



# Developing a new corporate plan for the Care Inspectorate

**Report to:** Board  
**Date:** 16 December 2016  
**Report by:** Rami Okasha, Executive Director of Strategy and Improvement  
**Report No:** B-29-2016  
**Agenda Item:** 17

## **PURPOSE OF REPORT**

To advise members of possible approaches to developing a new corporate plan

## **RECOMMENDATIONS**

That the Board:

1. Discusses this paper and agrees the approaches proposed

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**Version Control and Consultation Recording Form**

Version	Consultation	Manager	Brief Description of Changes	Date
	Senior Management			
	Legal Services			
	Corporate and Customer Services Directorate			
	Committee Consultation (where appropriate)			
	Partnership Forum Consultation (where appropriate)			
<b>Equality Impact Assessment</b>				
Confirm that Involvement and Equalities Team have been informed			YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>
EIA Carried Out			YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>
If yes, please attach the accompanying EIA and appendix and briefly outline the equality and diversity implications of this policy.				
If no, you are confirming that this report has been classified as an operational report and not a new policy or change to an existing policy (guidance, practice or procedure)			Name: R Okasha Position: EDS&I	
Authorised by Director	Name: K Reid		Date: 9/12/16	

## 1.0 BACKGROUND

The Care Inspectorate published a corporate plan for the period 2014-2018 in May 2014, and in July 2016 revised this into a two-year corporate plan for the period 2016-2018. The Board at this point recognised that the landscape around care remained fluid and it was understood that wide engagement in the development of a new corporate plan would be beneficial, to commence during 2017.

There was significant involvement in our staff and involving people group in the development of the substantive corporate plan in 2014, including innovative uses of technology to gauge opinion and ensure perspectives of these stakeholders were considered. There was also wide external engagement with stakeholders to ensure our corporate plan was developed within the national policy context.

## 2.0 DEVELOPING A NEW CORPORATE PLAN

It is proposed that a new corporate plan is developed during early 2017, for the period 2018-2022. This corporate plan's purpose will be to set our organisational objectives as an independent scrutiny body that supports improvement, and clarify the contributions where the Care Inspectorate seeks to impact positively on care. Many organisations have, in recent years, sought to embed transparency and openness within the corporate planning process. Public involvement in corporate planning helps to ensure that organisations place the needs of their stakeholders at the heart of what they do, and helps ensure support for, and collaboration with, their activities.

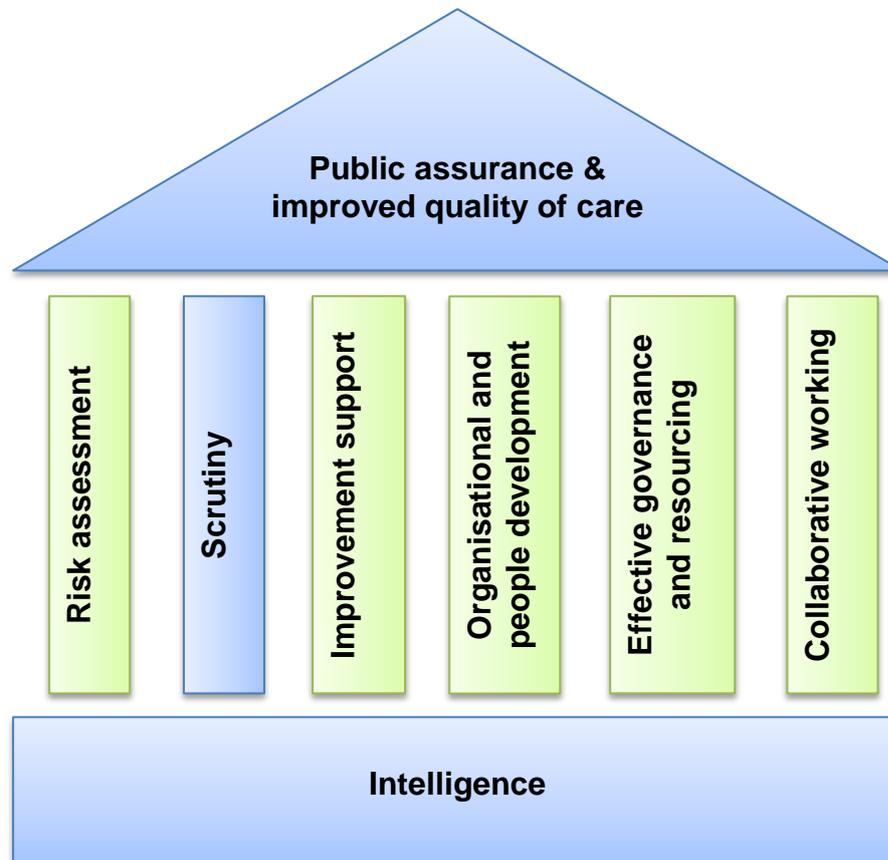
The Care Inspectorate has a wide range of stakeholders, including people who use care and their carers, care staff, care providers, commissioners of care services (including health and social care partnership, local authorities, education authorities, and community justice authorities), the Scottish Government, elected members at national and local level, other scrutiny and improvement bodies, and the general public who have an interest in the quality and performance of public services. This list is not exhaustive, and ensuring our existing stakeholder mapping is current and sufficiently broadly-drawn will be an important initial step developing our new corporate plan.

## 3.0 THE CONTEXT FOR A NEW CORPORATE PLAN

The Care Inspectorate is an independent, broad-based scrutiny body which supports improvement. For some time, the Care Inspectorate has sought to use intelligence to target its activities at a strategic and operational level. The need to continue to be effective and efficient in our processes accelerates the need to refocus our activities from an intelligence perspective. The model below, a Care Inspectorate's house of scrutiny, presents a conceptual approach of how intelligence could inform our activities in order to achieve our twin purposes of public assurance about, and an improved quality of, care.

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This model could be used to contextualise the consultation on the development of the new corporate plan, framing core questions about how we can best undertake our work in each of these pillars.



#### 4.0 DEFINING OUR CONTRIBUTIONS TO PUBLIC SERVICES

The Care Inspectorate has a number of statutory duties, but our statutory function is to further improvement in the quality of social services. It is essential for the new corporate plan to continue to provide clarity on how we do this. The corporate plan should show people how the Care Inspectorate contributes to the improvement of care in Scotland.

We know these contributions take a number of forms, including:

- the application of scrutiny to identify what works well and what does not
- public reporting on the quality of care, including to inform choice
- the provision of improvement support to care services and local partnerships
- the setting of public expectations and standards about the quality of care

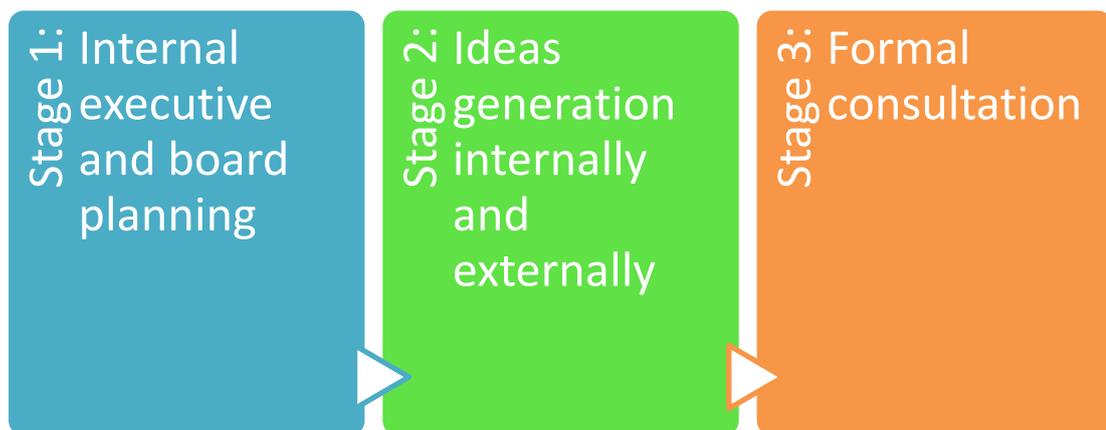
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- constructive challenge to leaders in order to support their improvement agenda, across the disciplines of integrated health and social care, social care that is not integrated, social work, early learning and childcare, and community justice
- amplifying the voice of people who use care, and their carers, by ensuring it is heard as part of the scrutiny process, the complaints process and elsewhere
- providing evidence and data to inform national and local policy
- acting as a gateway to the care market
- regulating the care market to prevent a failure of care quality or where improvement is required
- responding to whistleblowing activities from social care employers.

Developing the corporate plan will involve seeking people’s views on whether these contributions are helpful in achieving our statutory aims, the relative importance of one to another, and suggestions on how we may undertake these contributions.

## 5.0 ENSURING WIDE ENGAGEMENT BEYOND FORMAL CONSULTATION

The consultative process will take three stages, as set out here.



The first stage will allow the Board and executive team to horizon scan and explore the key concepts and questions which require to be considered through the engagement and consultation work.

The second stage will be to ask stakeholders, including internally and externally, what they think the Care Inspectorate should focus on across all the areas in the house of scrutiny model. This will allow us to ask open-ended questions about people’s priorities and expectations, and will inform the development of a draft corporate plan.

The third stage will be to formally consult on our draft corporate plan and ask for views. The final plan will then be agreed by the Board.

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## 6.0 A WIDE RANGE OF COMMUNICATIONS AND ENGAGEMENT ACTIVITIES

We will use a wide range of communications and engagement tools and activities to solicit views and options.

Marketing material, including a topic questionnaire, will support stage 2 of the process, in a way which is flexible enough to capture suggestions and ideas from a broad spectrum of stakeholders. These will be augmented with written communications, a short film, and some visual graphics, to use for stakeholder engagement. We will use a dedicated section of the Care Inspectorate website to provide information on the consultation, and collate responses.

Particular attention will be paid to capturing the views of people who use care services, and their carers, by proactively engaging with carers' organisations. We will seek to share information and key communications messages on others' websites, magazines and newsletters. Our Involved People Group will also provide advice and guidance.

We will also actively encourage staff to take part at this stage, using all our internal communication and engagement tools, including the use of structured discussions at staff meetings.

We will work to engage other scrutiny and improvement bodies, including the use of structured interviews and roundtable discussions.

During the planning of stage 3, we will identify the communications and engagement tools which worked best at stage 2. It is desirable that the final version of the corporate plan is as simple, clear, high-level and straightforward as possible; operations detail to underpin the plan can be established and agreed in other strategy documents.

## 7.0 RESOURCE IMPLICATIONS

The resources for this activity will be met from the existing communications budget.

## 8.0 BENEFITS FOR PEOPLE WHO USE SERVICES AND THEIR CARERS

Ensuring that the Care Inspectorate's corporate plan meets the needs, expectations and aspirations of people who use care, and their carers, will be of intrinsic benefit to these people. It will focus our resources on the priorities of such people and help make sure the Care Inspectorate's work as a scrutiny body that supports improvement is relevant, has impact, and is directed at improving the quality of care across Scotland.

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**9.0 CONCLUSION**

The Board is invited to note and agree the approach set out in this paper, with a view to ensuring the final corporate plan is agreed at the December 2017 or March 2018 Board meeting. It will take effect from 1 April 2018.