



**care**  
inspectorate

# Involving You!

How the Care Inspectorate involves people who experience care and support in our work 2018-21

**“Volunteers are with the CI because they want to help, bring their experiences, ensure that people experience the best possible and that compassion, dignity and quality of life are offered to all”**

**“Volunteers bring their knowledge, experience and skills in addition to their wholehearted attitude”**

**“They have a much wider perspective of the care system from personal experience – both its strengths and weaknesses”**

**“I believe they add value to the work of inspection staff”**

\*quotes from our Involvement Strategy Consultation survey and events May 2018

# Introduction

Welcome to the Care Inspectorate's involvement strategy for 2018 to 2021, Involving You! We remain committed to involving people who experience care services and have embedded this philosophy and approach in our work over the past ten years. Our culture of involvement has continued to flourish and our new strategy underpins this by setting out, simply, how we will continue to empower people and meaningfully involve them in all our work to improve outcomes for people experiencing care.

As we move forward into the next three years, our new involvement strategy supports our corporate plan. It also underpins our core purpose to carry out scrutiny and support improvement in care. Involvement is at the heart of all we do and we are also focussed on strengthening communities and reducing inequalities. The Care Inspectorate exists to further improvements in the quality of social care and social work and we can only do that with the involvement of people who experience care. Just as we expect all care services and partnerships to involve people in the planning, design and delivery of care and support, we are committed to involving people across all of our scrutiny and improvement support work. Not only does it add huge value to that work, but it is the right thing to do.

This new strategy has been informed by the Health and Social Care Standards, which have been purposely designed around human rights and to support improved wellbeing. The aim of these standards is to focus on what matters to people, to drive improvement, promote flexibility and innovation and improve outcomes for everyone who experiences care. This echoes with the vision in this strategy and reflects the right that everyone has to be treated with dignity, respect and compassion when experiencing care.

I would like to personally thank all of our volunteers for their dedication and commitment in contributing to this strategy, for the time given to the important work of the organisation and ultimately, improving outcomes for people experiencing care.



**Peter MacLeod**  
Chief Executive

# Who is this strategy for?

'Involving you!' outlines how we will involve people who have experienced care and their loved ones in our work over the next three years. It is written for anyone who is experiencing care who wishes to get involved in supporting care services in trying to ensure Scotland provides safe, high quality and outcomes focused care which reflects the rights and choices of people who use them.

It also guides the work of the Care Inspectorate and helps to ensure that we remain focused on hearing the voice of people experiencing care, being influenced by their feedback and acting on it.

Our strategy is divided into three parts:

## 1. Introduction and overview

About us and our ethos of involving people experiencing care

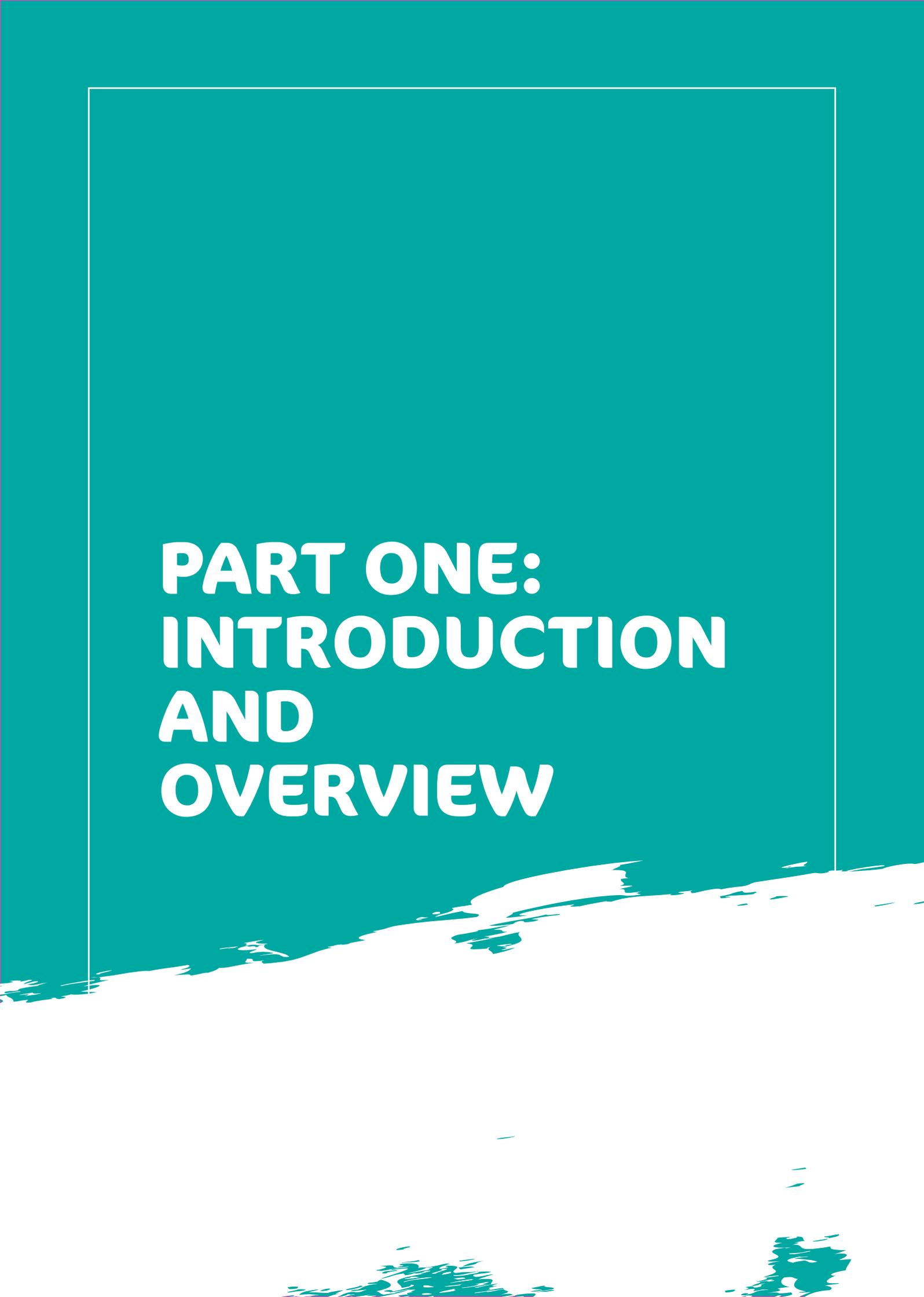
## 2. Involving you!

Our commitment to involving people experiencing care and how we do this

## 3. Moving forward – what we aim to achieve in the next three years

The action plan for the next three years and how success will be measured





# **PART ONE: INTRODUCTION AND OVERVIEW**

# About the Care Inspectorate

We believe that people in Scotland should experience a better quality of life as a result of accessible, excellent services that are designed and delivered to reflect their individual needs and promote their rights.

We are the scrutiny and improvement support body for social care and social work in Scotland. This means we regulate, inspect and support improvement in care services across Scotland focusing on positive outcomes for people which help them to live life well. We use the health and social care standards to help us inspect, drive improvement, promote flexibility and encourage innovation in how people are cared for and supported.

Our 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 work across all 32 local authorities, and all health and social care partnerships, community planning partnerships, and community justice partners in Scotland.

We register around 14,000 care and support services used by people of all ages. We check to ensure they reach high standards, and support them to improve where necessary. Last year we carried out around 7000 inspections of care services. These included care homes for older people, adults and children; care at home services; child minders, children's nurseries and housing support. We also carried out some large-scale inspections of strategic provision in local areas. We registered almost 1,000 new care services, and we investigated over 500 complaints about care.

**Our values** underpin how we work together with people and communities to achieve common goals, how we influence others and how we interact with our colleagues and customers:

Person-centred – we will put people at the heart of everything we do.

Fairness – we will act fairly, be transparent and treat people equally.

Respect – we will be respectful in all that we do.

Integrity – we will be impartial and act to improve care for the people of Scotland.

Efficiency – we will provide the best possible quality and public value from our work.

# Our commitment to involvement

## Our Involvement Charter

Developed in co-production with volunteers the charter sets out our organisational commitment and aims for involvement. We recently updated this with people who experience care services and their carers to reflect their current aspirations and needs in how we work effectively with them.

The Care Inspectorate will:

1. Be welcoming to people from a wide range of cultures, communities, circumstances, backgrounds and ages.
2. Involve and support people who use services, and their carers, in our activities.
3. Recognise the commitment and contribution of people we involve and ensure that we always provide feedback so that everyone feels respected and valued.
4. Make sure that involvement opportunities we offer people make a real contribution to the work we do.
5. Offer a range of ways to be involved.
6. Use the skills and experiences of everyone involved practically, flexibly and creatively so people are comfortable with how they are involved.
7. Be clear with people about the purpose of their involvement and how we will use their contributions.
8. Make sure that information about being involved in our work is easy to find and that the way we do things is open and understandable.
9. Measure, review and report on the outcomes of our involvement activities.
10. Work with other relevant organisations and agencies to develop and share good involvement practices.

# Why do we involve people?

We involve people in our work for several reasons. We think there is a moral imperative to involve people who experience care and support in every aspect of their lives. Many people who experience care and support may be at risk of not having their voice heard, and we play an important role in ensuring it is both heard and acted upon.

The law requires us to involve people who experience care in our work. The Duty of User Focus requires us to put people who experience care and their carers at the heart of our work. This helps us to improve the quality of design and delivery of care across Scotland as well as making a significant impact in shaping our business and national policy developments. The duty is set out in the Public Services Reform (Scotland) Act 2010 which requires the “involvement of users of scrutinised services in the design and delivery of scrutiny functions in relation to those services and the governance”.

We also think that involving people who experience care in scrutiny and improvement support enhances our work. People bring a personal experience of care, and can help us understand how people might be feeling or what people might need, even when they cannot describe that themselves. We also know that some people are much more willing or comfortable sharing their experiences with their peers, rather than an inspector.



# The policy context in the years ahead

There are many pieces of legislation and policy changes which will have an impact on our involvement work.

**The Carers Act** is an important reminder for us to ensure we involve and engage with carers in our work. It also gives them the right to be involved in any local strategies and services that affect their caring role. This means any individual who provides care, including unpaid support to family or friends who could not manage without this help are included. Applying to both adult and young carers, the act aims to support carers' health and wellbeing and help make caring more sustainable.

**The Duty of Co-operation** requires us to work together closely with other scrutiny and improvement bodies like Healthcare Improvement Scotland, Education Scotland, Audit Scotland and Her Majesty's Inspectorate of Constabulary Scotland. This makes our work across Scotland more joined up, efficient and effective. Importantly for people experiencing care, duplication is reduced. We also play a key role in improving the quality of care across community planning partnerships and in collaboration with other scrutiny bodies. Our involvement strategy will be enhanced by working well with these organisations, supporting involvement approaches across all of our collective work.

The Children and Young People (Scotland) Act 2014 named us as a **corporate parent**. This means we have duties to deliver to care experienced people. Overall, we have a responsibility to promote the wellbeing of care experienced people. To do this we need to understand and work with looked after young people and care leavers and respond to their needs as any parent should.

The **Health and Social Care Standards** set out what everyone should expect when using health, social care or social work services in Scotland. The aim of the standards is to drive improvement, promote flexibility and encourage innovation in how people are cared for and supported. Providers and partnerships need to use them as a guideline for how to achieve high quality care. We use these standards to help us in our scrutiny and improvement support work.

Find out more about the Health and Social Care Standards:

<http://www.newcarestandards.scot/>



**Health and  
Social Care  
Standards**  
My support, my life.

The standards set out a clear expectation that people experiencing care and support should be included and involved in every aspect of their lives.

The **Public Sector Equality duty** means that the Care Inspectorate has important duties to promote equality between groups of people with protected characteristics and those who do not. Because many of our volunteers, and people experiencing care and support, have protected characteristics, our involvement work is an important part of this. We expect that the specific duties will change during the lifetime of this strategy, and we will consider these carefully. The Care Inspectorate has also agreed to be mindful of the **socio-economic duty**, although this does not formally apply to us. As we implement this strategy, empowering and involving people may play an important role in this.

There will also be a growing emphasis on **community empowerment**. The Care Inspectorate has an important role to play in helping assess how well this is working, and to support improvements which empower people. Our involvement work plays a key role in helping to empower people, hear their voice, and support them to be involved in their own communities.

A photograph of a sunset over the ocean. The sky is a mix of orange, yellow, and blue, with the sun partially visible on the horizon. The water is dark with white foam from waves breaking. A white rectangular frame is overlaid on the top half of the image, containing the text.

# **PART TWO: INVOLVING YOU!**

# What do we mean by involvement?

There are many ways people who experience care and carers can be involved in our work. In order for people experiencing care and their carers to be empowered they should be able to choose how and when they get involved. This might mean simply giving their views on care services or on a particular issue at an organised event or meeting. Alternatively, they may seek to become more involved in project group work and policy development on an on-going basis; for example by taking part in staff interviews, strategic groups and inspections.

To ensure we are clear about what we mean by different types of involvement, we have explained them in the table below:

## Involving you!

We use involvement as a general term for all of the work and activities we carry out with people who experience care and carers from information sharing to co-production.

How we involve you:		Activities:
<p>Co-producing with you</p> 	<p>Working in partnership as equals at the outset of a project or programme of work to achieve better outcomes and improved efficiency.</p>	<ul style="list-style-type: none"> <li>- Development projects for policies, guidance and standards</li> <li>- Recruitment activity – being involved on interview panels and decision making</li> <li>- Being part of high level decision making groups on our work</li> <li>- Improvement projects / programmes and improvement support to services and / or Providers.</li> </ul>
<p>Engaging with you</p> 	<p>Ongoing mutually beneficial, two way partnership where decision making should be shared between all parties involved.</p>	<ul style="list-style-type: none"> <li>- Working with us on scrutiny work (inspections and complaints)</li> <li>- Being part of strategic teams for local area inspections</li> <li>- Giving advice and input into regulatory areas such as registration</li> <li>- Inputting into improvement support ideas</li> </ul>

<p>Consulting with you</p> 	<p>Asking for and listening to views for example on a policy or a new area of work. These are used to influence decision makers or changes where appropriate.</p>	<ul style="list-style-type: none"> <li>- Involving People Group</li> <li>- Specific focus groups</li> <li>- Consultation events and meetings</li> <li>- Surveys and questionnaires,</li> </ul>
<p>Informing you</p> 	<p>Sharing information of interest with others in a variety of different ways for example inspection reports, leaflets, through websites and social media, emails or letters</p>	<ul style="list-style-type: none"> <li>- Sending out newsletters (like Involve)</li> <li>- Emails and letters around particular subjects</li> <li>- Social media (twitter, facebook, linkedin)</li> <li>- Inspection reports</li> <li>- Letters</li> <li>- Improvement updates, newsletters, evaluations and reports</li> </ul>

## Involving you!

Across all our work, we want to ensure that people are not just the subjects of our work, but active participants in it. To ensure that everyone can be involved in a way that is suitable for them, we aim to offer a range of opportunities and ways that people can work alongside us, influencing our work and ultimately making a positive difference to people experiencing care services in Scotland. From becoming a full Board Member to attending one-off consultation events, there is a range of involvement activities. Below are highlighted some of our main involvement opportunities:

### Care Inspectorate Board

At least two of our members are required to be people who experience care or carers themselves. This brings a different range of experience and perspectives to the Board which is invaluable in moving our work forward. These public appointments are full and equal members. In addition, all our Board members are fully committed to realising the principles of involvement and the commitments made within our Charter. One of their responsibilities is to promote involvement in the organisation through the way decisions are made.



Paul Edie, Chair



Carol Wilkinson



Prof. James McGoldrick



Ronnie Johnston



Bill Maxwell



Gavin Dayer



Keith Redpath



Naghat Ahmed



Anne Houston



Dr Linda Pollock



Bernadette Malone

## Our scrutiny and improvement support work

There has been a shift in our scrutiny approaches to focus on outcomes for people with the assessment of quality in services being based upon people's personal experiences. Inspectors will not only ask specific open questions of people experiencing care services but will observe the quality and nature of interactions between care staff and people experiencing care. This allows the opportunity for people experiencing care to be involved in our inspection and complaints process meaningfully, ensuring a balanced evidence base which allows inspectors to make professional judgements on the quality of the service and provide improvement support in a variety of ways.

## Inspection Volunteers

This is open to adults over 26 years who have personal experience of care services, the inspection volunteer scheme plays a crucial part in our inspection process of both regulated care services, health and social care partnerships and community planning partnerships. After a robust training process, our inspection volunteers accompany our inspectors on an inspection visit. Their role is to add value to inspections by talking to people using care services and their relatives, asking relevant questions, listening and recording their comments. They also make appropriate observations based upon their own experiences and share all of this feedback with the inspector and care service manager.



## Young Inspection Volunteers

The young inspection volunteer scheme is open to young people aged 18-26 with experience of care. They play an important role on inspection, by hosting focus groups, carrying out one to one interviews and facilitating group discussions with young people using services and professionals providing the services. We recognise that our young inspection volunteers have the voice of experience and we know from our work with them that no one has better knowledge or understanding of the services than the children and young people experiencing them.



Young inspection volunteers receive a comprehensive training programme which includes information on the organisations we inspect, confidentiality, boundaries and group work. They receive on-going support from external agencies, contracted to work with the Care Inspectorate to assist in recruitment, training and support. Young inspection volunteers also receive optional access to further education, opportunities to attend conferences and development events, and benefit from an on-going structured support framework which is tailored and responsive to their needs and circumstances.

## National Improvement Programmes

We actively encourage people to get involved in influencing and shaping our improvement programmes. Improvement, by the very nature of the process, requires us and all our partners to work differently and to be united and optimistic in our approach. In order to see success, the experience, knowledge and input of everyone involved must be valued and respected while working on the principles of co-production and collaboration such as **'we all teach and all learn'**.

Some of our recent improvement projects include:

- Focus on Dementia – an improvement programme for specialist dementia units in collaboration with Health Improvement Scotland, NHS Education for Scotland and Scottish Care.
- Implementation of the SOFI 2 (short observational framework for inspection) in early years.
- Care About Physical Activity (CAPA) improvement programme which promotes moving more with care professionals and those experiencing care.
- Development of a model policy that will work as an infection prevention and control tool setting out minimum standards in care homes for care professionals and inspection staff.

## The Involving People Group

Our Involving People Group meets four times a year in different locations throughout Scotland. It's a national group for people who experience care to consult and engage on the work we are doing to improve care and support services. The levels of work involved can encompass consultation events where the group will give feedback and suggestions on areas as broad as the Care Inspectorate's website to the Corporate Plan or full co-production projects to produce a particular piece of work (like our Involvement Charter). The group has around 25 core members and another 25 who keep connected through mailings and emails.



### Project work and one off events

We offer a variety of different project groups, events and conferences for people who experience care and their carers to participate in. For example, in the past three years, some of the projects and events include:

- Involvement in the development and design stage of new models of inspection for our joint community planning partnership inspections. This has led to changes in our methodology in how we consult with people on inspection and young inspection volunteers have been involved in every step
- Being involved and presenting at both national and international conferences about scrutiny and improvement support work
- improvement projects for our inspection process
- taking part in our high level advisory groups
- co-producing video footage and presentations to explain the work of inspection volunteers and young inspection volunteers
- giving advice and feedback to allow us to meet our public sector equality duties
- bringing the experience of volunteers on our recruitment panels, including for senior roles
- advising other organisations in the care sector on the views of people experiencing care and support.

We want to keep improving and developing our involvement activities so please let us know how we could include you or your support organisation in the future. More information on our involvement opportunities, including about the application process can be found on our website at [www.careinspectorate.com](http://www.careinspectorate.com), by emailing [getinvolved@careinspectorate.gov.scot](mailto:getinvolved@careinspectorate.gov.scot) or by calling our Contact Centre on **0345 600 9527**.

# **PART THREE: MOVING FORWARD**

**WHAT WE AIM TO ACHIEVE IN  
THE NEXT THREE YEARS**

# Our involvement action plan and outcomes – 2018 to 2021

We always aim to make our involvement activities meaningful and beneficial to the people who work with us. Improved outcomes are the changes that can result for individuals, communities and organisations as a consequence of the actions we take. They can include short term benefits such as changes in awareness, knowledge, skills and attitudes and longer term benefits such as changes in behaviours, decision making or social and environmental conditions. We want them to bring tangible outcomes so people can feel, hear, see and experience the improvements achieved.

We consulted with our volunteers through various events, group discussions and survey questionnaires to gain their involvement and agreement with the direction for our action plan and outcomes. Their feedback and suggestions have influenced and, where possible, have been incorporated into both.

Involvement outcome one:	<b>Our involvement activities have a positive impact on all our work, supporting improvements in care and support across Scotland.</b>
Involvement outcome two:	<b>We respect the unique contribution of all our volunteers who have opportunities to meet, share experiences and actively engage.</b>
Involvement outcome three:	<b>Information about involvement is clear, easy to access and understand, and made widely available.</b>
Involvement outcome four:	<b>We involve a wide range of people with diverse experiences, backgrounds and circumstances in ways which are person centred.</b>

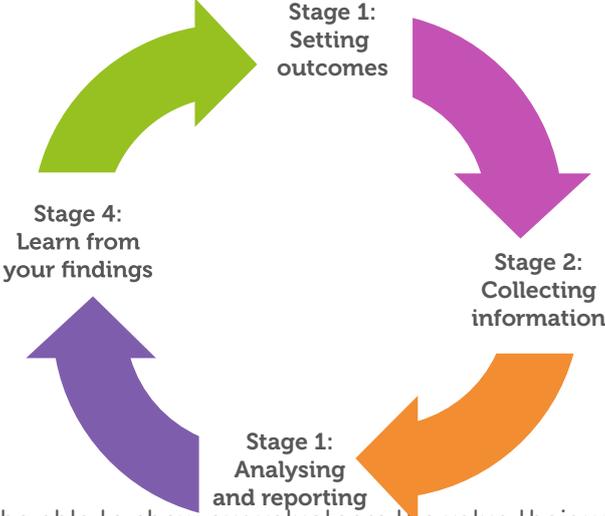


# How will we get feedback and evaluate our involvement activities

As always, we will measure and monitor our performance against the four outcomes in delivery of our involvement strategy and report progress to our Board on an annual basis. We will also continue to produce our Involve Magazine twice a year.

To try to ensure all of our involvement activities are a two way process and informed by involvement of people experiencing care and their carers, we are committed to evaluating the impact of our involvement activities. They have told us that they want to be included in any review and evaluation and we believe that by working together, we can discover what is working well, what isn't and how we can measure the impact of what we do. We use the Evaluation Pathway model which has four distinct stages to assist us in this process:

### Evaluation Pathway Model



In addition, we want to be able to show our volunteers the value their work has added to the lives of people experiencing care in Scotland. We will endeavour to improve our reporting on involvement activity through our new digital systems.

Currently we will continue to gather both qualitative and quantitative data on our involvement activities. By taking an approach which is consistent with our earlier strategies, we can track improvements over time.

Updates on our progress and activity will also be published on the Care Inspectorate website, via social media and our YouTube channel, and provided in alternative formats on request. Further information in relation to our involvement activities can be found on our website [www.careinspectorate.com](http://www.careinspectorate.com).

Through the work of our Audit Committee, we will ensure that our new corporate plan, and its performance reporting, includes appropriate measures and targets about our improvement activities so our Board can assess the impact of our work. As we develop operational plans to deliver this strategy, we will include clear success measures against which we can report.

# The impact of our current involvement activities

## Involvement outcomes action plan

Our new involvement outcomes action plan presents a high level, challenging but rewarding programme of involvement activities over the next three years. To ensure we respond flexibly to what people tell us they need, we have deliberately kept our actions broad, allowing opportunity to expand our activities and remit over the next three years. We believe this offers us the flexibility required to keep up to date with the changing landscape in terms of equalities, community empowerment while remaining responsive to the needs of those who are involved with us.

## The impact of our current involvement activities

We want our volunteers to make a meaningful and positive difference to the lives of people experiencing care in Scotland. We know from data we have gathered through out the lifetime of the last strategy that through our involvement activities;

- **More people experiencing care and their families have an opportunity to have their views, opinions and suggestions heard.**

In 2017/18 Inspection Volunteers accompanied Inspectors on around 600 inspections and spoke to an additional 5000 people. This meant that their views, suggestions and experiences influenced our inspection findings. Our volunteers spent over 3000 hours working with us. We also held involvement events on specific areas to gather views and suggestions through the perspective of people experiencing care services. We are committed to listening and making changes, allowing their views to influence our future work.

- **The views of people experiencing care and their families influence our work at both operational and strategic level, helping to inform policy and core activities.**

In the past year, we have asked people who experience services to get involved in projects such as:

- health and care standards development
- our new care service online questionnaire
- interview and assessment process for our new Chief Executive

- **We have created partnerships between people experiencing care and professionals in the sector.**

Our young inspection volunteers have been supported on inspection by Move on which has also given them access to peer mentoring as well as other opportunities. In addition, one of our young inspection volunteers has been appointed as Nicola Sturgeon, First ministers' mentee in a new annual programme. Our Finance team have also connected with communities and held Christmas parties for residents in care homes for older people in and around Dundee.



# Our new involvement outcomes action plan

Outcome	Actions
<p>1. Our involvement activities have a positive impact on all our work, supporting improvements in care across Scotland.</p>	<p>As we develop new methodology and new types of interventions including improvement support, we will review how we involve people on inspections and as inspection volunteers, so their voice is stronger.</p>
	<p>We will expand the range of scrutiny and improvement support activities which involve inspection volunteers.</p>
	<p>Develop ways of hearing the real-time voice of people experiencing care to plan our scrutiny and improvement support interventions, projects and programmes.</p>
	<p>Increasing the % of scrutiny and improvement support interventions, projects and programmes which involve people, year on year.</p>
Outcome	Actions
<p>2. We respect the unique contribution of all our people and they have opportunities to meet, share experiences and actively engage.</p>	<p>We will identify the need and provide new learning and development opportunities for volunteers to enhance skills, experience and continuous personal development.</p>
	<p>Review our corporate parenting duties and identify more opportunities for young people who have experienced care and support services to benefit from.</p>
	<p>In our scrutiny practice, we will have a focus on how well partnerships and services are supporting people to build connections in their local community, reducing isolation and loneliness.</p>
	<p>We will build links with local community groups and service user groups.</p> <p>Review our consultation groups and develop new and sustainable initiatives for the future in line with our equalities duties and including seldom heard groups.</p>

Outcome	Actions
<p>3. Information about involvement is clear, easy to access and understand, and made widely available.</p>	<p>Develop good practice guidance on involving people in care services and partnerships, to spread effective practice across Scotland to support improvement.</p>
	<p>Work with relevant partners across the public sector, covered by the duty of user focus to share experiences and learning, in partnership with volunteers from each organisation, so we can share and learn good practice.</p>
	<p>Work in partnership with improvement support team to develop a greater understanding of involvement in improvement and support through joint working initiatives.</p>
	<p>Share learning from our involvement approaches internationally to assist other countries where this is less embedded in scrutiny and improvement support and our approach would prove valuable.</p>
Outcome	Priority areas for development
<p>4. We involve a wide range of people with diverse experiences, backgrounds and circumstances in ways which are meaningful and they feel supported.</p>	<p>Target seldom heard groups to encourage them to become involved in our work in a co-productive way to prepare for the new socio-economic duty and potential new public sector equality duties.</p>
	<p>Work with other scrutiny bodies and community partnerships to promote involvement as a key means of community empowerment, targeting those who have no experience of involvement and support improvement.</p>
	<p>Develop specific initiatives for involvement in collaboration with relevant equality/care and health organisations.</p>

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