify emerging themes, trends, good practice, innovative models and areas of concern across all care service types and in the strategic provision of early learning and childcare, integrated health and social care, social work, and community justice. We will ensure that our activities act as enablers to the development of new and innovative models of care which can support better outcomes for people.
- 2.4 Continue to support a wide range of policy development and ensure that the Care Inspectorate is ready and able to respond to emerging policy agendas. We will co-lead the National Care Standards development in a way which reflects voice, choice and control for people who use services and their carers, regardless of care setting, and ensure that principles around dignity and respect, compassion, inclusion, responsive services, and wellbeing are promulgated so as to be embedded in care service delivery.

Strategic Objective 3

We will support peoples' understanding of high quality, safe and compassionate care by promoting standards and quality of service they should expect and help make sure their voices are heard.

Key priorities

- 3.1 Strengthen how we listen and act upon the views and experiences of people who use services and their carers to inform and continually improve our work, including by more pro-actively seeking their views and acting on them, and co-designing wherever possible. We will continue to involve people with experience of care services in our scrutiny and improvement work and seek to become an inclusive organisation able to help empower people who use services and their carers, so that together we continue to strive for innovation, improvement and excellence in our user focus activities.
- 3.2 Strengthen our role in executing our responsibilities for vulnerable people, including for those whose ability to make decisions under the Adults with Incapacity Act is restricted, and our new role as a Corporate Parent.
- 3.3 Strengthen our approaches and develop new ways to listen and gather real-time information on the views, opinions and experiences of people using care services and their carers, and use this information to inform and co-design scrutiny and improvement interventions.
- 3.4 Develop new approaches to receiving, assessing, considering and responding to concerns and complaints raised by people about care services to ensure that our scrutiny and improvement interventions are effective, proportionate, and coherent across the range of our work.

Strategic objective 4

We will perform as an independent, effective and efficient scrutiny and improvement body, working to consolidate excellence, deliver cultural change, invest in a competent, confident workforce and work collaboratively with partner agencies to support the delivery of safe and compassionate, rights-based care.

Key priorities

- 4.1 Develop a best value approach underpinned by an efficiency saving regime to identify areas for savings, investment, and growth. This will enable us to meet future financial challenges, working collaboratively with our staff and partner bodies to continue to identify ways of reducing duplication and deploying flexible, innovative approaches to evidence public value. We will revise and strengthen our quality assurance processes and practices across all parts of the Care Inspectorate to ensure we deliver the highest quality work in a way that constantly evolves and improves.
- 4.2 Support a programme of cultural change, to deliver an open, transparent and enabling culture which consolidates excellence, engages and empowers staff, prioritises collaboration over compliance, and demonstrates leadership at all levels.
- 4.3 Develop effective and efficient ICT systems, digital services, and processes and practices, tailored to the needs of different stakeholder groups, which strive for excellence, putting the internal and external customer at the heart of all our business activities.
- 4.4 Develop a transformational change programme to further invest in a competent, confident workforce which is empowered to support the delivery of safe, compassionate and rights-based care, including developing new career pathways and supporting the professional development of our staff in their specialisms.
- 4.5 Strengthen our governance arrangements and success reporting so that we are transparent, accountable and open to challenge on how we evidence our success and use of public monies and resources. We will review in partnership with Scottish Government, our legislative framework to ensure it is fit for purpose and acts as an enabler in delivering our statutory responsibilities of providing protection and assurance for people who use services and their carers.

RESOURCING OUR PLANS

We have confirmed funding of £33.770m for 2016/17. This consists of grant funding from the Scottish Government of £21.920m and income from fees charged to regulated care service providers of £11.850.

We will continue to carefully monitor and project spending to ensure that we are able to respond to changes in the public sector landscape, whilst noting that the majority of our funding is spent on staff costs. There is therefore a clear need to continue to deliver significant efficiency savings in order to meet increasing costs, and our refreshed plan has been developed to support transformational change which can deliver long-term efficiencies whilst maximising public assurance and delivering benefits to people who use care services and their carers.

WORDS WE USE IN THIS CORPORATE PLAN

Assurance means giving people confidence about the quality of care.

Care services are defined in the Public Services Reform (Scotland) Act 2010. Broadly, they are the services we register, in which a vulnerable person is cared for.

Community planning partners are local statutory, third sector and voluntary organisations which come together to discuss how services can be better commissioned, planned, delivered and evaluated in their local area.

Improvement means that we see, or expect to see, the quality of care getting better.

Innovation means new ways of delivering care that help improve its quality.

Integrated joint boards are the new arrangements for ensuring that NHS boards and local authorities plan their work together.

Integration means bringing NHS health services and local authority funded care services closer together, by planning, commissioning, funding and evaluating the way in which they are delivered in a jointly accountable way between all community planning partners.

Involvement refers to the way that people using care services are involved in planning, designing, delivering and evaluating them.

National Care Standards are standards set by Scottish Ministers which set out the quality and standards of care that people should expect and receive.

Protection means that action is taken at the earliest opportunity to prevent individuals being exposed to potential, actual or further risk of harm.

Registration is the process we implement with new care services, before they are allowed to operate, in order to ensure they meet the necessary standards.

Regulation is the framework by which we scrutinise care services and require them to operate in accordance with legislation and to standards of best practice.

Rights-based care means care that is informed by people's human rights, ensuring that people are empowered to know and claim their rights.

Scrutiny means the way we examine, observe, oversee, inspect and make informed judgements about the delivery of care and social work.

Self directed support is a way of offering services which empowers those receiving services to have more choice and control about which care services they receive and the ways in which they receive them.

Service providers are the people registered with us to provide a care service, and are usually a company, a local authority, a voluntary organisation or, sometimes, an NHS board.

Strategic objectives are the goals we are committed to having completed by the end of this corporate plan in 2018.