

Corporate Plan 2019-22

Report to: Special Public Board
Date: 15 August 2019
Report by: Peter Macleod, Chief Executive
Report No: B-26-2019
Agenda Item: 4

PURPOSE OF REPORT

This report informs the Board about the amendments made to the final draft of the Corporate Plan 2019-22 and details the proposed performance measures.

RECOMMENDATIONS

That the Care Inspectorate Board:

1. Approves the Corporate Plan 2019-22 for publication, attached as Appendix 1 to this report.
2. Approves the proposed performance measures for the new Corporate Plan 2019-22, attached as Appendix 2 to this report.

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Consultation Log

Who	Manager	Brief Description of Changes	Date
Executive Group (3 sessions)	CE - Peter Macleod Interim EDSI - Edith Macintosh	Corporate Plan session led by Ingrid Gilray Head of Intelligence and Janice Gibson OWD to discuss and develop performance measures	01 May 2019
		Subgroup of EG met to draft performance measures	07 May 2019
		Final draft plan to EG	16 May 2019
Internal and External consultation	Head of OWD - Janice Gibson	Comments considered and reflected in the final draft as appropriate	Ended 26 April 2019
Strategy and Improvement Directorate Day	Interim EDSI - Edith Macintosh	Colleagues contributed to the Corporate Plan discussion and influenced the narrative	24 April 2019
Corporate and Customer Services Directorate	EDCCS - Gordon Weir	Feedback from staff group directly. Comments considered and reflected in the final draft	April 2019
Care Inspectorate Board	Chair - Paul Edie	Comments considered and reflected in the final draft	19 June 2019
Partnership Forum Consultation (where appropriate)	CE - Peter Macleod	Development session at Partnership Forum	09 May 2019

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: Peter Macleod Position: Chief Executive	
Authorised by Director	Name:	Date:

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1.0 INTRODUCTION

- 1.1** The Corporate Plan 2019-22 has been developed, as agreed with the Board, to be more strategic, focused on three strategic outcomes and underpinned by strategic objectives.
- 1.2** The Board considered a final draft of the Corporate Plan at its June 2019 Board meeting. It was agreed that more work needed to be done to provide further detail on specific points, including the performance measures, with the final draft of the Corporate Plan with the proposed measures to be brought to a special Board meeting on 15 August 2019 for approval.

2.0 UPDATE FROM THE JUNE 2019 BOARD MEETING

- 2.1** Since the Board meeting in June 2019 much work has been done to develop the final draft of the Corporate Plan. We have considered the Corporate Plans from RQIA, CQC, Audit Scotland, HMIP and we have sought advice from colleagues in Sponsor Branch and in local councils. We have also engaged with Board members to inform this final draft of the Corporate Plan and the performance measures, which has been extremely valuable.

3.0 REVISIONS TO THE FINAL DRAFT OF THE CORPORATE PLAN

- 3.1** As a result of feedback from members of the Board at the meeting in June, our Executive Group, Board member engagement in the process, consideration of other Corporate Plans and advice from external colleagues, the final draft of the Corporate Plan has been revised quite significantly. The main additions and changes are as follows:
- a section called 'Who We Are and What We Do' has been added;
 - we have revised the Chief Executive's section 'Working Together Towards World-Class Care' to reflect the current policy landscape;
 - a graphic of the key outcomes from the National Performance Framework which our work can impact on has been added;
 - our business model and a resourcing section has been added;
 - a section called 'Looking Back and Moving Forward' has been added which provides a flavour of what we have achieved, our learning and how we intend to move forward, with some suggested broad timescales;
 - in the centre pages there is a revised Corporate Plan summary which links the key elements of the Plan together;
 - a section 'Delivery of Our Corporate Plan' which shows links to strategies, plans and programmes has been added;
 - the strategic outcomes, objectives, measures and statements which broadly say how we intend to deliver on each outcome, have been added to the document;
 - sections focusing on the health and social care standards, what this plan means for people who experience care, including being an accessible

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organisation, and two short anonymised stories of impact have been added;

- specific colours and design have been used to show linkages across the Plan. The design provides a clear, inviting, attractive, easily read Plan which can be understood by all;
- a range of pictures of people experiencing care have been used to reflect the breadth of our work.

3.2 Our head of external communications has completed a plain English and proof-reading process and our graphic designer has applied the various standards which we adhere to in order to make our publications as accessible as possible. Appendix 1 provides a copy of the final draft of the Corporate Plan 2019-22.

4.0 PERFORMANCE MEASURES

4.1 The proposed new set of performance measures which will measure the progress we are making towards meeting the strategic objectives set out in the new Corporate Plan have been developed with the expertise of our intelligence and analysis manager and her team along with the Executive Group, Board member engagement and advice from other colleagues. These are the measures that, once approved by the Board, we will report on at every public Board meeting. We have aimed to develop a small but well-balanced set of measures that cover the key objectives that we aim to deliver over the life of the Corporate Plan. Each of the proposed performance measures can be linked to one or more of the strategic outcomes. While developing our measures we also considered the dimensions of the Balance Scorecard which has helped us to look at performance from different but equally important perspectives.

We will report publicly on two different types of measures; Key Performance Indicators (KPIs) and Key Outcome Indicators (KOIs).

In Appendix 2 you will find a paper which provides some further information about the proposed performance measures. The paper includes the following appendices:

Appendix A: Performance measurement map – this provides a helpful picture of the relationship between the strategic outcomes, objectives and the performance measures, also mapped on to the balance scorecard approach.

Appendix B: A summary of the proposed performance measures (KPIs and KOIs). This summary indicates if a measure is an existing measure or a new one, it gives the target, the purpose of the measure, any additional information and implementation timescale.

Appendix C: Comparison of the performance measures for our new Corporate Plan with our current Corporate Plan. (Please note the current Corporate Plan has four strategic objectives and our new one has three.) This provides a summary linking the current measures to the proposed new ones. It indicates

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what we are proposing to keep, revise and drop and references to the proposed measures. It provides a rationale for what is proposed where required and additional notes of explanation.

- 4.2** Our intelligence and analysis manager, with input from other colleagues and the Executive Group, is currently developing our Performance Management Framework which will be our operational document and will come to the Executive Group for approval on 5 September 2019. This will describe the detail of the high-level measures. In addition to containing the detail of the high-level measures, the framework will set out our overall approach to performance measurement, and how we expect this to drive delivery of our strategic objectives over the life of the Corporate Plan.

5.0 NEXT STEPS

- 5.1** If the Board approves the new Corporate Plan and performance measures our graphic designer will finalise lay-out ready for publication on our website and in hard copy. Links will be added to the web version to any strategies, plans and programmes. A communications plan has already been prepared by our strategic communications adviser.

6.0 BENEFITS FOR PEOPLE WHO EXPERIENCE CARE

- 6.1** It is imperative that the Care Inspectorate's core purpose of scrutiny, assurance and improvement support is set out clearly though a Corporate Plan which is easily understood and very accessible to people experiencing care services and everyone we collaborate and work with. We are confident our new Corporate Plan will do this and help to ensure our critical work is carried out in a way designed to best achieve our core aim of realising world class care.

7.0 CONCLUSION

- 7.1** The final draft Corporate Plan 2019-22 reflects our core purpose to provide scrutiny, assurance and improvement support, keeping people who experience care at the heart of all we do and focused on the Health and Social Care Standards. It shows our intention for an ongoing focus of our resources to where they will have the greatest impact, further developing our intelligence-led approach and deploying our new business model. It also emphasises the transformative impact we can have on practice, people and communities across Scotland through our influential position on shaping and contributing to national policy and practice. The Board's approval of the Corporate Plan 2019-22 for publication is sought on that basis.

LIST OF APPENDICES

- Appendix 1** Amended final draft of Corporate Plan 2019 – 22
Appendix 2 Paper on proposed performance measures with appendices

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