



Update on Corporate Plan Development

Report to: Board
Date: 27 September 2018
Report by: Rami Okasha, Executive Director of Strategy and Improvement
Report No: B-54-2018
Agenda Item: 10

PURPOSE OF REPORT

This report provides the Board with an update on our corporate plan development.

RECOMMENDATIONS

That the Board:

1. Notes the information contained in this report and the proposed results and evidence of our impact.
2. Agrees the next steps in Section 9.0.

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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)			
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: R Okasha Position: Executive Director of Strategy and Improvement	
Authorised by Director	Name: Rami Okasha		Date: 10 September 2018	

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1.0 INTRODUCTION

The Board considered proposals on our new corporate plan in January 2018, following a consultation exercise involving the public and stakeholders, the board, staff, and the senior management team. The Board agreed to develop a plan which is more strategic, focused on results, and accelerates a shift from a focus on care services to the experiences of people and communities.

The Board has agreed to extend the development period of the new corporate plan to allow for more discussion internally and externally on the results we want to achieve as an organisation. The final timing on this is contingent on the appointment of a new chief executive, to ensure they have appropriate input to advising on the new corporate plan but given the clear direction from the Board, it is important to maintain momentum during this period.

2.0 ENGAGEMENT SINCE JANUARY 2018 AND POLICY CONTEXT

Through a series of senior management, executive and Board-level consultation events, work on developing the intended results from the corporate plan has progressed.

Most recently, in August 2018, the Board Development Event discussed the Care Inspectorate's proposed vision, purpose and strategic objectives, and discussed the results we wish to achieve. The approach taken has been to move away from developing a corporate plan which is an ordered list of priority actions, towards developing a corporate plan which describes the difference that the Care Inspectorate makes.

Such an outcomes-focused approach is consistent with the policy landscape in which the Care Inspectorate works, including the new National Performance Framework which sets high-level results to which Scotland's public services are expected to contribute. It also aligns with the statutory functions of the Care Inspectorate, set out in sections 44 and 45 of the Public Services Reform (Scotland) Act 2010.

Thinking about the difference that the organisation makes is also resonant with the Christie Commission, which urged organisations to ensure that public services are built around people and communities, to work together effectively, to prioritise prevention, and to improve performance.

The broad structure of the plan is presented here:

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Our vision

Every person, in every community, experiences high-quality care and support that reflects their rights, needs and wishes.

Our purpose

The Care Inspectorate will contribute to this vision by:

- providing assurance about the quality of care and people’s wellbeing
- supporting improvements in outcomes for people
- championing person-led care and support
- working collaboratively to enable innovation and change.

**Strategic Objective 1:
Leadership**

We help ensure early action to promote high-quality care and support.

**Strategic Objective 2:
Learning**

We support learning and share evidence across care.

**Strategic Objective 3:
Living**

We focus on wellbeing and social connections for people and communities.

Cross-cutting theme: inequalities

Across all our strategic objectives, we help reduce inequalities between people and communities.

3.0 VISION

The proposed vision for the Care Inspectorate is that “Every person, in every community, experiences high-quality care and support, tailored to their rights, needs and wishes.”

This signals a conscious emphasis on people and communities, ahead of regulated care services: people may use many or one service, all of which impact on their experiences and outcomes. It recognises our expectation that public services should be planned and delivered in a way which reflects people’s rights, needs and wishes, and where people are empowered to access public services which meet their needs and are tailored to their choices and preferences.

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4.0 PURPOSE

The development work for the corporate plan suggests that the Care Inspectorate should contribute to this vision by:

- providing assurance about the quality of care and people's wellbeing
- supporting improvements in outcomes for people
- championing person-led care and support
- working collaboratively to enable innovation and change.

These four bullet points are important because they should inform all of the results we expect to see and contribute to, under each of the four strategic objectives.

5.0 STRATEGIC OBJECTIVE: LEADING

This means that we help ensure early action to promote high-quality care and support.

The results we are looking for include that:

- people experience high-quality care that is tailored to them
- poor-quality care is addressed quickly
- people are enabled to build more resilient communities.

The evidence we expect to see may include whether:

- more care is being provided in a way that is consistent with the standards
- our identification of, and response to, poor-quality care is timely and effective
- we have confidence in the capacity of leaders to understand their impact and improve performance
- people are satisfied with their experience of care
- support is available to help care providers to improve
- the Care Inspectorate has credibility as an independent voice.

6.0 STRATEGIC OBJECTIVE: LEARNING

This means that we support learning and share evidence across care and support.

The results we are looking for include that:

- care leaders use evidence from scrutiny to plan improvement
- evidence and intelligence from scrutiny & improvement work inform policy
- there is improvement support capacity across the sector
- people are empowered to understand and claim their rights

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The evidence we expect to see may include whether:

- providers, partnerships, and academics understand our evidence, drawn from our intelligence, about what works well and what doesn't
- providers report confidence about planning and measuring their own improvements
- how people feel about whether care and support is tailored to their rights, needs and wishes
- learning is spread across care settings so workforce practice improves.

7.0 STRATEGIC OBJECTIVE: LIVING

This means that we focus on wellbeing and social connections for people and communities.

The results we are looking for include that:

- people experience wellbeing in the communities where they live and are empowered
- people experiencing care and support are able to connect and interact positively with a range of different people
- people understand and claim their rights.

The evidence we expect to see may include whether:

- people's wellbeing is a key focus for care and support services
- there is good planning and co-ordination of services across local communities, with partnerships deploying resources and commissioning services to improve outcomes, allied to the assessed needs of communities
- people report they understand, and can access, care and support
- people are confident at exercising their rights.

8.0 CROSSCUTTING OBJECTIVE: EQUALITIES

This means that we help reduce inequalities between people and communities.

The results we are looking for include that:

- partnerships are using our evidence to promote more social and health equality between places
- inequalities between outcomes for people with protected characteristics are reduced.

The evidence we expect to see may include whether:

- people's experiences of care and support is consistently high across all communities
- care pathways and transitions work well for people
- unmet need is identified and reduced

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- specific populations, such as care leavers, disabled people, and older people, experience better outcomes than at present
- the workforce has consistently good working arrangements (eg fair work, access to training etc).

9.0 NEXT STEPS

The 2014-2018 corporate plan has been extended until the end of 2018. It is proposed that during autumn 2018, the Care Inspectorate consults with people experiencing care and other stakeholders on the proposed results we want to see, continues to develop the detail of the corporate plan, and commences consideration of possible success and performance measures. Anticipating that a new chief executive is unlikely to be in post during this period, the Board will consider an update on this work in December 2018 and approve a new corporate plan in March 2019. The existing corporate plan will be continued during this time.

10.0 BENEFITS FOR PEOPLE WHO EXPERIENCE CARE

Many tens of thousands of people interact with the Care Inspectorate every year. It is important that our organisational mission, purpose and strategic plans are clear, understood and accessible to our stakeholders. Our new corporate plan will help provide good governance for the organisation, and ensure our work is carried out in a way designed to achieve the results we want to see.

11.0 CONCLUSION

The Board is invited to note this paper.