



# Chief Executive's Report

**Report to:** Board  
**Date:** 29 March 2018  
**Report by:** Karen Reid  
**Report No:** B-41-2018  
**Agenda Item:** 16

## PURPOSE OF REPORT

This report provides the Board with an update on key developments since the Board meeting in January 2018.

## RECOMMENDATIONS

That the Board:

1. Notes the information contained in this report.

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**Consultation Log**

Version	Consultation	Manager	Brief Description of Changes	Date
	Senior Management			
	Legal Services			
	Corporate and Customer Services Directorate			
	Committee Consultation (where appropriate)			
	Partnership Forum Consultation (where appropriate)			
<b>Equality Impact Assessment</b>				
Confirm that Involvement and Equalities Team have been informed			YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>
EIA Carried Out			YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>
If yes, please attach the accompanying EIA and appendix and briefly outline the equality and diversity implications of this policy.				
If no, you are confirming that this report has been classified as an operational report and not a new policy or change to an existing policy (guidance, practice or procedure)			Name: Karen Reid Position: Chief Executive	
Authorised by Director	Name: Karen Reid		Date: 15 March 2018	

## **1.0 INTRODUCTION**

This report provides Board members with an update of key developments for the Care Inspectorate since the last report in January 2018. It focuses on the four key leadership themes developed by the Chief Executive.

## **2.0 CONSOLIDATING EXCELLENCE**

- 2.1** Registration teams have begun tentatively implementing the ‘regulatory sandbox’ model, with one specific service to date (previously registered as Daycare of Children). The adult registration team has been working closely with the improvement team to review the Building Better Care Homes guidance and it is hoped that this will be finalised and ready for publication over the next few weeks.
- 2.2** Work is nearing completion on one of our innovation fund winners’ projects, “Animal Magic”, about the benefits that engagement with animals can have to people’s overall quality of life. This new resource has been developed by one of our Early Learning and Childcare Team Managers, with support from colleagues. The resource has personal accounts of the transformative experience animals have made to individuals’ lives, whether in care or requiring support of another kind.
- 2.3** Work is underway and will be concluded by 1 April 2018 on ‘My Plan’ an improvement tool for care planning in older people’s care homes. This will direct people to good practice on personal plans, link to examples of good care planning and be complemented by the on line resource on training for personal plans for staff by the SSSC.
- 2.4** We have been working with COSLA on the development of a dependency/capacity tool for use in care homes for older people. This work is sponsored by the Scottish Government as part of the national care home contract. This work is near completion with focus groups been held and the next steps with be testing within services before digital development.
- 2.5** Our Improvement Support Team manager has had an abstract accepted for presentation a poster presentation in Krakow at the EWMA 2018 Conference. This is on the work completed in collaboration with Healthcare Improvement Scotland (HIS) on pressure ulcers. The Care About Physical Activity (CAPA) team have had the opportunity to present on the improvement work at over 20 events and have had a number of abstracts accepted for academic and peer-reviewed conferences.

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- 2.6** Work is continuing to embed SOFI (the Short Observational Framework for Inspectors) in to the scrutiny and improvement process including early years. This will support more structured observations of the care and support experienced by children and young people in these settings.
- 2.7** We have recently been invited to speak at this year's European Social Services Conference in Seville in May 2018, to present on two issues: the development of the health and social care standards, and our involvement of young inspectors with personal experience of care on our inspection of services for children and young people. Both are recognised as being innovative and help evidence our desire to provide world-class scrutiny and improvement activity. Our presentation will include input from a young inspector who will travel to the conference

**3.0 CULTURAL CHANGE**

- 3.1** The new cultural change strategy has been approved by Senior Management Team (SMT) on 7 Feb 2018. To support widespread understanding and support for the strategy, we are developing a range of ways of communicating and engaging our staff in delivering the strategy, which aims to make people proud to work for the Care Inspectorate and retain us as an employer of choice.
- 3.2** Coaching Conversations for Managers courses continued in February and March 2018, both receiving positive feedback. We have now trained over 100 managers in direct communication, coaching style conversations, and respectful challenges. Four staff information sessions on coaching were held in late February 2018.
- 3.3** The Bright Ideas initiative has been successfully running since July 2015. The initiative enables colleagues across the organisation to contact me directly and suggest useful ideas for improvement within the organisation. I respond to all suggestions.

Since the Bright Ideas initiative was launched in July 2015 248 suggestions have been received; 74% of these have been completed, 20% are in progress and 6% have not been progressed for specific reasons and as such feedback has been provided as to why they have not progressed. I review each of these ideas, working with the SMT to ensure appropriate consideration and/or implementation.

Appendix 1 provides Board members with a sample of ideas received since last reported to the Board.

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**4.0 A COMPETENT AND CONFIDENT WORKFORCE**

- 4.1** We contributed to the development days run by Scottish Government on good complaint handling and duty of candour. This included developing resources and running two workshops on each day. This has been well received.
- 4.2** The Adults team ran, in February 2018, a further adult protection development day for staff this ensured all staff have received adult protection training. Previous dates were held in November and December 2017. This was a joint event with adult protection leads in Local Authorities and Police Scotland Protection Unit.
- 4.3** All adult team managers and senior inspectors took part in development day on Human Rights, Health and Social Care Standards and the new inspection framework.
- 4.4** We have been successful in our application to present a poster at the first National NHS Education for Scotland Nursing, Midwifery and Allied Health Professions (NMAHP) Education Conference taking place on 26 April 2018. This one day conference brings together a diverse audience with a unique role in supporting education and development of the NMAHP workforce to meet the needs of the health and care sectors. The focus of our poster will be on the education and development aspect of the work, the benefits to service users, service providers and the NMAHP workforce.
- 4.5** One of our strategic inspectors contributed to a development day organised by the Centre for Youth and Criminal Justice, to share our findings on the management of risk for young people.
- 4.6** A new Workforce Development Strategy has now been approved by SMT, following consultation with Partnership Forum. The strategy sets out our plans for supporting the continued development of our workforce over the next three years, and will bring together a range of individual, team and organisational learning approaches. Procurement has now been completed to license an off the shelf learning portal, which will provide our staff with a comprehensive range of award winning online resources and e-learning modules covering all aspects of management and personal skills. This will support our wider strategy to drive and provide more resources for self-directed learning by all staff. A new contract has been agreed to work with a specialist external training company to provide high quality face to face generic skills training, relevant to all staff. Our Professional Development Award has now been approved by the SSSC, as well as the SQA, and is scheduled to commence after Easter 2018.
- 4.7** A new approach to performance management (appraisal) to replace PDRS has now been developed. A cross representative working group, involving Partnership Forum, has supported this work and the associated draft

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processes are currently being tested by volunteers from across the workforce. Our new approach has been designed to support individual performance and development through 1 to 1 meetings, peer and manager feedback and group supervision to support practice development. The new approach will be supported by an online system for recording planned development. It will be implemented in the spring and supported by a robust training plan, involving online learning materials and resources, classroom-based skills training and development workshops for managers.

- 4.8** As part of the CAPA programme an internal development programme has been run for inspection staff both in adults and early years and children teams. Over 230 inspectors attended. This has been very positively received and inspectors have fed back that they feel better informed and more confident about identifying where services are supporting people to move more and how to support improvement in this area. An e-learning module is under development and should be ready for adult inspectors by the end of March 2018.
- 4.9** Work is progressing by a temporary member of staff (funded jointly with HIS) to test out the use of resources to support care services in out of hours situations when contacting NHS24.
- 4.10** Through the CAPA programme a resource is being developed for people experiencing care in their own homes to enable them to think about ways to move more and for their carers to support them doing that. This has been tested out with care services and is being refined for publication. Food and fluid in care – extensive guidance linked to the Health and Social Care Standards for inspectors and care services will shortly be published on our Hub.

## **5.0 COLLABORATIVE WORKING**

- 5.1** Work is continuing in respect of the development of the shared inspection framework with colleagues from Education Scotland. The high-level group have had their first meeting and have provided feedback to the working group developing the framework. Dates have been identified in March for information sharing with colleagues across both organisations. The details of what will be shared will be agreed took place on 8 March 2018. A broad outline has been agreed and the next stage is to agree the shared aspects of the quality indicators.
- 5.2** Working with SSSC, we have been part of the ELC Career Pathway Group looking at issues and implications of the need for a much expanded workforce to meet targets for 1140 hours by 2020.
- 5.3** We are involved in looking at the challenges and implications of potentially greater numbers of staff in training (many of whom are employed as

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practitioners and registered as such with conditions). Along with SSSC, we have now produced operational guidance for our own staff. There is also research being undertaken as to how Modern Apprenticeships can most effectively be utilised.

- 5.4** We continue to support a number of the Scottish Government's work streams to help deliver the expansion of Early Learning and Childcare (ELC) to 1140 hours by 2010.

Work in the ELC trials is going well and a programme scheduled to look at the impact of the expansion has been completed and a briefing to SG. Visits are scheduled to be undertaken jointly with inspectors from both the Care Inspectorate and Education Scotland working together. Visits are scheduled until the end of March 2018. The trials will not only evaluate the quality and impact of the new models of delivering care and learning and the impact on children's experiences but also the review of the providers' experiences of the Care Inspectorate registration and variation processes. It is hoped that this evaluation will contribute to the development of the new registration process through the business transformation process.

- 5.5** Initial discussions have taken place with colleagues in Scottish Government in respect of how the Care Inspectorate may contribute to the identification of and validation of Centres of Innovation and Impact that will support the expansion of ELC provision by 2020.

- 5.6** We are supporting the development of a national "Quality Criteria" for ELC settings to provide funded early learning and childcare. It is the ambition of the Scottish Government that the provision should be high quality, provider-neutral and support parental choice.

- 5.7** We are refining our collaboration with Healthcare Improvement Scotland to ensure a more effective and efficient sharing of resources to lead and manage our joint inspection work. We have created a 'triangle' of support, involving our strategic support officers and Healthcare Improvement Scotland's project officers and administrative officers. This is delivering a more consistent approach across inspections, regardless of which organisation is leading, and is more efficient by working to the particular strengths of each role.

- 5.8** For the second year, the Chief Inspector (Strategic Scrutiny) has been asked to chair a panel to judge two categories in the Scottish Social Services Awards.

- 5.9** Through the adults' strategic team, we are supporting the Scottish Government-led Self-Directed Support research advisory group.

- 5.10** We continue to participate in the national child sexual exploitation working group.

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- 5.11** The Chief Inspector (Strategic Scrutiny) continues to provide input to the Discovery Phase of the Independent Care Review discovery phase, which, in January, involved a two day weekend residential to agree on the proposals for actions over the next few months.
- 5.12** We have now established a reference group of representatives of child protection committees to support us in developing a system to evidence decision making in respect of initial case reviews. This is in line with our responsibilities in respect of ICRs and SCRS which have been further strengthened in a recommendation of the Child Protection Improvement Programme systems review.
- 5.13** The Care Inspectorate remains a Core Participant in the Scottish Child Abuse Inquiry and continues to support the Inquiry by providing it with appropriate information. The Inquiry will shortly embark on Phase 2 of its evidential hearings (commencing 24 April 2018), considering establishments run by the Sisters of Nazareth. It will then begin Phase 3 in Autumn 2018 when it will hear evidence relating to facilities operated by Quarriers, Barnardo's and Aberlour. The Care Inspectorate has responded to (among others) requests from the Inquiry for information relating to services provided by the Sisters of Nazareth, and Quarriers. Preparations are being made to respond to further requests for information should they be received.
- 5.14** The implementation of the standards being co-ordinated by the Project Delivery Team (PDT) is demonstrating collaborative working and modelling a more joined up approach between scrutiny agencies. The joint initiative with Healthcare Improvement Scotland (HIS) is changing internal as well as external perceptions of how inspectorates co-operate. For internal staff engagement for instance, we invited HIS to share the platform at the standards briefing session on 19 February 2018 for all managers and we have reciprocated for internal NHS staff briefing.
- 5.15** Similarly, the SSSC has joined the PDT and is leading the workstream on workforce implementation around the standards. This workstream has involved engaging with SQA, providers of training and qualifications across care as well as other workforce regulators. This will help raise awareness of the standards as the workforce expands and embed in ongoing continuing professional development and relevant codes of practice.
- 5.16** The standards have also been generating a significant level of interest from other countries and provided opportunities for collaborative working and impact internationally. This confirms the growing reputation of care scrutiny in Scotland as radical and ground-breaking with our focus on the human rights and wellbeing of people experiencing care. To date we have responded to requests to meet with government officials from China, Japan, Singapore, Malta, Slovenia, Ireland, Iceland, Holland, Norway and Sweden.

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- 5.17** The practice resource Our Creative Journey is making a positive impact across early learning and childcare and powerfully demonstrates our commitment to collaborative working. Many local authorities have requested presentations on Our Creative Journey alongside the standards and the resource models the personalised approach of the standards and working collaboratively with provider organisations, practitioners, parents and children. Following the Ministerial launch in January 2018, partner organisations are proceeding to organise local press events.
- 5.18** In February 2018, the intelligence team met with Scottish Government and ISD analytical colleagues to review the care home census and prepare for the latest return which will be open for submission from 1 April 2018. This census continues to be the key source of data about people who live in care homes in Scotland and is an excellent example of how we are working with other public sector organisations to minimise the impact of essential data collections.
- 5.19** We have supported the roll out of anticipatory care planning improvement support materials to social care sector, including a joint letter from Care Inspectorate, HIS and Scottish Care. All care homes across Scotland have now been sent information packs and copies of the ACP documentation.
- 5.20** The CAPA programme has been running for nine months and will end in October 2018. The indications from the data analysed by UK Active, show clearly that both those experiencing care and staff supporting them are moving more with positive health and well-being benefits. Data indicates that there are fewer falls and the programme is leading to discharges home from care settings when that was unexpected. The programme is now planning for the next set of 10 learning events. To date, around 140 services are part of the programme and around 1000 social care professionals have attended learning events. The work from the programme was featured on Reporting Scotland and Good Morning Scotland in the past month.
- 5.21** We have begun work, separately, with Ofsted, Education Scotland, and the Independent Living Fund, who are interested in learning about our work with young inspectors. We spoke to the Scottish Care Leavers Covenant Conference 'Walking the Walk' in late 2017. This involved three young inspection volunteers in the delivery of this via video. The young people spoke of their own experiences of care as well as the views of some of the children and young people they have met during inspection. The conference was to mark two years since the launch of the Scottish Care Leavers Covenant and an was opportunity of service providers, corporate parents, practitioners and managers working with care leavers to come together to speak about the opportunities and challenges faced so far.

**Appendix 1 – Sample of ideas received through the Bright Ideas Initiative**

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