



Chief Executive's Report

Report to: Board
Date: 29 June 2017
Report by: Karen Reid
Report No: B-14-2017
Agenda Item: 17

PURPOSE OF REPORT

This report provides the Board with an update on key developments since the Board meeting in March 2017.

RECOMMENDATIONS

That the Board notes the information contained within the report.

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Consultation Log

Who	Comment	Response	Changes Made as a Result/Action
Senior Management			
Legal Services			
Corporate and Customer Services Directorate			
Committee Consultation (where appropriate)			
Partnership Forum Consultation (where appropriate)			
Equality Impact Assessment			
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: Karen Reid Position: Chief Executive		
Authorised by Director	Name: Karen Reid	Date: 13 June 2017	

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1.0 INTRODUCTION

- 1.1 This report provides Board members with an update on key developments for the Care Inspectorate since the last report in March 2017. It focuses on the four key leadership themes developed by the Chief Executive.

2.0 CONSOLIDATING EXCELLENCE

- 2.1 Two half day improvement workshops took place with Orkney Council on 13 June 2017 in Kirkwall led by our Head of Improvement Support, Health Improvement Manager, a team manager and inspector. This tested out a new approach to working with providers and local partnerships where there is a generic approach to applying the improvement methodology and using health and care examples to show how care and practice can be improved on.
- 2.2 We are collecting data from the second year of our controlled drug error notifications. A report will be forthcoming highlighting any significant data and information with recommendations and common themes which will support an improvement approach for services.
- 2.3 The building better care homes guidance is being updated using a joint approach from improvement support and the adult registration team. The final draft will be ready for consultation with external stakeholders soon. It is much more streamlined, taking a person centred approach and linking in with the new Health and Social Care Standards principles.
- 2.4 Our Dementia Consultant and Health Improvement Adviser have been invited to speak at the 9th International Scientific Conference 'Senior training and non-pharmacological intervention for Alzheimer's disease', which will be held on 21-22 September 2017 in Bratislava to present on the Care Inspectorate continence and dementia work resources.
- 2.5 Our Head of Improvement Support spoke at the recent national 'Falls, Fractures, Frailty and Osteoporosis' event attended by delegates from across health and social care in May 2017, and ran two workshops at the Scottish Care National Care at Home and Housing Support Conference in May 2017. As part of our stakeholder engagement activities, we attended the Scottish Older People's Assembly reception on 29 March 2017 at the Scottish Parliament and discussed our work on falls prevention.
- 2.6 As part of our work to raise awareness of our activities with MSPs and their staff, we held a Care Inspectorate exhibition at the Scottish Parliament. This was attended by the Chair, members of the Executive Team and our Strategic Communications Adviser. We had a considerable interest from MSPs, including Government Ministers, and MSPs showed a keen interest in our work.

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- 2.7** We attended and contributed at the ‘Growing Communication Assets for Scotland’s Future, the second Scottish Government and the Royal College of Speech and Language Therapists (RCSLT) Communication Summit’, to consider challenges in early years and children around speech, language and communications and have contributed to the national plan to support action in this area.
- 2.8** The new Health and Social Care Standards have been finalised and approved by the Minister, having been asked by Scottish Government to lead the review of the Standards alongside Healthcare Improvement Scotland. The Standards themselves are ground breaking in their approach and they promise to have significant impact beyond registered care services. They have the potential to be a powerful vehicle for improving the quality of health, social work and social care experienced by people in Scotland and creating more integrated care. Collaborating with groups led by people using care, such as Who Cares and Inclusion Scotland, helped the Project develop human rights-based standards that are genuinely empowering. With the standards covering the whole care system and developed from the perspective of an individual person, we have also reached out to organisations and charities providing non-registered advice, support and helplines.
- 2.9** Following the success of the review, the Scottish Government is funding us to jointly lead the implementation phase. The Implementation Project will follow a similar model to the Review Project, co-producing plans to implement the Standards in partnership with organisations representing people using, as well as providing and commissioning care. This puts us in an influential position to drive the way that the Standards transform how health and social services are planned, commissioned, delivered and scrutinised into the future.
- 2.10** The Care about physical activity (CAPA) improvement programme team is now in post, and includes two of our inspection staff. The programme is funded by the Scottish Government to promote movement across care services and will run until the end of October 2018. We are working with eight partnerships across Scotland.
- 2.11** Working in partnership with Scottish Government, the Scottish Futures Trust and other stakeholders, we will be publishing a resource in September called “Space to Grow”. The resource will support the development of high quality environments to support positive outcomes for children by providing advice, guidance and good practice examples on good design principles for early learning and childcare settings. The resource was requested to support the expansion for all eligible children to 1140 hours free early learning and childcare by 2020.

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- 2.12** We are working with the SSSC to develop a set of guiding principles for providers on the deployment of modern apprentices. The principles are to support providers in their consideration and decision making when employing modern apprentices within early learning and childcare services. This will enable providers to make assessments of the individual's skills and knowledge base to ensure they can meet young children's learning and development needs for appropriate deployment. Where a modern apprentice has specific areas of development this will also enable providers to ensure they have the appropriate mentoring and support in the service. The main aim is to support good decision making that will not negatively impact on a child's experience.
- 2.13** We have produced a registration guidance note for OSCR. This will be included within their general guidance for charities who wish to change their legal entity status to that of a SCIO (Scottish Charity Incorporated Organisation).
- 2.14** We have published reports on strategic inspections conducted in respect of services for children and young people in Moray and Glasgow, and in respect of services for adults in Edinburgh.
- 2.15** We presented a workshop on learning from significant case reviews at the Expo ahead of Social Work Scotland's annual conference in Crieff on 13 June 2017.
- 2.16** The Service Manager (Strategic Scrutiny) and a Strategic Inspector will make a presentation to the Holyrood conference on 29 June on the key messages from our report on significant case reviews.
- 2.17** We have now developed our methodology for the revised approach to inspection of services for adults, focusing on joint strategic planning and commissioning. These inspections will also report on the quality and effectiveness of leadership in the integrated partnerships. This is a joint scrutiny approach with HIS.

3.0 CULTURAL CHANGE

- 3.1** Our internal staff engagement and communication approach continues to flourish with many of our workforce making use of the 'People Like Us' microsite and embracing Yammer and Moodle as methods to share online discussions and documents about issues arising and the progress of key projects. We have just completed our second "temperature check" staff poll which has proven popular. So far we have asked the workforce whether they supported the Christmas Office Closure and if there was an appetite to review our organisational values. We will continue to use the pop up polls as they provide a quick assessment of staff mood and thinking towards key issues.

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- 3.2** Our second quarterly 'Engage in Change' forum was held in April 2017. The day was very interactive looking at an external example of intent-based leadership skills which instigated interesting discussion. This was followed by an introduction to Coaching Conversations which got the group thinking about how they flex their style in a leadership position. This was a precursor to a development programme that all the members of Engage in Change will participate in over the next year. The Customer Service Strategy was also a key area of focus with the group thinking about how they do things differently to ensure that they embody the principles in everyday work. Work is on-going on the charter of managerial approaches which will be shared with the forum in August 2017 when it next meets. This will result in a clearly described approach to supportive and empowering management across the organisation.
- 3.3** The first programme of my Chief Executive's breakfast meetings is coming to a close in June 2017, which has been part of my commitment to be open, accessible and engaged with staff at all levels in our organisation. There will be a second programme of meetings scheduled later in the year as these have proved popular in empowering staff to speak out as well as assuring the workforce that we are listening as well as consulting. A summary of thematic issues and action will be produced.
- 3.4** We are continuing to build on our strategy around coaching conversations in the Care Inspectorate. We will deliver the coaching conversations training programme to 75 managers and keep coaching conversations skills development alive through refresher sessions with the Senior Management Team. A project plan is being developed to implement the governance framework for coaching and to communicate this widely to the workforce. This is an important element of supporting empowerment of our staff at every level.
- 3.5** A development event with all the team managers was held to consider the role of the team manager in light of the organisational restructure and the impact and role of the new senior inspector within teams. This provided an overview of how coaching conversations can impact on the way we work and support continued cultural change within the organisation.
- 3.6** The strategic inspection team have contributed to the development of an improved approach to quality control and quality assurance. We have devised a pilot approach to peer feedback that will be tested in the two remaining joint inspections of services for children and young people, with a view to rolling this out more widely if successful.
- 4.0 A COMPETENT AND CONFIDENT WORKFORCE**
- 4.1** We have appointed a new Professional Accreditation Advisor to the Professional Development Award delivery team and recruitment is underway to secure appropriate teaching input. Once this in place we will

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formally apply to the Scottish Qualifications Authority and SSSC to become an approved delivery centre in order to commence delivering the award in 2017. We have worked closely with colleagues in the SSSC and have agreed that a five year registration condition will apply in future which shifts us away from a three yearly time span. This will help all that require to do the award to attain it within the five year period, set by the SSSC.

- 4.2** Service managers with responsibilities for regulatory inspection, registration and complaints have worked with the OD team to develop and deliver an induction programme for new team managers and senior inspectors. The induction will include 'Step into Leadership' modules developed by SSSC.
- 4.3** Interviews for the shared Head of Human Resources post with the SSSC were held at the beginning of June. We are currently undertaking the relevant checks on the preferred candidate and are hoping for a start date in August 2017.
- 4.4** We hosted our first webinar which put in place initial development support for our workforce to sharpen interviewing and job application skills. This was well received and can be used repeatedly as the session was recorded and can be downloaded again. This experience will be used to model how we can use webinars in future to complement our learning and development programme in a cost effective and impactful way.
- 4.5** We progressed our new career pathways pilot ready for recruitment in May 2017. The new role of practitioner inspector and inspection assistant will be piloted and closely evaluated.
- 4.6** We have been reviewing current learning and development approaches and programmes as well as our approach to the Personal Development and Review Scheme. Both approaches will be shaped through a cross representative working group to fit the needs of our new structure and to ensure we have achieved best value for money in our learning and development investment.
- 4.7** All members of our intelligence team and the Professional Adviser Finance have undertaken five days of foundation intelligence training, supporting us to move towards more intelligence-led ways of targeting resources and scrutiny and improvement focus. The intelligence team have now commenced working towards achieving the Scottish Qualifications Authority accredited professional development award in intelligence analysis.
- 4.8** Two of our Improvement Advisers started the Scottish Improvement Leader (SciL) programme with NHS Education for Scotland in March 2017 and two more staff will commence the course in August 2017. The aim of the SciL Programme is to develop individuals who can lead the support of

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improvement projects within their organisation, and take an advisory role to support, teach and coach others in their improvement work. This ensures that our improvement support team have a certificated improvement qualification.

- 4.9** We have recruited 24 new Senior Inspectors and six new Team Managers all of whom have attended a three-day induction programme designed and delivered by Service Managers. These days help to provide an overview of the new role and provide a forum for further improvement and peer support.
- 4.10** The adults team have set up a panel to review inspection reports, to assure quality, learn from good practice, enhance an outcome-focussed approach and improve consistency. This includes a representative from our involving people team. The group have developed a review process and an approach for giving feedback to inspectors.
- 4.11** The Service Manager (Adults) is leading on the development of an induction programme for new inspectors.
- 4.12** Dr Hannah Watkins, clinical psychologist with NHS Tayside, led a development session for inspectors in the Children and Young people's teams on suicide and self-harm in looked after children. This was well received and will support inspectors in the work they do with regulated services to support safeguarding of children and young people.
- 4.13** As part of the ongoing development of a new shared inspection methodology with Education Scotland we undertook pilot inspections at both a mainstream accommodation and a special residential school. They were well received by both services and we have subsequently met with Education Scotland to refine the methodology prior to formal approval and implementation.

5.0 COLLABORATIVE WORKING

- 5.1** We participated in the Life Changes Trust Leadership Programme which taught Systems Leadership approaches to tackling the care system in order to bring about change and improvements. This was attended by Senior leads from the third sector and some providers all focused on making care a better experience with relationships at the heart of the system. Many of the issues discussed at the programme have been adopted through our national methodologies forum which is currently working on developing a new framework for Children and Young People who have experienced or are experiencing care services.
- 5.2** We launched a staff consultation on the development of our new corporate plan. The staff consultation is supported by an engagement plan and a suite of information on our internal communication channels, including a

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questionnaire. Following this internal consultation, we will involve and consult with the public and a broad range of stakeholders and partners, with a view to publishing the new corporate plan (2018-2022) by April 2018.

- 5.3** Twenty new involved people have now joined our volunteer schemes and are working with us on inspections to gather the views of people who use care services and their informal carers. All have received training and are keen to make a difference through their role on inspections. I would like to thank them for their interest, commitment and willingness to share their time to help improve care.
- 5.4** 'Come on In' is a guide to help family and friends of people living in care homes make the most of the time spent together. The resource was launched at Campbell Snowden care home at the end of April 2017. This was developed by the care service along with the Care Inspectorate, Scottish Care and others. The response has been very positive and the resource has been added to the Spotlight on Dementia HUB page.
- 5.5** The Specialist Dementia Unit Improvement Programme is continuing with HIS, NHS Education for Scotland (NES), Scottish Care and the Care Inspectorate. Hatton Lea as the fourth demonstrator site is now established as part of the programme and a learning network event was held for all care homes with commissioned NHS beds for people with dementia. Our Dementia Consultant is continuing to support Hatton Lea as they continue to identify their improvement priorities with residents, families and staff.
- 5.6** The Health Improvement Manager has had active input into learning events and workshops for the Scottish Patient Safety Programme pressure ulcer improvement programme and supports the project nationally and locally with knowledge of pressure ulcer prevention, care sector and regulations. Developments have included various tools, one is an information leaflet for people and their families about preventing pressure ulcers. The Care Inspectorate has led on producing a microsite for the programme which has motion graphics to highlight the pressure ulcer prevention and management standards. It will also host case studies of improvement impacts following tests of change that are being developed and worked on by the 20 care homes to showcase their improvement work. NHS Education for Scotland is also involved in the project as education was identified through a gap analysis at the start of the project by all the test sites as an area that needs to be included.
- 5.7** A Health Improvement Adviser has been involved with the Supporting Children and Young People with Healthcare Needs in Schools Advisory Group along with the Scottish Government's education department.

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5.8 We are also reaching out to co-produce practice guidance and forge new partnerships across traditional professional boundaries in early years projects. We are currently developing the following suite of resources sharing and celebrating good practice across services for children and young people:

- ‘My Childminding Experience’: a resource co-produced with the Scottish Childminding Association highlighting the benefits of childminding for children’s outcomes and promoting local authorities commissioning childminders to deliver funded hours.
- ‘Our Creative Journey’: a resource promoting expressive arts in partnership with Creative Scotland and voluntary organisations such as the Care and Learning Alliance and Starcatchers.
- A practice resource promoting gender equality in early years co-produced with Zero Tolerance Scotland.

Rather than issuing expert guidance in the traditional style of a statutory regulator, we are working with the early learning and childcare sector to share and celebrate good practice in order to promote innovation and improvement.

5.9 We are working with the SSSC with regards to how we can work more collaboratively in relation to leadership and management and enhancing leadership capacity across the sector.

5.10 The Service Manager (Complaints) took part in Scottish Government ‘Duty of Candour’ events providing 12 workshops on ‘good complaint handling in social care.’

5.11 Building on the PhD we part-funded in relation to the use of appreciative inquiry in care home inspections, we are continuing to discuss how we can build our positive working relationships with ‘My Home Life’ in Scotland.

5.12 A team manager and an inspector took part in a 4-Nations conference on regulation, presenting on the balance between scrutiny and improvement and illustrating this through a case study of a care home that we recently closed. This was very well received and feedback has been positive.

5.13 We continue to work with Local Authorities and COSLA on supporting their work with Unaccompanied Asylum Seeking Children. This collaborative work has ensured these children and young people receive appropriate care placements and support to meet their individual needs. The Chief Inspector Strategic Scrutiny and the Service Manager for Registration and

Inspection gave evidence at a Parliamentary Committee on support for child asylum seekers and refugees.

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- 5.14** The Care Inspectorate is working collaboratively on a range of initiatives to support the developing policy to increase Early Learning and Childcare (ELC) to all eligible children by 2020 including The Childminding Pathway report which has been completed with recommendations on implementing a learning framework for childminders both pre and post registration. Funding has been provided to the Care Inspectorate for a further year to support the implementation of the learning pathway to make it easily available to potential childminders and CPD to registered childminders.
- 5.15** We are working with the Scottish Government evaluation team who will evaluate the ELC trials of innovative service provision to support the delivery of ELC. We will be providing evaluation of the registration and variation processes. We will also provide findings of how services are meeting the needs of children and families to support positive outcomes through our other scrutiny activities
- 5.16** There are a number groups to support the ELC expansion where we are a key partner including:
- Strategic Forum – high level advisory group chaired by the minister
 - Strategic Evidence Group (including communications and evidence sub group.
 - Review of staffing – workforce development
 - Audit Scotland Advisory group for the review of ELC 600 hours
- 5.17** A Quality Reference Group has been established to develop a national plan for delivery of the 31 actions identified following the consultation on the Blueprint for Expansion of ELC by 2020.
- 5.18** Representatives from the Children and Young People’s inspection team met with the Chair of the Scottish Children’s Rights Officer Network (SCRON) and are to speak at their annual development event in June. The aim is to improve our intelligence on services through more effective dialogue with Children’s Rights Officers between formal inspection activity.
- 5.19** Representatives from the Children and Young People’s inspection team met with the Care and Justice Team, Children and Families Directorate and Scottish Government to assist their development of contingency plans across the secure provision should a large scale emergency arise at one of the services. Variations to conditions of registration are currently being granted to ensure there are contingencies in place if a large scale emergency were to arise.
- 5.20** We have engaged well with internal and external stakeholders (including young people) to support the drafting of a report for Ministers on the broad outline and scope of a revised model of strategic scrutiny. This was delivered to Scottish Government in June.
- 5.21** Along with HMICS, we are developing methodology and writing quality

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illustrations for a thematic review of adult support and protection arrangements. We have engaged with Social Work Scotland's protection subgroup to help us.

- 5.22** We are developing methodology for a thematic review of SDS implementation, in partnership with a range of stakeholders including Scottish Government and Audit Scotland.
- 5.23** The following positive feedback has been received from a bank regarding our input into the decommissioning and endeavours to build and commission a new building for an elderly care provision:
- 'Given the foregoing it was hugely encouraging and beneficial to have the direct involvement of the Chief Inspector, Adults from your team, who kindly contacted the bank and outlined the willingness of the Care Inspectorate to work with stakeholders to the benefit of residents and ensure that the new provision is delivered whilst maintaining firm control and guidance with management and staff on the existing site, and, that despite grades of '2' there was a positive recognition of the endeavours being undertaken to deliver the new build.
- 5.24** Following helpful discussions with NHS Inform, the Head of Customer Service is arranging for colleagues supporting the NHS Inform Helpline to visit the our Contact Centre to see our service in operation. This is with a view to better partnership working in terms of signposting callers who contact each of our organisations. Additionally, Age Scotland has asked if we would facilitate an information session in relation to the service we provide to callers. Age Scotland now deal with what would have been Silver Line enquiries and they are hoping to clarify with us the type of enquiries that should be passed to them as the Silver Line service is no longer operating in Scotland. Both of these initiatives will progress during July 2017.
- 5.25** We have been formally required to produce a range of documents to support the work of the Scottish Child Abuse Inquiry. A small team has been working to collate and submit these documents, which relate to the work of both the Care Inspectorate and its predecessor, the Care Commission. We expect that we will be require to provide further documents and information as the Inquiry progresses. In addition, the Executive Director of Scrutiny and Assurance and I have met with the counsel to the Inquiry, and have at their request, provided additional information designed to assist the Inquiry in understanding the regulatory practice of our organisation over the years. Members will be aware that the Inquiry commenced its first phase of hearings on 31 May. This first phase is expected to continue until 12 July.

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