



Best Value 2018/19

Report to: Board
Date: 19 June 2019
Report by: Kenny Dick, Head of Finance and Corporate Governance
Report No: B-22-2019
Agenda Item: 14

PURPOSE OF REPORT

This report describes the Care Inspectorate's delivery of Best Value for the 2018/19 financial year.

RECOMMENDATIONS

That the Board:

1. Notes this report.

Version Control and Consultation Recording Form

Version	Consultation	Manager	Brief Description of Changes	Date
1	Senior Management			
	Legal Services			
	Corporate and Customer Services Directorate			
	Committee Consultation (where appropriate)			
	Partnership Forum Consultation (where appropriate)			
Equality Impact Assessment				
Date of Initial Assessment:			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 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: Kenny Dick Position: Head of Finance and Corporate Governance	
Authorised by Director	Name: Gordon Weir		Date: 9 May 2019	

1.0 INTRODUCTION

1.1 Corporate Plan Reference

Strategic Objective No 4

We will perform as an independent, effective and efficient scrutiny and improvement body, working to consolidate excellence, deliver cultural change, invest in a competent, confident workforce and work collaboratively with partner agencies to support the delivery of safe and compassionate, rights-based care.

Key Priority 4.1

Develop a best value approach underpinned by an efficiency saving regime to identify areas for savings, investment, and growth. This will enable us to meet future financial challenges, working collaboratively with our staff and partner bodies to continue to identify ways of reducing duplication and deploying flexible, innovative approaches to evidence public value. We will revise and strengthen our quality assurance processes and practices across all parts of the Care Inspectorate to ensure we deliver the highest quality work in a way that constantly evolves and improves.

Key Priority 4.5

Strengthen our governance arrangements and success reporting so that we are transparent, accountable and open to challenge on how we evidence our success and use of public monies and resources. We will review in partnership with Scottish Government, our legislative framework to ensure it is fit for purpose and acts as an enabler in delivering our statutory responsibilities of providing protection and assurance for people who use services and their carers.

1.2 Background

Scottish Ministers expect all Accountable Officers of the Scottish Administration and other Public Bodies to comply with the duty of Best Value placed upon them. Compliance with the duty of Best Value (as described in the Scottish Public Finance Manual (SPFM)) is an auditable requirement and subject to scrutiny.

The duty of Best Value, as set out in the SPFM, is:

- To make arrangements to secure continuous improvement in performance whilst maintaining an appropriate balance between quality and cost; and, in making those arrangements and securing that balance.
- To have regard to economy, efficiency, effectiveness, the equal opportunities requirements and to contribute to the achievement of sustainable development.

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Scottish Ministers have issued "[Best Value in Public Services: Guidance for Accountable Officers](#)". This guidance is intended to support Accountable Officers and Board Members to focus on i) continuous improvement which will help ensure sustainable economic growth for the people of Scotland and (ii) delivery of the outcomes required of all public services as articulated in the [National Performance Framework](#).

The guidance sets out five Best Value themes and two further cross cutting themes which Best Value organisations should fully embrace across all their activity.

The five Best Value themes are:

- Vision and Leadership;
- Effective Partnerships;
- Governance and Accountability;
- Use of Resources; and
- Performance Management.

The two cross cutting themes are:

- Equality; and
- Sustainability.

This report describes activity undertaken in 2018/19 contributing to the delivery of these themes and identifies developments and improvements planned for 2019/20.

2.0 VISION AND LEADERSHIP

The Guidance provides the following overview:

A Best Value organisation will have in place a clear vision and strategic direction for what it will do to contribute to the delivery of improved outcomes for Scotland's people, making Scotland a better place to live and a more prosperous and successful country. The strategy will display a clear sense of purpose and place and be effectively communicated to all staff and stakeholders. The strategy will show a clear direction of travel and will be led by Senior Staff in an open and inclusive leadership approach, underpinned by clear plans and strategies (aligned to resources) which reflect a commitment to continuous improvement.

STRATEGIC

The Care Inspectorate demonstrates that it is working to secure Best Value at a strategic level through the following:

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- We publish our Corporate Plan that incorporates our vision, values and purpose, sets out our strategic objectives and how these support the achievement of the Scottish Government’s strategic objectives and national outcomes.
- Board members and officers are involved in the setting of strategic direction and the agreement, regular review and update of strategic priorities.
- The Board receive quarterly “Monitoring our Performance” reports which provide information on performance against key performance indicators and monitoring measures. These reports are publicly available.
- Our Involvement Strategy 2018-21 “Involving You! How the Care Inspectorate involves people who experience care and support in our work” and accompanying action plan was approved by the Board in December 2018. The implementation of this strategy and action plan helps us to understand the needs of people who experience care and support and use this understanding to inform our strategic direction and priorities.
- We have adopted four key leadership themes. The four themes are:
 - Consolidating Excellence
 - Cultural Change
 - Collaborative Working
 - Competent and Confident Workforce
- We have established and are working on five change programmes in the following areas:
 - Business Transformation
 - Digital Transformation
 - Using Intelligence
 - Culture Change
 - Workforce Planning and Development
- The Procurement Strategy is reviewed annually to ensure our procurement priorities continue to reflect legislation and organisational priorities. This strategy is publicly available.
- Codes of Conduct for Board Members and staff are in place.

Areas of Strategic Best Value that could be strengthened include:

“that Executive and Non-Executive leadership and senior managers have developed a vision of how Best Value contributes to achieving effective outcomes for the organisation and that this is communicated clearly in relevant corporate and operational documents”

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A revised programme of Best Value activity was agreed by the Executive Team in January 2018. This programme is being implemented and ongoing delivery of the programme will assist with this communication and awareness raising effort.

The Business and Digital Transformation work is designed to deliver Best Value.

The LEAN training being rolled out to staff provides knowledge and techniques that support the delivery of Best Value.

OPERATIONAL

During 2018/19 the following measures to support Best Value were in place or were developing for implementation in 2019/20:

- We are continuing to refine 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 implemented improvements to our management of risk and are embedding these improvements throughout the organisation.
- Work is at an advanced stage on developing the Corporate Plan for 2019 to 2022.
- Our Customer Service Strategy and our Business and Digital Transformation process involves developing a clear understanding of the needs of our stakeholders.
- We must comply with the Scottish Regulators Strategic Code of Practice. This Code requires us to exercise our functions in a way which contributes to achieving sustainable economic growth.
- We work with other scrutiny organisations to plan and coordinate scrutiny and improvement activity with a view to maximising public value.
- We have launched our performance and development process for staff called LEAD (Learning, Experience, Achieve and Develop). LEAD comprises four core elements and is supported by online learning and performance records in our Learning Management System (LMS).
- Four members of staff have successfully completed their Scottish Improvement Leader Programme.
- We have been asked by Scottish Government to jointly lead the development of standards for Barnahus with Healthcare Improvement Scotland.
- We have been asked to join the Scottish Government's working group on developing statutory guidance for Integrated Joint Boards on community engagement.
- We are working with SSSC to inform and support their efforts to

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develop collaborative leadership tools for staff working in and with justice services.

- Given the modest costs of reviewing the National Care Standards, this project can demonstrate significant added value for the Care Inspectorate. The new Health and Social Care Standards are innovative for the care sector and are resulting in significant benefits for the organisation. Basing national standards on rights, compassion and wellbeing outcomes has led to the Scottish model of care scrutiny gaining reputation and influence across the UK and further afield.

3.0 EFFECTIVE PARTNERSHIPS

The Guidance provides the following overview:

A Best Value organisation will show how it, and its partnerships, is displaying effective collaborative leadership in identifying and adapting their service delivery to the challenges that clients and communities face. The organisation will have a clear focus on the collaborative gain which can be achieved through collaborative working and community engagement in order to facilitate the achievement of its strategic objectives and outcomes.

STRATEGIC

The Care Inspectorate demonstrates that it is working to secure Best Value at a strategic level through the following:

- Collaboration is one of the four key leadership themes. Progress on and the benefits of collaborative working are reported to the Board on a quarterly basis. These reports are publicly available.
- We work closely with the Scottish Social Services Council (SSSC) and Healthcare Improvement Scotland (HIS). There are reciprocal arrangements where the Chair of the Care Inspectorate is an SSSC Council member and a HIS Board member and the Convener of the SSSC and the Chair of HIS are Care Inspectorate Board Members. We also have joint executive level meetings with the SSSC and HIS.
- Increasing joint work between the Care Inspectorate and the SSSC is avoiding duplication and providing added value to the care sector. Combining efforts to speak as one voice to the care sector and the public results in benefits internally as well as externally. For example, collaborative work includes promoting the Health and Social Care Standards, joint internal staff guidance and producing a leaflet for external staff to raise concerns about the quality of care services.
- Our Board has agreed an improvement strategy which sets out how the Care Inspectorate will work with a range of partners to support improvement in the quality of care and support
- We continue to lead the implementation steering group for the Health and

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Social Care Standards, which bring together a wide range of partners.

- We developed a new model of inspection for child protection and children and young people, reflecting the Scottish Government's child protection improvement programme. A High-Level Advisory Group was established and meet regularly to support the development work. The new model has been implemented.
- We developed new models of scrutiny for community justice and criminal justice social work in collaboration with the sector. A High-Level Advisory Group has been established and meets regularly to support this work.
- We are continuing to work with Education Scotland to develop a shared inspection framework for both organisations.
- We continued to work with Education Scotland to develop a shared inspection framework for early learning and childcare which will be ready for implementation by April 2019. A High-Level Advisory Group continues to support this development work. This involves working closely with the Business Transformation Team as they develop and update our scrutiny methodology and digital processes for regulated care services.
- The European Commission recommended that Romania considers the Care Inspectorate as a model for developing national quality assurance approaches in social services.
- We have agreed Memorandums of Understanding with several other organisations.
- In terms of shaping policy, the standards are increasingly impacting on Scottish Government and wider social policy. Quarter 4 evidence of this influence at a strategic policy level includes:
 - The Scottish Government's Ministerial Group for Health and Community Care's progress review on the integration of health and social care states that proposals to share good practice will reflect the standards;
 - As part of its Alcohol and Drugs Strategy, the Scottish Government has committed to developing specific national guidance and standards for asset-based assessment and case management, linked to Quality Principles and the Health and Social Care Standards.
- The standards continue to generate considerable international interest and in March the Care Inspectorate hosted a delegation from Dutch regulators and we are advising regulators from the Irish Republic on developing care standards. We have also been approached to give advice to the Nigerian Government on developing standards for nursing homes.
- We are working with our partners in Healthcare Improvement Scotland at operational and senior management levels to consider the implications of the new requirements from the Ministerial Strategic Group for Health and Community Care. The group's final report published in February 2019 outlines clear expectations about both the focus of joint inspections and better targeting and coordination of improvement activity to support effective integration.
- We continue to work closely with NHS Education Scotland (NES) to develop our cloud based digital platform and draw on NES's experience of

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using an Agile software development approach in order to replace our core Scrutiny and Improvement systems.

- We are members of the Strategic Scrutiny Group.
- The Ministerial Strategy Group (MSG) for Integration has asked for a new approach to both inspection of, and improvement for, the work of health and social care partnerships in delivering services for adults and older people. We are working with our colleagues in Healthcare Improvement Scotland to revise our joint inspection approach in line with MSG's request.
- For Joint Inspections of Strategic Commissioning with Healthcare Improvement Scotland, there is an established joint management group and operational management group who take responsibility for managing and coordinating development in methodology and monitoring delivery timescales and inspection feedback from the partnerships we inspect.
- We have worked collaboratively with Healthcare Improvement Scotland, Education Scotland and Her Majesty's Inspectorate of Constabulary in Scotland (HMICS) to deliver a new model for inspecting child protection and services for children for whom there is a corporate parenting responsibility. We held a development day in May to get feedback from the first three partnerships inspected and will reconvene the High-Level Advisory Group in due course to consider any proposals for refinement of our methodology, as a result.
- We work collaboratively with Her Majesty's Inspectorate of Prisons in their inspections of prisons to discharge our responsibility for inspecting prison based social work.
- The Care Inspectorate continued to be represented on the Secure Care Strategic Board, which was formed following the recommendations of the national report "Secure Care in Scotland: Looking Ahead: Key messages and call for action".

Areas of Strategic Best Value that could be strengthened include:

"that partnership plans have agreed a set of measures and targets to track progress and can clearly demonstrate (and regularly reports on) the impact of, and the outcomes from, any partnership working."

"that where the partnership is involved in joint delivery, governance arrangements include:

- (a) agreeing appropriate respective roles and commitments and areas of collective responsibility;*
- (b) integrated management of resources where appropriate;*
- (c) effective monitoring of collective performance; and*
- (d) joint problem-solving and learning."*

We will continue to work with our partners to strengthen the above areas.

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OPERATIONAL

During 2018/19 the following measures to support Best Value were in place or were developing for implementation in 2019/20:

- We are liaising with Scottish Throughcare and Aftercare to support our networking with providers and practitioners in this sector, and to share and disseminate good practice.
- We worked with Education Scotland to continue our annual programme of inspections of day care of children services that offer pre-school education.
- We reviewed and strengthened our approach to relationship management, with Local Authorities and Health and Social Care Partnerships across Scotland.
- Under the Duty of Cooperation, we collaborated with Her Majesty's Inspectorate of Prisons with their inspections of four prisons in Scotland: HMP Low Moss, HMP Shotts, HMP Inverness and HMP Greenock.
- We have continued to work in partnership and collaboration with community justice partners, including Community Justice Scotland.
- We have an agreed workplan with Healthcare Improvement Scotland around our improvement activities in care and have undertaken joint work in several areas including dementia, pressure ulcers, out of hours care, anticipatory care planning and end of life care.
- We have worked with the Improvement Service to ensure we co-ordinate our activities to support self-evaluation and improvement in care.
- We have identified staff to link to each of the six regional improvement collaboratives that have been established across the country.
- The Director of Scrutiny and Assurance has been an advisor to Northern Ireland's Regulation and Quality Improvement Authority (RQIA) who are undertaking a programme of transformation not dissimilar to the journey we have been on. We have supported RQIA by reviewing their scrutiny work in a care home, completing a desk top review of their scrutiny decision making and enforcement processes.
- We completed the first two joint inspections of services for young people in need of care and protection. These inspections are designed to support continuous improvement in the way in which children and young people are supported at times, and in circumstances when they are most vulnerable.
- We are developing a new model to inspect care at home services. This will promote the Health and Social Care Standards and achieve closer working between our strategic scrutiny and regulatory inspections.
- The Improvement Support Team continues to work with providers and partnerships in delivering improvement workshops. Partners include care services, NHS, Scottish Care and others.
- We have supported the Scottish Prison Service (SPS) in developing their approach to self-evaluation.
- The CAPA team has completed five engagement events for the second,

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more wide-reaching phase of the programme (attended by 265 people from social care, health, leisure, community groups and other stakeholders). These events enabled potential partners to be clear about the CAPA programme and the improvement support coupled with their responsibilities as a partner in the programme. Managers are now signing up and committing to become partners across the regional areas for the improvement work which will take place over the next year.

- The CAPA team collaborated with providers across Scotland and the Generations Working Together organisation to produce the 'Bringing Generations Together' resource which has now been launched. This provides some excellent examples of the impact that bringing generations together can have on the quality of people's lives and acts as a catalyst to spread improvement.
- We worked with the eight community justice partners in North Lanarkshire as they evaluated their own work around joint planning, resourcing and leadership, using the self-evaluation guide coproduced by the Care Inspectorate and stakeholders. We published our first inspection report in this new model (in respect of services in Argyll and Bute) in late March 2019.
- The CAPA evaluation has been published which shows excellent results using measurable data. The programme has had a significant impact on the lives of older people across the partnerships involved and others who participated in the programme eg nursery and school children, prison staff and prisoners, other providers and organisations.
- The Scottish Government Active Scotland Division has provided additional funding of £750k over an 18-month period to expand the CAPA programme to a second phase. This will have a greater improvement reach across Scotland.
- Inspectors from the Early Learning and Childcare teams successfully completed their contribution of the Phase 1 of the Scottish Study of Early Learning and Childcare (SSELC).
- A draft Quality Framework was developed to support our future scrutiny of regulated care services. Feedback from consultation events with internal and external stakeholders, and evaluation from several tests were used to review and develop this approach further. Following further review, the new framework was implemented in care homes for older people in the Summer of 2018. Frameworks for other service types are being developed on a phased basis.
- A new Public Protection Procedure has been developed and launched by the Service Manager, Complaints and Inspection. This will be supported by our digital transformation work and will enable us to work more effectively with protection partners and follow up on the referrals we make.
- In partnership with Scottish Care we are supporting services in Angus to start quality improvement projects through the delivery of three improvement support learning events. Our role in supporting improvement through the inspection process and working with providers to carry out improvement locally and nationally offers the opportunity to positively

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influence the culture and behaviours in the care sector towards making sustainable improvements.

- The Improvement Support Team is beginning work with the improvement service to test the 'Self-Evaluation for Care Homes Tool' with three or four small care home providers (those with three homes or less) who have grades of 3 or below, to understand its impact on grades and providers capacity to improve.
- We continue to build on established, collaborative relationships with the Care Quality Commission's Corporate Provider and Market Oversight department, banks and commissioners to improve predictive intelligence and expertise, identify changes in financial and other risks in the sector and support the mitigation or management of these to protect continuity and improvement in care outcomes for vulnerable people.
- Care Inspectorate staff continue to support the Scottish Government's key policy of extending the entitlement for all three and four and eligible two-year olds from 600 to 1,140 hours by 2020. We are supporting the development of a range of work streams with Scottish Government staff and other stakeholders to support the expansion.
- We held an improvement session with Edinburgh Health and Social Care Partnership along with colleagues from Healthcare Improvement Scotland, the iHub and Scottish Government. The session took place following the publication of a progress review which highlighted continuing concerns about the partnership's performance in meeting the needs of older people in the city.
- We held a learning event for IJB Chief Officers around recent closures of care homes for older people where the Care Inspectorate has applied to the sheriff court for an emergency cancellation of the service's registration in terms of section 65 of the Public Services Reform (Scotland) Act 2010. The event in February was jointly hosted by the Chief Executive of the Care Inspectorate and the Chief Executive of the City of Glasgow HSCP. It was attended by Chief Officers, commissioners and other senior staff from the HSCPs as well as relevant Care Inspectorate managers and staff. The purpose of the event was to share experiences and learning to inform further collaborative work around information sharing, predictive analysis and self-evaluation. This work links to the ongoing enforcement review and aims to ensure that we make better use of intelligence to intervene earlier and provide or coordinate improvement support.
- We have established relationships with intelligence and analytical colleagues working in other UK regulators and public bodies, through which we are sharing expertise and learning.
- We have a shared business support system with Healthcare Improvement Scotland for joint inspections. Our strategic support officers work with Healthcare Improvement Scotland business support and project officers with the aim of increasing efficiency by playing to the particular strengths brought by each role; joint problem solving; providing consistency and efficiency in the support for these inspections; and to ensure helpful and consistent responses to the partnerships being inspected, no matter which

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organisation is leading.

- Shared service agreements are in place between the Care Inspectorate and the Scottish Social Services Council for finance, procurement, facilities management, human resources and health and safety services. Shared service arrangements are also in place with the Office of the Scottish Charities Regulator for facilities management.
- Our Business and Digital Transformation work involves resource sharing arrangements and significant collaboration and cooperation with NHS Education Scotland (NES).
- The Strategy and Improvement Directorate has produced a significant number of improvement resources to enhance care practice in recent years. These include publications such as My World Outdoors, Arts in Care, Our Creative Journey, Food Matters and Gender Equal Play. Using our position as the national regulator through gathering and sharing examples of good practice, we have effected practical and meaningful improvements in lived care experiences for the people of Scotland.
- The Care Inspectorate has 14 properties throughout Scotland, 10 of which are shared with other public sector organisations.

4.0 GOVERNANCE AND ACCOUNTABILITY

The Guidance provides the following overview:

A Best Value organisation will be able to demonstrate structures, policies and leadership behaviours which support the application of good standards of governance and accountability in how the organisation is improving efficiency, focusing on priorities and achieving value for money in delivering its outcomes. These good standards will be reflected in clear roles, responsibilities and relationships within the organisation. Good governance arrangements will provide the supporting framework for the overall delivery of Best Value and will ensure openness and transparency. Public reporting should show the impact of the organisation's activities, with clear links between the activities and what outcomes are being delivered to customers and stakeholders. Good governance provides an assurance that the organisation has a suitable focus on continuous improvement and quality. Outwith the organisation, good governance will show itself through an organisational commitment to public performance reporting about the quality of activities being delivered and commitments for future delivery.

STRATEGIC

The Care Inspectorate demonstrates that it is working to secure Best Value at a strategic level through the following:

- Our Corporate Plan is in place and available publicly. The Corporate Plan links strategic objectives the Scottish Government's national outcomes and strategic objectives. The Corporate Plan is translated into action through

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the preparation of the annual Scrutiny and Improvement Plan and guides the development of directorate plans.

- The Care Inspectorate Board have a dedicated event each year to reflect on progress towards strategic objectives over the past year, look at the development of the corporate plan and to consider the process for translating strategic objectives into operational plans.
- Our Involvement Strategy 2018-21 “Involving You!” and accompanying action plan was approved by the Board in March 2018. The implementation of this strategy and action plan helps us to understand the needs of people who use care services and carers and use this understanding to inform our strategic direction and priorities.
- A best value process and associated guidance is in place.
- The Care Inspectorate was awarded the Quality Scotland Committed to Excellence Certificate in July 2018. The Head of Customer Service collected this award on behalf of the Care Inspectorate at the Scottish Awards for Business Excellence. Achieving this award is a clear demonstration of the Care Inspectorate’s drive and desire to achieve sustainable business excellence.
- Our Procurement Strategy was reviewed in February 2018 to ensure the strategy continues to reflect our procurement priorities. This strategy covers all the best value characteristics.
- We have a Quality Assurance Framework in place for our scrutiny and assurance activity and we have strengthened our approach to child and adult protection through new procedures aligned to the Care Inspectorate Public Protection Policy.
- We regularly consult with umbrella organisations such as Scottish Care, the Scottish Childminding Association, the Coalition of Care and support Providers in Scotland, the Convention of Scottish Local Authorities, Early Years Scotland and the Scottish Commission for Learning Disability to help us understand the needs of care service providers.
- Success measures are in place and reported quarterly to the Board, with further qualitative illustrations of organisational impact
- We continued with our programme of “quality conversation” events with service providers to better understand how we can work collaboratively to achieve our strategic outcomes.
- We have strategic link inspectors to liaise with local authorities, child protection committees, community planning partnerships, health boards and health and social care partnerships as required. We also have relationship managers (Team Managers and in some cases Inspectors) who liaise with regulated care service large providers, local authorities (commissioners) and the new educational governance boards.
- We publish our Annual Report and Accounts which provides commentary on our operational and financial performance.
- We are working to improve the governance arrangements when we inspect with other regulators or scrutiny bodies.
- We have models to determine the resources required and how these resources need to be deployed in accordance with the number and size of

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care services, analysis of intelligence and risk associated with services, rate of complaints made about regulated care services and numbers of services registering and cancelling their registration.

- Our Customer Service Strategy involves developing a clear understanding of the needs of our stakeholders.
- The Care Inspectorate’s financial regulations are reviewed annually.

Areas of Strategic Best Value that could be strengthened include:

“that plans, priorities and actions are informed by an understanding of the needs of its stakeholders, citizens, customers and employees.”

The continued implementation of the Customer Service Strategy, our Business and Digital Transformation work and the planned employee survey will assist in strengthening this area.

OPERATIONAL

During 2018/19 the following measures to support Best Value were in place or were developing for implementation in 2019/20:

- Our Financial Regulations and other guidance are aligned to the Scottish Public Finance Manual (SPFM).
- The preparation of the annual governance statement is supported by an annual review of the governance and internal controls that operate within each directorate. This review provides assurance to the Chief Executive and is supported by a disclosure checklist.
- In dealing effectively with complaints about the Care Inspectorate we operate a process which has been agreed with the Scottish Public Services Ombudsman (SPSO).
- Regular audit, internal and external, provides assurances that internal controls are working effectively, or where there could be improvements, recommendations for improvements are made and implemented where required. The internal audit plan contains specific reviews that focus on assessing whether the current process provides best value.
- The new Quality Framework for Care Homes for Older People was published in July 2018 and is based on the EFQM approach.

5.0 USE OF RESOURCES

The Guidance provides the following overview:

A Best Value organisation will show that it is conscious of being publicly funded in everything it does. The organisation will be able to show how its effective management of all resources (including staff, assets, information and communication technology (ICT), procurement and knowledge) is contributing to delivery of specific outcomes.

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STRATEGIC

The Care Inspectorate demonstrates that it is working to secure Best Value at a strategic level through the following:

- The Care Inspectorate determines a significant proportion of its staffing resources and budget allocation through the use of resource models. The resource models link intended outcomes, the number of, size of, risk profile and intelligence on care services. The time assumptions are evidenced by time recording and staff workload capacity monitoring tools.
- We are reviewing our budget process to align with the Scottish Parliament's revised budget scrutiny process and the recommendations of the Budget Process Review Group.
- Our on-going business transformation process is performing a fundamental review of our scrutiny and improvement methodology. The methodology is reviewed to ensure we make the best use of the information and intelligence available to us and that we deploy our staff in the most effective and efficient way.
- In tandem with the changes to methodology we are using an Agile development approach to replace our existing ICT systems with modern and flexible systems that effectively supports our scrutiny and improvement methodology as it changes and develops.
- Our estates strategy is intended to ensure the Care Inspectorate makes efficient and effective use of its estate. All Care Inspectorate properties are leased. At all lease break points and end of lease dates fundamental reviews are undertaken to determine if a presence is still required in that area and if so, what alternatives are available. This review process involves the Scottish Government Property Department to ensure that the use of publicly owned or leased property is optimised.
- We have developed and are continuing to implement a new Professional Development Award. This award will continue to be developed to support the development of our staff.
- Although our Sponsor Department are only in a position to confirm our funding position less than six months prior to the start of the next financial year budgets are prepared on a rolling three-year basis. Our financial strategy looks at net expenditure and funding forecasts for the next seven years.
- We have a procurement strategy in place. We have a shared service arrangement with the Scottish Government Procurement Directorate to deliver procurement expertise and capacity when required. Competitive practice is our norm. Our policy is for all contracting opportunities to be advertised on the Public Contracts Scotland advertising portal. Non-competitive action is exceptional and a specific approval process is required.

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- We have a strategic risk register in place and this is reviewed at least annually. Work is continuing to improve risk management throughout the Care Inspectorate.

Areas of Strategic Best Value that could be strengthened include:

“that it has in place a systematic approach to risk management in relation to the organisation’s resources which is cascaded as appropriate throughout the organisation.”

A process of improving our risk management is already well underway. This includes improving links between strategic corporate risks and operational risk awareness and strengthening the inter-relationship between risk management and available resources.

“that there is a robust framework in place that ensures proper recording and transparency of all the organisation’s activities and supports appropriate exploitation of the value of the organisation’s information.”

An action plan is in place and being worked through to strengthen this Best Value area. Stage 1 of the Information Governance (IG) Improvement programme of work has been completed and we are working towards the implementation of Stage 2 with the theme ‘Safer and More Secure’.

The Board agreed the Care Inspectorate Intelligence Model (CIIM) at its meeting of 29 March 2018. This model will ensure we use intelligence effectively to inform our scrutiny and improvement decisions.

OPERATIONAL

During 2018/19 the following measures to support Best Value were in place or were developing for implementation in 2019/20:

- The Care Inspectorate budget is devolved on a systematic basis in line with operational plans. Financial and operational performance is monitored and managed throughout the financial year. However, we are beginning to develop outcomes-based budgeting which will better align financial and operational performance monitoring.
- 2018/19 and 2019/20 are financial years where the Care Inspectorate is undertaking significant change to its scrutiny and improvement methodology and ICT infrastructure and systems. Allocated revenue and transitional funding needs to be carefully managed during this period of significant change. Progress was monitored by the Executive Group and the Board throughout 2018/19.
- Work has commenced on a strategic workforce plan. This includes a Career Pathways pilot to determine the feasibility of deploying different

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types of scrutiny staff. This pilot is due to be evaluated in 2019/20.

- Monthly meetings involving Scrutiny and Assurance senior managers, Finance and Human Resources representatives are held to monitor inspection, complaints investigation and registration capacity and to plan deployment and future recruitment of operational staff.
- Our financial strategy is reviewed at least annually and is reported to and considered by the Board.
- The Care Inspectorate has a shared service strategy which has been agreed by the Board. This strategy will be reviewed in 2019/20. Several support services are delivered via shared service arrangements with the Scottish Social Services Council and the Office of the Scottish Charities Regulator. The option to use or develop shared services is considered as part of the development of all new initiatives and in the business cases for creating new posts or filling vacant posts under our Establishment Control procedure.
- We use collaborative contracts whenever this is appropriate and undertake joint procurements when possible.
- We are training staff on coaching conversations. These are to be a key driver in our new LEAD (Learn, Experience, Achieve and Develop) process for managing and supporting individual performance and development. The new approach will empower our staff to be proactive participants in the conversation with their manager about their performance, achievements, feedback and development.
- We continued to invest in staff undertaking LEAN training with a further 31 staff trained in 2018/19. This demonstrates a continued investment in improving efficiency and effectiveness across the Care Inspectorate.
- The Finance Team continue to explore opportunities to remove non value added activities from their processes. Progress continues to be monitored and reviewed on a challenges and suggestions tracker.
- Tonepay, an automated telephone payment collection tool, was introduced for customers of the Care Inspectorate and SSSC in August 2018. This provides our customers with a convenient and quick way to pay fees at any time of the day. The number of payments received via Tonepay continues to grow as awareness of the payment method increases, and we received an average of 300 payments per week. This equates to a saving of 0.43 FTE which allows the Transactions Team to deal with an increasing workload without increasing resources.
- To support our staff to grow and develop with the organisation, an interview skills course was piloted with very positive feedback. A skills analysis project is planned for 2019/20 to look at the changing requirements of our workforce to support the Care Inspectorate and our customers.
- The Business Transformation and Digital Transformation change programmes are progressing well and the newly developed complaints application was launched in March 2019. Timings are built into the app to enable efficiencies to be tracked against the current benchmark. A formal review of the new application will be undertaken early in 2019/20 and the

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- learning from this will be built into the development of future apps.
- Development of the registration application has started with plans for the application to go live in September 2019.
 - The Children and Young People Teams have commenced the review of inspection methodologies for Care Homes for Children.
 - We continue to support inspection staff to develop their improvement role, and most inspection teams have been involved in an improvement workshop.
 - The communications team launched its new, subscription-led email newsletters service with Care News, the first of a range of newsletters the Care Inspectorate will produce frequently and regularly. This new digital service replaces the printed magazine Care News, which was issued three times a year. The new service will issue a minimum of 12 editions a year and will be targeted at a wider readership. Moving to this new service achieves an annual saving of £44k.
 - Exploring and taking up offers of free to use venues is an example of a creative best value initiative. For example, the joint Care Inspectorate and SSSC project on compassionate care is currently making use of free conference facilities provided by a supplier at their premises. Similarly, an early years team development event negotiated free use of community facilities with a local authority.
 - The functionality within the new payroll and HR management information system will assist managers in determining current staff availability on dates requested. We will also be progressing functionality to provide managers with HR analytics to enhance business decision making.
 - A new online learning resource – Knowhow, was launched for all staff in January. Knowhow contains over 2,000 different resources covering a range of personal skills and management topics.
 - The majority of the Intelligence Team have completed a Professional Development Award in intelligence analysis.
 - Stage 1 of the Information Governance (IG) Improvement programme of work has been completed and was signed off by the Executive Group. The theme for this stage was 'Getting the Basics Right' and has seen some fundamental building blocks delivered to underpin our IG culture. Stage 2 of the action plan has the theme "Safer and More Secure".

6.0 PERFORMANCE MANAGEMENT

The Guidance provides the following overview:

A Best Value organisation will ensure that robust arrangements are in place to monitor the achievement of outcomes (possibly delivered across multiple partnerships) as well as reporting on specific activities and projects. It will use intelligence to make open and transparent decisions within a culture which is action and improvement oriented and manages risk. The organisation will provide a clear line of sight from individual actions through to the National Outcomes and the National Performance Framework. The measures used to

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manage and report on performance will also enable the organisation to provide assurances on quality and link this to continuous improvement and the delivery of efficient and effective outcomes.

STRATEGIC

The Care Inspectorate demonstrates that it is working to secure Best Value at a strategic level through the following:

- The Board and its Committees use self assessment to review their own performance annually.
- The application for the Excellence in Governance Chartermark involved an independent external assessment of corporate governance arrangements.
- The Chair, Board Members, the Chief Executive and all staff have a formal performance appraisal meeting at least annually.
- Our cultural change work stream promotes a culture of constructive challenge, the sharing of good practice and a desire to seek improvement.
- The Board receive performance monitoring reports at each of its meetings.
- Work is continuing on developing better links between performance and risk management and our directorate, department and team plans.
- We have launched our 'Achieving an empowered and engaged culture' plan for 2019/20.

Areas of Strategic Best Value that could be strengthened include:

“that clients, citizens and other stakeholders are involved in developing indicators and targets and monitoring and managing performance.”

This is an area we will look to strengthen through the ongoing delivery of the Customer Service Strategy.

OPERATIONAL

During 2018/19 the following measures to support Best Value were in place or were developing for implementation in 2019/20:

- Monthly scrutiny and improvement performance information is made available to all staff on the intranet.
- Performance is publicly reported on through our Annual Report and Accounts, the annual Improving Care in Scotland publication and our publicly available quarterly performance monitoring reports to the Board.
- In January 2019, LEAD (Learn, Experience, Achieve and Develop) was launched as the Care Inspectorate's process for managing and supporting individual performance and development. This new process has been designed and tested by staff from across the organisation to support and drive our vision for a culture of collective leadership, empowerment and personal responsibility.

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- A Senior Inspector has been seconded into an Enforcement Review Officer post to undertake a formal review of our enforcement activity. This will identify common factors as predictors which can influence where and how we intervene in the future and will also support learning for our inspectors and guidance for Health and Social Care Partnerships on their roles and responsibilities in such situations.
- We have developed an approach to highlight consistency of grading for use by inspection team managers. To date we have done this for care homes for older people, and for all early learning and childcare and children and young people teams.

7.0 SUSTAINABILITY (CROSS CUTTING THEME)

The Guidance provided the following overview:

The concept of “sustainability” is one which is still evolving. However, five broad principles of sustainability have been identified as:

- promoting good governance;
- living within environmental limits;
- achieving a sustainable economy;
- ensuring a stronger healthier society; and
- using sound science responsibly.

A Best Value organisation will demonstrate an effective use of resources in the short-term and an informed prioritisation of the use of resources in the longer-term in order to bring about sustainable development. Public Bodies will need to ensure that they are resilient enough to continue to deliver the public services on which we all rely.

STRATEGIC

The Care Inspectorate demonstrates that it is working to secure Best Value at a strategic level through a number of arrangements. Issues of good governance are dealt with above. Other arrangements include

- We implemented a revised Carbon Management Plan demonstrating our commitment to reduce carbon emissions for the period 2018 to 2023. This plan includes our intention to introduce Green Champions to enhance communication and awareness-raising by actively promoting and monitoring environmental projects both locally and among wider stakeholders.
- The existence and promotion of policies to reduce carbon from travel, such as increased use of video-conferencing, a cycle-to-work scheme, and strict environmental parameters on vehicles leased by the Care Inspectorate.
- Our Annual Report and Accounts provides a sustainability section.
- Supporting employment and development opportunities for young

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people, including young inspectors, modern apprenticeships and through internships.

- The delivery of sustainable procurement is a key priority in our Procurement Strategy and progress towards achieving our sustainability priorities is published in the externally available Annual Procurement Report.
- Supporting the health of our staff and the achievement of the Healthy Working Lives gold award.
- Our latest news and updates are now delivered by email, free to subscribers.

OPERATIONAL

- One of the Care About Physical Activity (CAPA) projects, which focuses on intergenerational practice, won the 'most inspiring or innovative project' award at the Quality Improvement Awards 2018.

8.0 EQUALITIES (CROSS CUTTING THEME)

The Guidance provides the following overview:

Equality is integral to all our work as demonstrated by its positioning as a cross-cutting theme. Public Bodies have a range of legal duties and responsibilities with regard to equality. A Best Value organisation will demonstrate that consideration of equality issues is embedded in its vision and strategic direction and throughout all of its work.

The equality impact of policies and practices delivered through partnerships should always be considered. A focus on setting equality outcomes at the individual Public Body level will also encourage equality to be considered at the partnership level.

STRATEGIC

The Care Inspectorate demonstrates that it is working to secure Best Value at a strategic level through the following:

- Scrutiny at Executive and Senior Management Team level to ensure that the equality impact of new policies and/or initiatives has been properly assessed.
- There is a structured programme of people management policy reviews and the equality impact of these policies is integral to this policy revision process.
- We have continued to increase the frequency of our annual equality outcome reporting beyond the statutory minimum.
- We are working towards achieving the LGBT Youth Scotland LGBT Charter Mark silver award.

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- The Care Inspectorate supported one of its directors to be a member of the statutory Scottish advisory committee for the Equality and Human Rights Commission.
- We have amended our EQIA process to reflect our duties as corporate parents.

OPERATIONAL

During 2018/19 the following measures to support Best Value were in place or were developing for implementation in 2018/19:

- All papers and policies considered by the Executive Group are routinely assessed as to whether a formal Equality Impact Assessment is needed.
- Equality Impact Assessments are published on our website.
- Guidance is available to managers to assist with the preparation of equality impact assessments.
- Our involving people group advise on a range of our approaches and ensure that the views of people who experience care and support, including those with protected characteristics, are considered.
- Two improvement resources promoting good practice in early learning and childcare were published at the end of Quarter 3: 'Food Matters' and 'Gender Equal Play'.
- During 2018/2019 young inspection volunteers were involved in the development of the new framework for joint inspections of children's services. They worked closely with the strategic team to develop participation of children and young people in local areas including development of information leaflets, survey questions and a more interactive approach to the strategic inspection process.

9.0 BEST VALUE PROGRAMME

9.1 The Best Value programme consists of 4 main areas:

- Corporate developments and corporate strategy implementation
- Best value reviews
- Other reviews
- Best Value through procurement

This section provides a brief summary of activity in each of the above areas.

9.2 Corporate Developments and Corporate Strategy Implementation

The following activity took place during 2018/19:

- We implemented the revised management reporting and decision-making structure.
- The Programme Board monitor the progress of our five change

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- programmes.
- Our Business Transformation and Digital Transformation change programmes that are transforming our scrutiny and improvement methodology and the digital systems to support this will be a major corporate Best Value development continuing until 2020/21.
- A review of support services was conducted in August 2018. The findings from this review have been considered, and an improvement action plan has been agreed.
- Further corporate developments may be identified when the new corporate plan is agreed in 2019/20.

9.3 Best Value Reviews

A revised Best Value Programme, agreed by the Executive Team in January 2018, was implemented. This programme takes account of the major strands of transformational work being undertaken and the availability of resources required to conduct the reviews.

The first Best Value Assessment Report was completed for the Lease Car Scheme, with the report including an action plan to implement agreed recommendations for improvement.

The Best Value Review Plan has been agreed for policy advice which is due to conclude in 2019/20.

9.4 Other Reviews

The Best Value Review Programme for 2018/19 contained two planned other reviews:

- Corporate performance management review. This review concluded that the licences for the Corporate Performance Reporting System would not be renewed.
- Cost effectiveness review of postage and stationery. A baseline has been developed which will inform the review following the introduction of 'Follow Me Printing' where efficiencies in the use of ink, paper and asset rental charges are expected.

9.5 Best Value Through Procurement

The Care Inspectorate's first assessment was completed in November 2016 and was a joint assessment with the SSSC. This is an evidence-based assessment of nine key areas. The report produced assesses procurement capability and highlights areas for improvement. The report uses a red, amber, green scoring system through which we were assessed as green across all 9 areas of the assessment. The next assessment is scheduled to be completed 24 September 2019.

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During 2018/19 we published our second externally facing annual procurement report (2017/18), showing progress against our procurement priorities set out in our procurement strategy. The report also lists a two-year plan of our planned procurement activity and demonstrates our continued commitment to deliver best value in procurement.

Procurement savings totalling £620k were delivered through the 2017/18 procurement activity.

We have worked with a sustainability specialist to identify further opportunities to build sustainability into our procurement activity. This reflects the Scottish Governments model of procurement where best value should be demonstrated by cost, quality and sustainability

10.0 BENEFITS FOR PEOPLE WHO EXPERIENCE CARE

By being an effective and efficient organisation, the Care Inspectorate will maximise its ability to bring benefits to people who experience care.

11.0 CONCLUSION

This report summarises the main ways in which the Care Inspectorate is striving to become a Best Value organisation. The report has identified both strengths and areas for improvement.