



Care Inspectorate's Draft Scrutiny & Improvement Plan 2017-2020

Report to: Board
Date: 30 March 2017
Report by: Kevin Mitchell, Executive Director of Scrutiny and Assurance
Report No: B-02-2017
Agenda Item: 13

PURPOSE OF REPORT

To propose the Care Inspectorate's Scrutiny and Improvement plan for 2017-20

RECOMMENDATIONS

That the Board:

1. Endorses the Plan to submit for ministerial approval.

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1.0 INTRODUCTION

The Care Inspectorate is a national scrutiny body supporting improvement across integrated health and social care, social work, early learning and childcare, and criminal justice. We are a non-departmental public body which is independent from, but accountable to, the Scottish Government. This plan sets out how we will use the essential diagnosis provided by modern forms of scrutiny to offer public assurance about what works well, and also identify what needs to improve, and where. Our scrutiny and assurance approach includes identifying and disseminating good practice to support continuous improvement nationally. This plan also describes how we will contribute to supporting improvement in social work and social care.

Just as this is a time of significant change in social care, this is a time of big changes for the Care Inspectorate too. With a new senior team and a refreshed corporate plan, we are developing world-class approaches to scrutiny and improvement which focus on the experiences of, and outcomes for, people using care. Working collaboratively with partners, our aim is for Scotland to have the most advanced system of care scrutiny and improvement support in the world.

The new approaches anticipate a new set of outcomes-based national care standards, which will place Scotland at the cutting edge of practice. These standards, based on human rights and wellbeing, will apply across the planning, commissioning, assessment and delivery of care. They provide a radical, progressive and person-led approach to planning care and reviewing its quality. Increasingly over time, these standards will drive change in our person-led scrutiny too, providing constructive challenge to providers and commissioners about how they are improving people's experiences and finding ways of looking at the pathway of care from the perspective of people.

This plan presents activities for 2017/18 but demonstrates the Care Inspectorate's broad scrutiny and improvement approaches over the coming three years. The Care Inspectorate will seek ministerial approval for updates to this plan annually.

Scotland's National Performance Framework and the 16 National Outcomes

The Care Inspectorate's work stretches across areas such as integrated health and social care, social care that is not integrated, social work, public protection, early learning and childcare, criminal justice social work, youth justice, community justice, and public service reform. We regulate some 13,500 care services and provide strategic scrutiny to every local authority, community planning partnership and Integration Joint Board in Scotland.

This directly supports fifteen of the sixteen national outcomes set by the Scottish Government. High-quality regulation and effective scrutiny can support improvement and help us to ensure that:

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- we live our lives safe from crime, disorder and danger
- we realise our full economic potential with more and better employment opportunities for our people
- we live in well-designed, sustainable places where we are able to access the amenities and services we need
- we are better educated, more skilled and more successful, renowned for our research and innovation
- we have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others
- we live in a Scotland that is the most attractive place for doing business in Europe
- our young people are successful learners, confident individuals, effective contributors and responsible citizens
- we value and enjoy our built and natural environment and protect it and enhance it for future generations
- our children have the best start in life and are ready to succeed
- we take pride in a strong, fair and inclusive national identity
- we live longer, healthier lives
- we have tackled the significant inequalities in Scottish society
- our public services are high quality, continually improving, efficient and responsive to local people's needs
- we have improved the life chances for children, young people and families at risk.
- People are able to maintain their independence as they get older and are able to access appropriate support when they need it.

2.0 DEVELOPING WORLD-CLASS APPROACHES TO SCRUTINY AND IMPROVEMENT

The Care Inspectorate remains committed to ensuring its work aligns to the Crerar review, which urged scrutiny bodies to ensure activities are targeted, proportionate, intelligence-led and risk-based, but we are rapidly moving from a compliance-based approach to a collaborative model of working. In developing world-leading approaches to scrutiny, we will use intelligence from strategic and service-level care to plan modern scrutiny interventions designed to provide public assurance and help support improvement.

We know that leadership is central to care quality and the experiences of individuals. At the core of our scrutiny approach is a belief that external scrutiny is best applied in conjunction with robust, evidenced-based self-evaluation by those providing care, so that managers and leaders consider their own evidence about the extent to which their services are meeting people's needs and rights, as well as constructive challenge from care inspectors and other specialists.

These approaches are underpinned by proportionality, using the Care Inspectorate's statutory flexibility, in preparing its scrutiny plan "to make different provision for different purposes". Rather than a one-size approach to

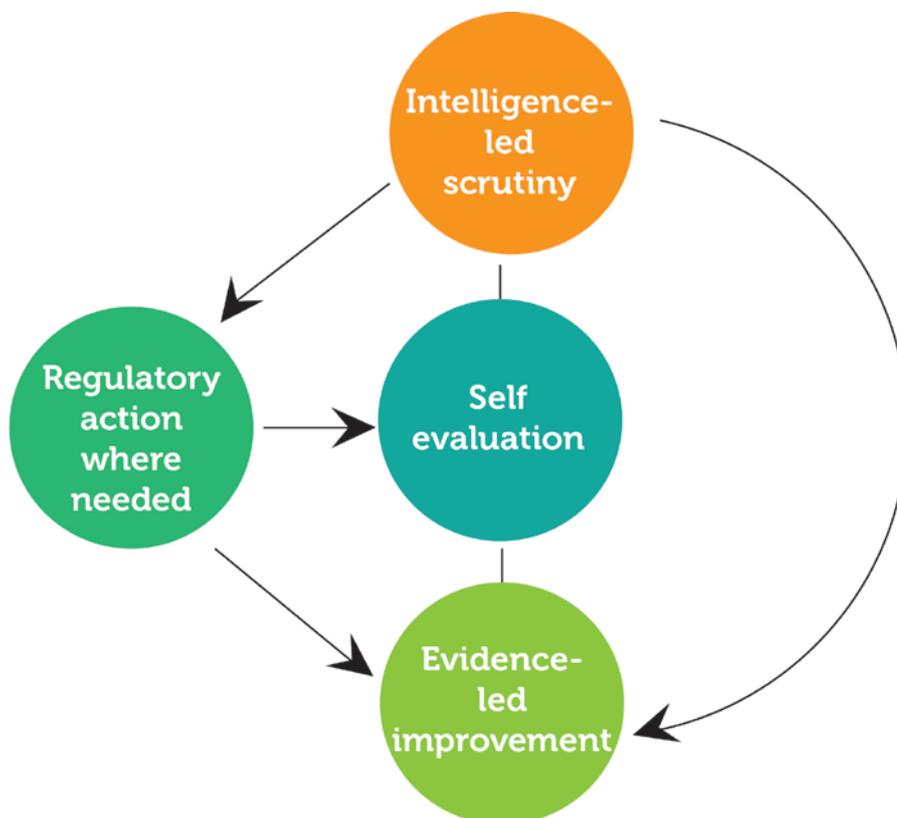
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inspection, our strategy is to focus our activities on areas of concern and where risk is identified.

As well as contributing to rising standards and better experiences for people, the Care Inspectorate's combination of the most modern thinking about scrutiny and improvement interventions helps to empower care leaders to develop innovative models of care, whilst retaining the capability for a robust regulatory response when care is failing.

Ensuring that inspection primarily evaluates experiences, outcomes and impact, rather than checking inputs, is a central feature of this new approach. Past thinking suggested a false tension between scrutiny and improvement, often based on the misunderstanding, or perhaps experience, that an inspection is little more than a checklist of inputs which stifles innovation. The Care Inspectorate believes that approaches which are outcomes-based, proportionate and intelligence-led help to shift the debate. The value of scrutiny, in this context, is realised by the extent to which inspectors add value to care services and local partnerships throughout a cycle of self-evaluation, scrutiny, and improvement support (or regulatory action where required). In this context, robust, evidence-based scrutiny acts as both diagnosis and an improvement support tool. Successfully realised, this approach will place Scotland at the forefront of care scrutiny, and may help analogous debates in education and health scrutiny too.

This diagram shows how we will be a scrutiny body which supports improvement.



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We recognise that the delivery of this approach requires a confident workforce versed in the skills and techniques necessary to provide public assurance and support improvement. The Care Inspectorate is the first regulator in the UK to become an accredited delivery centre for a degree-level Professional Development Award. Over time, all our inspectors – who must already be registered with the appropriate professional body and have substantial sectoral experience – will achieve this award.

Being a scrutiny body which supports improvement, we will provide targeted support to services, based primarily on our inspection findings, to guide and support innovation and improvement. This improvement work may be carried out by ourselves or in partnership with other scrutiny and delivery partners. This means that day in, day out our inspectors are working with scores of managers and staff in care services to identify what works well and help them improve if necessary. Where skilled and resourced to do so, we both provide and support national improvement programmes to raise quality. With finite resources and increasingly challenging financial constraints, we will target our resources proportionately to our scrutiny findings and to where the need is greatest and we can make the greatest impact on supporting improvement. We will share our scrutiny findings with a range of local and national improvement support partners, and ensure our inspectors are confident and skilled in supporting improvement at a local level where scrutiny shows this is necessary.

Responding to a changing landscape

The Public Services Reform (Scotland) Act 2010 means the Care Inspectorate has a particular and lead responsibility for providing scrutiny and assurance of social work and social care services, including criminal justice social work. In discharging our statutory responsibilities for this we may undertake scrutiny and assurance activities on our own or, as is increasingly the case, in partnership with others scrutiny and delivery bodies.

Increasingly, that work focuses on the Integration Joint Boards, as well as the local authorities and community planning partnerships, for those services and functions that have been delegated by the local authority and health board to the IJB. With most IJBs having delegated responsibility for children's health, half for criminal justice social work, and many for children's social care services. Two have delegated responsibility for acute health services.

The Public Bodies (Joint Working) (Scotland) Act 2014 gave the Care Inspectorate and Healthcare Improvement Scotland (HIS) new responsibilities from 1 April 2017 to inspect the planning, organisation or co-ordination of the services that health boards and local authorities delegate, as set out within their integration schemes, to integration authorities. The Care Inspectorate and HIS must also review and evaluate the effectiveness of the integration authority's strategic plan, and encourage improvement in the effectiveness of that plan if necessary. These are joint responsibilities placed on both bodies.

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At the same time, there are emerging approaches to the governance of education, and early learning and childcare. We work closely with Education Scotland strategically and operationally to add value to the public sector landscape, but more importantly to ensure that children and young people have the best possible life chances making Scotland the best place to grow up.

Having responsibility for some 13, 500 regulated care services and lead responsibility for children’s services, child protection and criminal justice social work means that the Care Inspectorate is uniquely positioned to report on the impact of strategic level planning and commissioning at a service level and on the experiences of, and outcomes for, people who use services and their families and carers. Increasingly, scrutiny evidence can help inform early intervention and prevention initiatives to reduce health and social inequalities.

During the past year, like most public services, the Care Inspectorate has undergone significant restructuring in response to budgetary pressures, but our prioritisation of frontline scrutiny means we are committed to, and enthusiastic about, delivering robust scrutiny and assurance which supports innovation and improvement and national policy planning, development and implementation.

In order to continue to meet and exceed the expectations and responsibilities placed on us in this challenging operating environment, we are committed to further strengthening our focus on experiences of, and outcomes for people who experience care and their families and carers in our various approaches to scrutiny and assurance, and the extent to which our scrutiny and assurance is intelligence led, targeted, proportionate and risk based. This plan takes into account extensive discussions with a range of stakeholders.

In addition, in developing this plan we have taken account of the implications of:

- the continuing integration of health and social care
- the Scottish Government’s Vision and Strategy for Social Services
- the on-going review of educational governance and the expansion of early years
- the planning and implementation of the Carers Act
- the development of the new national care standards.

Moving to an intelligence-led approach

For the 13,500 or so regulated care services, previous inspection plans focused our proposals on a specific number of inspections to be undertaken by service type, within a rigid frequency framework.

Since 2011, and for the time being at least, the Care Inspectorate, as directed by Scottish Ministers, is required to undertake, as a minimum, a unannounced inspection each twelve months in care homes, care at home, and secure accommodation. For other services the frequency of inspections is determined

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by the Care Inspectorate through annual revision of the frequency framework forming part of the scrutiny and assurance plan.

Our Scrutiny and Improvement Plan for 2016/17 signalled the beginning of a shift to a very different approach, one which considered inspections in a much broader context of scrutiny and assurance interventions determined predominantly by an assessment of risk and intelligence gathered internally and from a range of external sources.

In the coming year we will continue to develop this approach through strengthening our risk assessment process gearing it to the inherent risk in individual service types or care settings and what we know about strategic risks at a CPP/IJB level. We will also strengthen our approaches to gathering and analysing intelligence to inform those risk assessments and determine the scrutiny and assurance response required thereby being more intelligence led, targeted, proportionate and risk based. As part of our approach to strengthening our intelligence, we will identify and implement better ways of gathering the views of people who experience care and their families and carers in 'real time', those involved in commissioning services in the local authority or IJB and intelligence from scrutiny and delivery partners.

This will lead to a wider range of scrutiny and assurance interventions that will be deployed which might involve an inspection, but may be very different, for example a review of a better performing low risk service which focusses on progress on making improvements through self-evaluation.

Inspectors will exercise greater professional judgement around the timing and focus of particular scrutiny and improvement interventions.

This will enable the Care Inspectorate better provide robust public assurance on the effectiveness of services and the difference they are making to the lives of people who use them and their families and carers, including those who are most vulnerable and in need of protection.

3.0 WORKING COLLABORATIVELY ACROSS THE PUBLIC SECTOR

Since being established in 2011, the Care Inspectorate has undertaken over 60,000 scrutiny and improvement interventions, and during this time we have evidenced a rise in the quality of care. Even in the context of significant public spending challenges, increasing public expectations and reforms in public sector service delivery, the number of care services found to be providing good, very good or excellent care rose from 84% in 2010 to 88% by March 2016.

In the past year, we have continued to work closely with our scrutiny partners, not just in the delivery of more integrated models of strategic inspection, but also in the delivery of regulated care service inspections for children and early years services, for example, with Education Scotland. Working with Healthcare Improvement Scotland, we have continued to develop a model for the joint inspection of integrated health and social care for adults, which

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includes an approach for evaluating the effectiveness of integration authority's strategic plans. We have also worked with Healthcare Improvement Scotland on a programme of work to reduce pressure ulcers in care homes and support/contribute to the activities of the ihub in local partnerships.

The Care Inspectorate have recently agreed to work collaboratively with Education Scotland and delivery partners in a 'pathfinder' regional board area to review their approaches to scrutiny to ensure that these fully reflect changes in how services are being planned, commissioned and delivered in a rapidly changing scrutiny landscape where the collective endeavours of the scrutiny bodies will be firmly focussed on the impact services are having on improving outcomes for children, in particular on reducing health and social inequalities and raising educational attainment. This will further enhance the added public value of scrutiny undertaken jointly by the Care Inspectorate and Education Scotland.

In all our work, we are advised by our lay Involving People Group, who discuss our policies, approaches, and take part in our scrutiny activities as inspection volunteers. We will expand the number of involved people who take part in scrutiny work including young people with care experience and, for the first time, people with a diagnosis of dementia. This builds on our recent work of involving inspection volunteers in our role in investigating complainants about care services.

We continue to work closely with other organisations to share information and intelligence, assessment of which helps plan our inspection programmes. The Care Inspectorate continues to work closely with the Strategic Scrutiny Group, led by the Accounts Commission, to develop and deliver the annual national scrutiny plan for Scotland. Cognisance is taken of the work undertaken by local area networks (LANs) which involve our staff, and the shared risk assessments for each community planning partnership area. During 2017-18 our work in this area will expand to ensure that we work more closely and collaboratively with Integration Joint Boards to better support our risk assessments in an integrated health and social care environment.

We have continued to engage with the national Sharing Intelligence for Health and Social Care Group which brings together health and social care scrutiny bodies to share intelligence at NHS Board level. This year we have developed our link inspector role in sharing intelligence at this level and will continue to discuss how this aligns with the LAN approach in respect of integration joint boards.

We have continued to develop our inspection planning which provides scrutiny partners and ourselves with a single point of contact to identify risks, share information and plan and coordinate inspections better, particularly those which are carried out under a duty of cooperation.

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4.0 DEVELOPING OUR METHODOLOGY

We will continue to embed the changes to inspection methodology introduced in 2016/17 detailed above.

In 2017/18 we will begin a phased approach to aligning our inspection methodologies to new national care standards which are being rolled out from 2017/18. This will support and underpin our current approaches to evaluating experiences of, and outcomes for, people who use services and their families and carers. This work will include the development of a more meaningful approach to self-evaluation which will be used to support improvement and target our scrutiny and assurance work more effectively. The voice and experience of people who use services and their families and carers will be critical in all of this work.

We will continue to improve our inspection reports ensuring as far as possible that these continue to focus on experiences of and outcomes for people who experience care and provide evidence which identify inequalities and can help to close outcome gaps.

We will also take the opportunity to review our registration processes and the underpinning regulations in conjunction with Scottish Government to ensure that these support new ways of designing, delivering and commissioning care.

Almost uniquely amongst health and social care regulators, the Care Inspectorate is responsible for investigating complaints about care. We will continue to streamline our processes for investigating complaints by achieving early resolution where possible and appropriate, or failing that through a formal complaint investigation or an inspection.

We will continue to strengthen our approaches to child and adult protection ensuring that our response to information we receive is effective and acted upon in good time.

All of this work needs to be aligned to our digital transformation activities. In the coming year we will develop a clear vision for the ICT systems needed to support these significant changes and work with public sector partners in an agile way to deploy the technology need to provide intelligence-led and risk-based scrutiny and improvement.

To do this properly will involve us taking a phased approach over the next 2-3 years. Successful completion of this work will be critical to ensuring that the Care Inspectorate continues to transform the way it works to provide robust scrutiny and assurance taking particular account of health and social care integration, the further expansion of early learning and childcare, developments in community justice and the pace and scale of public service reform more broadly. It will also support better reporting of our evidence and intelligence, to help the national and local targeting of policy.

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5.0 INTELLIGENCE-LED APPROACHES IN CARE SERVICES IN 2017/18

During 2016/17 we planned to undertake around 12,000 – 14,000 scrutiny, assurance and improvement interventions. These comprise statutory inspections, inspections in services not subject to a statutory minimum inspection frequency, follow-up inspections, strategic inspections, link inspector activities, complaint activity, registration activity, variation activity, and improvement interventions where the scrutiny suggests this is necessary. These activities were prioritised within broad frequency guidelines, based on risk, intelligence and service type.

Mindful of the phased approach to aligning our inspection methodologies to the new national care standards which will begin in 2017/18 and the development and implementation of our digital transformation strategy detailed above, and to which we will require to allocate significant development resources, we will endeavour in 2017/18 to achieve scrutiny, assurance and improvement interventions on a comparable scale to 2016/17.

We will maximise the number of scrutiny, assurance and improvement interventions relative to the resources we have available. If the number of scrutiny, assurance and improvement interventions is less than what we achieved in 2016-17 we will evidence why that is and that we have correctly prioritised our work based on the intelligence we hold and level of risk associated with particular services / service types.

Cognisance will continue to be taken of that fact that the Care Inspectorate, as directed by Scottish Ministers, is for the time being required to undertake, as a minimum, a unannounced inspection each twelve months of all registered services in the following 3 categories of service:

- care homes
- support services – care at home
- secure accommodation.

Some of these care services are highly performing services with grades of 'very good' or better, and require to be inspected at least once each 12 months. Other care service types that are performing well and not in these categories may be inspected less frequently or with a mix of scrutiny, assurance and improvement approaches. For all well-performing services we want to ensure we are more proportionate in our approach to scrutiny. Therefore for those that fall into the statutory category above, and are well performing, we propose to take a proportionate approach similar to other categories, within the required frequency. This approach, based on risk assessment, will allow us to choose different types of inspections best suited to the individual service.

This means that whilst still adhering to the statutory minimum frequency for our scrutiny and improvement interventions, the specific focus, breadth and depth of each intervention will be driven more by the risk profile for that service type

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and the specific information and intelligence we hold about individual services, including past performance and robust self-assessment. This will support us to:

- make the best use of our finite resources by targeting them to where they can have the greatest impact;
- demonstrate our continuing commitment to taking a more targeted and proportionate approach and incentivise and support service providers to carry out regular and robust self-evaluation for improvement;
- give greater and more effective attention to our statutory duty to further improvement;
- demonstrate a more risk-based, intelligence-led approach to all of our scrutiny and improvement work; and
- demonstrate previously unrecorded work undertaken by inspectors to support improvement in services.

A risk-based approach enables us to allocate resources more effectively to target our scrutiny against those services which are most likely to need scrutiny and improvement. It requires us to have effective intelligence and risk assessment tools in place. Work is on-going review how we gather and use intelligence from a wide range of sources to further strengthen our approaches to assessing risk in individual services and applying proportionate, risk-based scrutiny. This means that during 2017/18, we will apply scrutiny in, provide assurance about, and support improvement in:

- all care homes for older people, adults with disabilities, and children
- all care at home services
- all secure accommodation
- childminders
- children's daycare, including nurseries and playgroups
- housing support
- nurse agencies, adult placement and childcare agencies
- fostering and adoption services
- school accommodation
- offender accommodation.

Our activities in these areas will include acting as a gateway to the market by registering new such services, considering variations to their conditions of registration where they wish to undertake new types of care, inspecting these services and reporting publically on the quality found, investigating complaints and concerns about them, supporting improvement where that is needed, and taking enforcement or other regulatory action where that is necessary to protect people from harm.

We will continue to commit to being open and transparent in reporting all our scrutiny and improvement activities and in doing so being very clear about the different types of activities we have undertaken. This will allow us to present a more comprehensive picture of the work of the Care Inspectorate. With this in mind we have already reviewed and made significant changes to our Key

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Performance Indicators and Quality Indicators in 2016/17 to ensure we are accountable for all the work that we do, not just reporting on the number of inspections completed. In 2017/18 we will continue to review and refine these measures to achieve this overall aim.

We continue to review, on an annual basis, our workforce planning assumptions, to ensure that we continue to make the best use of our resources and maximise the impact we make in improving care.

6.0 STRATEGIC SCRUTINY AND IMPROVEMENT ACTIVITIES 2017/18

Joint strategic scrutiny of services for children

Of the original programme of joint strategic inspections of services for children, 4 community planning partnerships remain to be inspected. We propose for 2017/18 to complete one started in 2016/17 and undertake the remaining 3 joint inspections.

We also anticipate carrying out progress reviews in 3 areas where areas for improvement were identified during previous inspections.

In August 2016, at the request of Scottish Government, we published a report on the finding of our Joint Inspections of services for children 2014-2016. This covered those inspections completed up to June 2016 and fulfilled a commitment to shift to annual reporting of key messages to support wider learning nationally. In due course we will update our previous report to include key messages arising from the last 6 inspections.

Developing a new model of joint inspection of services for children

The Care Inspectorate has been invited by Scottish Government to lead the development of a future model of joint inspection of services for children to be implemented in 2018/19 and beyond. The development work required to be completed during 2017-18 will also be informed by the Scottish Government's Child Protection System Review led by Catherine Dyer, which reported to the Deputy First Minister in December 2016. However, it is anticipated that there will continue to be a strong focus on reporting on the experience of, and outcomes for children and young people with a particular focus on children in need of protection, and those subject to corporate parenting, including children who are looked after at home, those in residential and secure care, those in kinship care and those receiving throughcare and aftercare services.

Multi-agency public protection arrangements

In conjunction with Her Majesty's Inspectorate of Constabulary in Scotland, we will complete a follow up to the report of the Joint Thematic Review of Multi - Agency Public Protection Arrangements (MAPPA) published in November 2015. This work was started in quarter 4 of 2016/17 but is likely not to be concluded until the early part of 2017/18.

Significant case reviews – children and young people

We will continue to discharge our responsibilities to gather Initial Case Reviews (ICRs) and undertake Significant Case Reviews (SCRs).

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In August 2016 we published a retrospective review of relevant reports completed in the period between 1 April 2012 and 31 March 2015, with the intention to publish a biennial report. We support the recommendations of the Catherine Dyer child protection systems review of the efficacy of significant and initial case reviews, which may lead to additional responsibilities for the Care Inspectorate and potentially more frequent annual reporting of learning, subject to resources being made available. In the meantime we will continue reviewing, assessing and providing feedback to child protection committees on SCRs in the current manner.

Collaborative scrutiny with Education Scotland and delivery partners in a 'pathfinder' regional board area

As noted above, the Care Inspectorate have recently agreed to work collaboratively with Education Scotland and delivery partners in a 'pathfinder' regional board area to review their approaches to scrutiny to ensure that these fully reflect changes in how services are being planned, commissioned and delivered in a rapidly changing scrutiny landscape where the collective endeavours of the scrutiny bodies will be firmly focussed on the impact services are having on improving outcomes for children, in particular on reducing health and social inequalities and raising educational attainment. This will further enhance the added public value of scrutiny undertaken jointly by the Care Inspectorate and Education Scotland. The precise details of this work and the resources required from the Care Inspectorate will be subject to further discussion in early 2017.

Deaths of looked after children

Where a child who is looked after dies, the local authority must inform the Care Inspectorate of his/her death. The Care Inspectorate examines the circumstances of the death to determine if there is any learning which can improve social work or care practice. The Children and Young People (Scotland) Act 2014 also requires local authorities to contact the Care Inspectorate in the event of a death of a person who is being provided with advice, guidance or assistance in relation to 'after care' or a person who is being provided with continuing care.

In 2017/18, we will continue to discharge our responsibilities in this area and discuss improvements to the processes and systems for doing so with the Scottish Government and local authorities.

Inter-country adoptions

In 2017-18 we will continue to discharge our responsibilities in relation to quality assuring social work practice with a view to identifying and disseminating good practice.

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Developing building design principles for early learning and childcare services

In 2016-17 we were commissioned by Scottish Government to lead development work involving the Scottish Government, Scottish Futures Trust and Local Authorities to develop building design principles for Daycare of children's services. This work is aimed at supporting the development of high quality environments that support positive outcomes for children and has a particular relevance to the Scottish Government's expansion of early learning and childcare entitlement from 600 hours to 1140 hours by 2020. This work will continue until completed in the early part of in 2017/18.

Childminder induction and professional learning framework

In 2016-17 we were commissioned by Scottish Government to lead the development of a pre-registration induction and continuous professional development and learning framework for childminders. This post was for an initial period of 12 months but is currently being considered for extension into 2017/18 to support implementation, subject to appropriate funding.

Out of School Care

In 2016/17 we committed to carrying out a thematic review of how good are our school aged childcare services across Scotland with a particular focus on the views of the children and young people in the services. In 2017/18 we will publish a report of our findings from that work.

Child sexual exploitation

In 2016/17 we committed to including a focus on child sexual exploitation during our inspections of care homes for children and young people with a particular focus on the workforce to ensure staff working in residential care are fully aware of issues around child sexual exploitation and are able to recognise and respond appropriately to support vulnerable children and young people who may be at risk.

In 2017/18 we will report our findings.

Early Learning and Childcare

The Scottish Government's commitment to the expansion of the early learning and childcare entitlement for every three and four year old and eligible two years olds from 600 to 1140 hours will result in an increase of the registration function of the Care Inspectorate. It is anticipated that there will be a large increase in the number of services and an extension to many others; we will work in partnership with providers, commissioners and policy makers to support the expansion. Our approach will be to support expansion and innovation and ensure a high quality experience for young people because of that.

Joint strategic scrutiny of adult services

The Care Inspectorate has a statutory responsibility to provide scrutiny of social work services for adults and older people. Where appropriate and efficient to do so, we work closely with Healthcare Improvement Scotland to fulfil our joint statutory responsibilities.

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Joint Strategic Inspections of Services for Older People

Following a review of current methodology in 2016-17, the existing approach will be curtailed in favour of the specific workstreams detailed below. However, in 2017/18 we anticipate carrying out progress reviews in 3 areas where areas for improvement were identified during previous inspections under the old methodology).

New responsibilities to review the quality of strategic commissioning

As noted, the Care Inspectorate and Healthcare Improvement Scotland (HIS) have new responsibilities under statute from 1 April 2017 to inspect the planning, organisation or co-ordination of the services that health boards and local authority's delegate, as set out within their integration schemes, to integration authorities. The Care Inspectorate and HIS must also review and evaluate the effectiveness of the integration authority's strategic plan, and encourage improvement in the effectiveness of that plan if necessary.

Leading on from the previous review of the methodology for joint inspections of services for older people in 2016/17, we will undertake three joint inspections of health and care partnerships in 2017/18, focussing on joint strategic planning and commissioning, governance and leadership and outcomes for adults/older people. The focus of these inspections and the resources required to be committed by the Care Inspectorate are expected to be clarified in early 2017 when the on-going review is completed.

Quality improvement framework for services for older people

During 2017-18 we will give early priority to comprehensively reviewing the Quality Improvement Framework for services for older people to take full account of the new national care standards and wider health and social care integration developments to better support joint self-evaluation, and launch this.

Thematic review of adult support and protection

This is an area of significant risk, and although included as a focus area during the joint inspections of services for older people undertaken between 2012 and 2016/17, the wide scope of those joints inspections over a long period of time did not allow issues around adult support and protection to be explored in sufficient depth or to identify and disseminate learning quickly that could help drive and support improvement nationally.

The Care Inspectorate has a specific duty to inspect social work services, and whilst social work services have a key role to pay in adult support and protection other services also have a statutory duty in this area of work, in particular police and health services. Unlike child protection services, which have been subject to a comprehensive programme of strategic scrutiny since 2005, there has been nothing similar for adult support and protection other than through the focus areas in the joint inspections of services for older people. Moreover, adult support and protection services are not delivered exclusively to older people.

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During 2017/18, the Care Inspectorate will lead on developing a joint approach to scrutinising adult support and protection. This is an approach that should identify strengths and areas for improvement that can be disseminated relatively quickly across partnership areas. This approach may also help inform policy planning, development and implementation, support improvement nationally and identify whether additional more targeted scrutiny and assurance may be required.

Thematic review of self-directed support implementation

This remains a key Scottish Government policy. Although included as a focus area during the joint inspections of services for older people undertaken between 2012 and 2016/17, the wide scope of these joints inspections over a long period of time did not allow issues to be explored in sufficient depth or to identify and disseminate learning quickly that could help drive and support improvement nationally. The Care Inspectorate has a specific duty to inspect social work services that play a key role in planning, commissioning and delivering self-directed support.

During 2017/18, the Care Inspectorate proposes to lead a thematic review of aspects of self-directed support. This approach should help inform policy planning, development and implementation and identify whether additional more targeted scrutiny and assurance is required.

Thematic scrutiny of support for people living with dementia

In 2016/17 we developed a focus area for our inspections of older people's services which supports scrutiny of the National Dementia Strategy, including Commitment 11 and undertook the scrutiny necessary to publish a follow-up report to the joint report by the former Care Commission and the Mental Welfare Commission '*Remember, I'm Still Me*', (2009).

In 2017-18 we will publish a report on our findings from that work.

Inspection of HM Prisons in Scotland

Since 2015 the Care Inspectorate has supported the inspections of prisons by led by Her Majesty's Inspector of Prisons (HMIP). The Care Inspectorate has a statutory responsibility to inspect criminal justice social work services, which includes prison-based social work. This joint work with HMIP is helpful in identifying how well prison-based services are working with those in the community which can be picked up through strategic inspections or in our other scrutiny and improvement work with criminal justice services which we are continuing to develop. Last year we supported 3 inspections of prisons in Scotland.

In 2017/18 will continue to support the work of HMIP and plan to commit to 3 inspections and strengthen our contribution to these inspections in the context of the development of a new model for community justice.

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Significant case reviews - adults

Since April 2015, the Care Inspectorate has had responsibility reviewing the quality of initial case reviews and significant case reviews about children and young people. To date the Care Inspectorate has had no similar responsibilities for Significant Case Reviews about adults. However, we are actively discussing this with Scottish Government policy colleagues, and would welcome responsibilities in this area, subject to resources being made available.

Criminal Justice Social Work Services – Serious Incident Reviews (SIRs)

Serious Incident Reviews (SIRs) are subject of guidance issued by Scottish Government and together with Multi-Agency Public Protection Arrangements sets out responsibilities of services to conduct a SIR when a registered sex offender or offenders subject to statutory supervision are involved in a serious incident in the community. In effect, local authorities are required to submit an SIR to Scottish Government in respect of any such offenders who commit serious offences whilst subject to supervision (e.g. on parole or community payback orders). The Care Inspectorate reviews these Serious Incident Reviews, looking at decision-making and quality of practice when the offender became involved in a serious incident, and providing feedback to Scottish Ministers and the local authorities themselves.

In 2017/18 we will continue to discharge our responsibilities to quality assure SIRs, and we will publish the third biennial report.

Building capacity for self-evaluation in community justice

In 2016/17 we produced a guide to self-evaluation for community justice in Scotland in preparation for community justice shifting from the current 8 Community Justice Authority Areas (CJAs) to local strategic planning and delivery. The self-evaluation framework is a key element of the new National Strategy for Community Justice and part of the OPI Framework (Outcomes, Performance and Improvement Framework) which was launched along with the national strategy on 24 November 2016 by Scottish Government.

Subject to receiving funding from Scottish Government, we will undertake a 6 months programme of work to build capacity for self-evaluation with criminal justice partnerships in local areas across Scotland.

Link Inspectors and Contact Managers

Strategic Inspectors are currently 'linked' to Community Planning Partnerships (CPPs), health and social care partnerships and relevant strategic planning groups and these are aligned to health board areas to pool expertise. In addition, contact managers (Team Managers) are allocated to all local authorities and large national providers to conduct liaison concerning the regulation of care services.

In 2016/17 we reviewed the role of our link inspectors and contact managers in the context of health and social care integration to ensure that we continue to make the best use of their skills and expertise to gather and share information and support improvement, provide constructive challenge to local partnerships, and undertake a relationship manager function.

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In 2017/18 we will continue to use our link Inspectors and contact managers in this way and implement our improved approach.

7.0 IMPROVEMENT SUPPORT ACTIVITY

The Care Inspectorate has a statutory function to further improvement in the quality of social services. Our approach to scrutiny, described above, means that we provide extensive diagnosis showing what works, and what requires to improve. Where improvement is needed, it is the responsibility of the service provider and leaders to ensure improvement happens. The Care Inspectorate is one of a number of partners to support this improvement, but we play a unique role in assessing the extent to which it has satisfactorily occurred and by taking enforcement action where a failure to make improvements places people at unacceptable risk.

Local improvement support

Every day, our inspectors support improvement at a local level. They work with managers to spread good practice, discuss sectoral developments, and signpost to knowledge, resources, and examples of good practice. Our direct involvement at the point of service delivery is an effective and cost-effective way of ensuring that scrutiny supports improvement. Historical approaches to scrutiny suggested a tension between scrutiny and improvement. We have not found evidence to suggest that an inspector cannot support improvement during, and outwith, inspections and we have extensive evidence of this relationship working well. During 2017/18, we will continue this approach and pay heed to the Scottish Regulators' Strategic Code of Practice.

Knowledge Hub

The Care Inspectorate's online knowledge Hub is an extensive and edited resource to support improvement and promote innovation in care. It brings together key resources for managers to plan service delivery and support staff development and training. During 2017/18, we will expand the site's content and streamline the structure of it to be more simple for care staff to access and search. We will also promote resource materials on specific areas which support improvement, including around safer recruitment and dementia care.

Care Inspectorate-led improvement programmes

During 2017/18, we will undertake a wide range of national improvement programmes which are designed to support improved experiences of, and outcomes for, people.

We will expand the Care About Physical Activity programme to support partnerships, care homes and care at home services to ensure older people are able to become and remain physically active. With funding from Active Scotland, we will embed improvement advisors in up to 12 partnerships and work with around 160 care services.

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During 2017/18, we will seek to work with the Life Changing Trust and other partners to run an improvement programme to support better ways of communication with and between people who live with dementia and use care. We will combine this with evidence from our scrutiny to support care services and partnerships to improve their provision for people living with dementia and using residential care.

During 2017/18, we will seek to expand on our Arts in Care partnership with Creative Scotland and Luminare, seeking to facilitate new ways of ensuring people experiencing care can access high-quality creative arts. During 2017/18, we will expand our continence care improvement programme to embed tested effective practice in residential and care at home care.

During 2017/18, we will work with a range of partners to design improvement support materials around the administration of medication in care homes.

Supporting improvement with a range of partners

We will continue to work with a range of partners, including the Improvement Service, Cosla, Scottish Care, CCPS, Education Scotland and Healthcare Improvement Scotland. We will continue to support the ihub, playing a major role in improvement programmes in care services. Our staff will support the delivery of ihub programmes around tissue viability, dementia care, and living well in communities. We will continue to work with the national improvement group of organisations providing improvement support and shared services to local partnerships.

We will also work in partnership with Healthcare Improvement Scotland to support the redesign of local out of hours care services, focusing on the local care pathway and the recommendations from the Lewis Ritchie report.

8.0 RESOURCE IMPLICATIONS

This scrutiny and improvement plan has been developed alongside the development of the 2017/18 draft budget.

Sufficient resources are contained within the draft budget to support the delivery of the scrutiny and improvement interventions and developments contained within this plan. Even in the context of difficult financial resources, the Care Inspectorate's budget has been designed to protect, as far as is possible, our frontline scrutiny and improvement activities and to continue to provide strong public assurance.

It is important to note that these proposals are in the face of significant budget reductions. In order to achieve this, the Care Inspectorate has reduced its staff costs primarily at senior and middle senior management level. We are now operating at the equivalent of our 2012 budget position having sustained 25% reductions to our operating budget in 2011.

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9.0 BENEFITS FOR PEOPLE WHO EXPERIENCE CARE

This scrutiny and improvement plan is designed to ensure that the work of the Care Inspectorate aligns to public policy, and is firmly focused on providing public protection and assurance, while supporting improvement. If enacted, it will improve the quality of care and support experiences by people who experience care, support and social work. It will guide the Care Inspectorate's work to ensure it is resourced, well-focused and of significant benefit to people who experience care and their families and carers.

10.0 CONCLUSION

This is a time of significant change across integrated health and social care, early learning and childcare, social work, and criminal justice social work. This plan sets out an ambitious approach to supporting improved outcomes for people who use services during this time. The Care Inspectorate's programme of work offers assurance and protection for people who use services, appropriate improvement support where that is required, support for innovation, and the opportunity to create an evidence base to inform the development of public policy which supports Scottish Government ambitions and supports people to experience a better quality of care.

LIST OF APPENDICES

Appendix 1 - Notable Achievements in 2015-16

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