

Developing a new corporate plan for the Care Inspectorate

Report to: Board

Date: 17 January 2018

Report by: Rami Okasha, Executive Director of Strategy and Improvement

Report No: B-29-2018

Agenda Item: 13

PURPOSE OF REPORT

To advise members of progress on developing a new corporate plan, and emerging themes thereof.

RECOMMENDATIONS

That the Board:

1. Notes this paper and discusses the comments received to date.
2. Discusses the vision, purpose and strategic objectives set out in section 5.0
3. Agrees the next steps set out in section 6.0.

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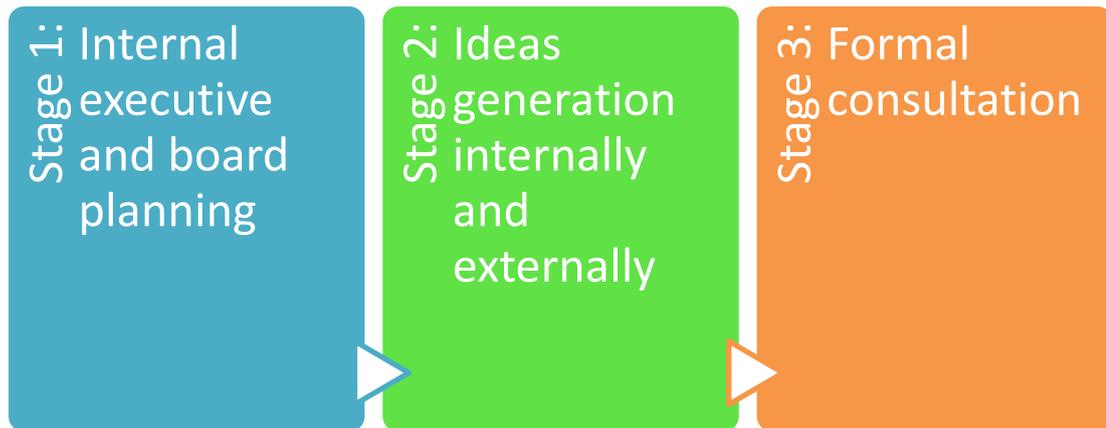
Consultation Log

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 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: Executive Director of Strategy and Improvement		
Authorised by Director	Name: K Reid	Date: 8 January 2018	

1.0 BACKGROUND

The Care Inspectorate’s current corporate plan expires in 2018. In December 2016, the Board agreed to commence a corporate planning process during 2017, with significant involvement of our staff, people experiencing care and their carers, and the wider sectors in which we work.

The Board agreed that this process would comprise three phases, as set out here:



Stages 1 and 2 have now been completed. This report summarises the key themes from these stages and the proposed structure for our new corporate plan. It provides an update on plans for Stage 3, and sets out the steps leading to formal Board consideration of the draft corporate plan.

This exercise builds on the work of the Care Inspectorate’s transformation plan which is designed to build the confidence and competence of staff, consolidate excellence in all that we do, collaborate, effectively, and support cultural change.

2.0 STAGE 1: INTERNAL EXECUTIVE AND BOARD PLANNING

During 2017, the Senior Management Team, Executive Team, and Board have all engaged in strategic planning exercises to consider the future landscape of the sectors in which we work, and the role that the Care Inspectorate can plan in adding value to the delivery of public services. Most recently, the Board considered these issues at its strategic event in October 2017.

All these horizon-scanning exercises have highlighted the continued pace of change within the planning and delivery of public services, with particularly significant change continuing to arise from the integration of health and social care, the expansion of early learning and childcare and education governance, and rights-based care. Major changes are also expected as a result of legislative and policy changes around carers, care experienced children and young people, community justice, and new nationals and indicators.

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A common theme of all these discussions has been the likely continued rise in demand and need for public services, against a backdrop of structural reform and finite resources, including the Care Inspectorate's finite resources. The work of the Care Inspectorate, and its predecessor bodies, has contributed greatly to the sectors in which we work. Amongst regulated care services, seventeen years of independent national regulation has helped provide assurance and accountability about the quality experienced by people using those services, and mechanisms for requiring improvement where quality is not good enough.

There is a recognition, however, that as the sector changes and as new, innovative models of care are developed, the role of the Care Inspectorate as an independent scrutiny body that supports improvement must evolve also. There is particular interest and opportunities in how we can evaluate, present and respond to evidence about the outcomes experienced by people in local communities, empowering people and communities more and contributing to reducing inequalities. Given the finite resources of the Care Inspectorate, and the continual increase in operating costs, this requires us to accelerate our work in being risk-based and intelligence-led, whilst at the same time remaining robust and efficient in the delivery of our activities. In some way, this challenge continue from the ideas of Crerar and Christie but it arises in a new landscape and context.

3.0 STAGE 2: IDEAS GENERATION INTERNALLY AND EXTERNALLY

Whilst the Care Inspectorate must operate within its statutory framework, subject to the agreement of a ministerially-approved plan for its inspections, it has broad discretion in how to exercise its responsibilities and deploy its resources in most areas. It is therefore important to engage widely with stakeholders to understand their views about where the Care Inspectorate can add value and help further improvement in social services, and more broadly contribute to reducing inequalities across local communities.

In December 2016, the Board agreed that this should not be limited to formal consultation on the text of a corporate plan, but be preceded by a more informal phase of 'ideas generation' to allow people and organisations to contribute their ideas about the Care Inspectorate's work. This will help strengthen the plan itself, ensure it reflects the priorities of the people with and form whom the Care Inspectorate works, and reflect good practice about the engagement and involvement of people in public services.

During 2017, the Care Inspectorate sought to raise awareness of the development of the new corporate plan amongst staff, stakeholders, and people experiencing care and their carers. We have developed a series of written materials, online resources, and social media campaigns to ask people what they think works well and how they think the Care Inspectorate should change in the future.

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3.1 Summary of feedback from people who experience care and their carers

The Care Inspectorate's involving people group comprises people who experience care, and their carers. This group advises the organisation on policies and strategies and is highly important in the advice it gives. The Care Inspectorate held dedicated sessions with the involving people group to hear what works well, and what people would like to see more of reflected in our work.

Involved people strongly supported the Care Inspectorate carrying on inspections, particularly where unannounced, and encouraged us to involve more people on these inspections as inspection volunteers. They felt that the purpose of inspections should be to help services get better, and said that in order to do that effectively we should work with other organisations to ensure we are joined up. They suggested that we should find new ways to communicate our findings to a wide range of people, including people who experience care and people who are responsible for planning and delivering it. They felt that our scrutiny approaches should not just be about a "one day snapshot", but continue to be responsive to what is happening in care and how that is changing over time.

3.2 Summary of feedback from Care Inspectorate staff

Using a combination of internal social media, videos from the Chief Executive and Executive Directors, and face-to-face discussions, Care Inspectorate staff were strongly encouraged to provide feedback and ideas about the future direction of the organisation. Many staff felt that clear strategic objectives which inspire are essential to focusing our work, and many suggested a shorter corporate plan that is clear about what success looks like. There was a strong theme around focusing our scrutiny activity on supporting improvement and signposting care professionals to effective practice. Staff overwhelmingly wanted to continue involving people in our work, and want to develop better ways of seeking people's views. This could be reinforced with a rights-based approach to all our work.

Some staff suggested that we should focus more on addressing inequalities, and that we could collaborate better with other organisations around intelligence-sharing. Some felt we should better evidence the prevalence of compassion in care. Many staff felt we should focus on being a learning organisation, with a focus on building confidence in specialist areas of care practice. Personal accountability and autonomy were considered important, and several staff emphasised the importance of customer service in delivering our work.

3.3 Summary of feedback from external stakeholders

Using our website, social media, and feedback cards from events and meetings, we were able to engage with external stakeholders. These include

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members of the general public (some of whom may be people who experience care or carers) and providers and commissioners of care.

There was a strong call to continue engaging services, people experiencing care, and their families in our work. This was seen as important to ensure our work is directed in the right way and has credibility with the people who rely on it. Many people suggested we should focus more on the experiences of people and person-centred care, including through unannounced inspections. Some services wanted to see more clarity in what we are looking for, with a desire for greater feedback and discussion about our scrutiny findings in order to support improvement, particularly in services perceived to be 'failing'. There was a strong call for the Care Inspectorate to be clearer in signposting effective practice, and being able to recognise and support improvement more.

4.0 SYNTHESIS OF EMERGING THEMES

A number of emerging themes present themselves from Stages 1 and 2. It is clear that our future activities need to be capable of being deployed in a changing landscape, where more care is provided to more people in different ways, and to do so within our likely future budgets. Whereas the Care Inspectorate's first corporate plan focused on building a new organisation from three predecessor bodies, and the second corporate plan set out how we intended to place rights-based care at the centre of our approach, the opportunity now presents itself for the next corporate plan to set out how we will empower people and communities, contribute to reducing inequalities, and help improve their wellbeing.

In being a scrutiny body which supports improvement, we need to be clear and consistent in articulating the relationship between scrutiny and improvement, showing how modern forms of scrutiny which are focused on outcomes and experiences lead directly to supporting improvement. We also need to be confident and resourced in providing more direct improvement support as part of, and following, scrutiny activities.

Because of drivers like self-directed support, integration, education governance reform and right-based care, future care is more likely to be 'boundary-spanning'; that is, more care will likely be provided outside traditional structures we have known up to now. Essential changes to the registration categories of care services, and the increasing emphasis on community empowerment, may have profound implications, yet present exciting opportunities, for the Care Inspectorate.

To prepare for significant changes in the sectors in which we work, we may need to be able to deploy our staff in new ways, and support them to undertake new types of scrutiny and improvement interventions, all the while recognising the value that comes from the subject matter expertise of our staff. We may need to think less through the lens of registered care services, and place more emphasis on people's journey of care and the communities in which they live.

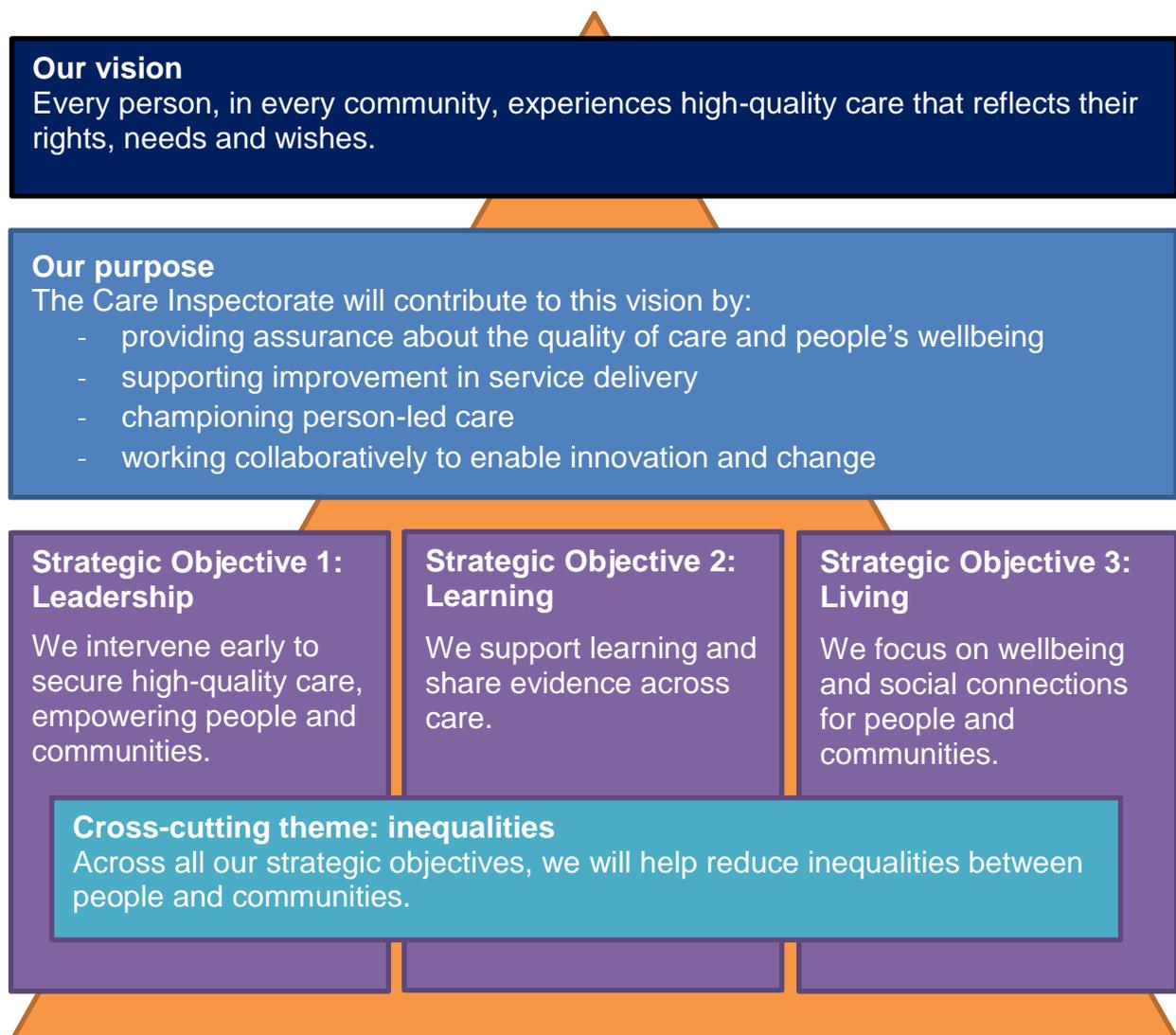
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Our partnership working will become increasingly important.

5.0 PROPOSED STRUCTURE OF THE CORPORATE PLAN

Based on the feedback and analysis above, it is proposed that four strategic objectives for the Care Inspectorate’s next corporate plan are developed, as shown below.

This diagram presents a high-level vision for the Care Inspectorate, clarifies our purpose, and proposes four strategic objectives around (a) early intervention to assure the quality of care, (b) sharing learning cross the sectors in which we work, (c) focusing on wellbeing and social connections for people and communities, and (d) helping to reduce health and social inequalities.



In each of the strategic objectives and the cross-cutting theme, the corporate plan will set out high-level strategic activities which will allow more detailed operational plans to be developed and evolved pursuant to them. The

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corporate plan will set out what success in each area looks like, to allow more detailed success measures to be considered by the Audit Committee.

6.0 NEXT STEPS

Following the Board's discussion, Care Inspectorate staff will prepare a draft corporate plan which reflects the points above for discussion at the Quality and Strategy Committee and then the June 2018 Board meeting. In parallel with this sequence, the Care Inspectorate will share this draft with its staff, involving people group and key stakeholders in order to gather views which can be reflected to the Quality and Strategy Committee. A final version of the plan will then be tabled at Board meeting later in 2018 for consideration. This timescale will allow for appropriate account of the Care Inspectorate's budget for 2018/19 and indicative budget for future years, allow for appropriate consideration of the new national outcomes expected to be published later in 2018, and ensure appropriate Board and stakeholder involvement. The current corporate plan will continue to operate until the new plan is agreed.

7.0 RESOURCE IMPLICATIONS

The resources for this development activity will be met from the existing communications budget. Delivery of the corporate plan will be contingent on future years' resources, but, where choices need to be made, clarity on our strategic objectives will help decision-making and prioritisation through the Care Inspectorate's annual budget setting.

8.0 BENEFITS FOR PEOPLE WHO EXPERIENCE CARE

Ensuring that the Care Inspectorate's corporate plan meets the needs, expectations and aspirations of people who experience care 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.

9.0 CONCLUSION

The Board is invited to note and comment on the approach set out in this paper.

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