



Title:	Chief Executive's Report	
Author:	<i>Peter MacLeod</i>	
Appendices:	1.	
	2.	
	3.	
	4.	
Consultation:		
Resource Implications:	No	

EXECUTIVE SUMMARY

To provide the Board with an update on key developments since the Board meeting in June 2019.

The Board is invited to:

- Note the information contained in this report.

Links:	Corporate Plan Outcome		Risk Register - Y/N		Equality Impact Assessment - Y/N	
For Noting	X	For Discussion		For Assurance		For Decision

If the report is marked Private/Confidential please complete section overleaf to comply with the Data Protection Act 2018 and General Data Protection Regulation 2016/679.

Reason for Confidentiality/Private Report:

(see Reasons for Exclusion)

Disclosure after:

Reasons for Exclusion	
a)	Matters relating to named care service providers or local authorities.
b)	Matters relating to named persons which were they to be discussed in public session, may give rise to a breach of the Data Protection Act 2018 or General Data Protection Regulation 2016/679.
c)	Matters relating to terms and conditions of employment; grievance; or disciplinary procedures relating to identified members of staff.
d)	Matters involving commercial confidentiality.
e)	Matters involving issues of financial sensitivity or confidentiality.
f)	Matters relating to policy or the internal business of the Care Inspectorate for discussion with the Scottish Government or other regulatory or public bodies, prior to final approval by the Board.
g)	Issues relating to potential or actual legal or statutory appeal proceedings which have not been finally determined by the courts.

CHIEF EXECUTIVE'S REPORT

1.0 INTRODUCTION

- 1.1 During recent weeks and since the last Board meeting in August I have spoken about and publicised our new Corporate Plan and our new business/operating model at several events, from a national conference on health and care referred to in our Chair's report, to the Coalition of Care Providers Scotland AGM. Our ambition and messages about intelligently targeted scrutiny, collaboration, self-evaluation and increased focus on improvement have been very well received. Alongside this the further development of scrutiny frameworks, such as that for children and young people, that are outcome led and based on the health and care standards have also been widely welcomed. The recent publication of our guide to self-evaluation is a significant step forward in progressing the expectation that services will be much clearer as to their shared responsibility with us for understanding the quality of their services at any given point in time. I would add that feedback from staff has been very positive in terms of the new direction for the organisation outlined within the Corporate Plan. I plan to organise a staff conference next year to capitalise on the momentum arising from the Plan, and a series of staff engagement events on it and the key messages and actions arising from the recent staff survey are about to commence. The Plan and positive survey results signal a new and positive phase of forward looking development for our organisation.
- 1.2 My engagement with Scottish Ministers and external bodies has continued apace through my membership of the leadership groups on adult social care reform, child protection and the early years as well as the Ministerial Strategy Group. I have also recently met with the Auditor General and continue to work closely with other colleagues such as in the government's digital division. Our work in the Strategic Scrutiny Group, which is chaired by the Accounts Commission, in producing (alongside other Inspectorates) the first inter-agency National Scrutiny Plan has been widely praised. I was very privileged to be asked to chair the national Technology Enabled Care Programme Board and held my first meeting in this position last month. A significant focus, alongside our sponsor branch colleagues and with health finance colleagues, in recent weeks, has been on budgetary matters and a recent and positive meeting will be followed up with further discussion next month.
- 1.3 Finally, I would highlight the recent appointment of Gordon Mackie, as our interim Head of Transformation, as being a significant step forward in progressing the next crucial steps of our business and digital change programmes.
- 1.4 The following sections of the report provide a commentary on organisational performance and information on strategic activities from the Care Inspectorate's three directorates, in line with our three strategic outcomes.

2.0 PEOPLE EXPERIENCE HIGH-QUALITY CARE

- 2.1 Our Corporate Plan 2019-2022 outlines our new business model, which gives a clear indication of how we will support the three strategic outcomes that will support high quality care. We are currently drafting an outline business case: Refreshing our Business Model for 2020 and Beyond for our executive group to consider. Following our 'inspection for improvement' feedback day with partnerships, we have now made several changes to our inspection approach for joint inspections of services for children. This includes revising our self-evaluation guidance for partnerships and offering a specific briefing session to clarify our expectations and arranging a dedicated scrutiny session to review and discuss performance data.
- 2.2 The Chief Inspector (Strategic Scrutiny) in her role as chair of the Operational Scrutiny Group has been working with representatives from other regulators to develop a new style of national scrutiny plan. This will be more transparent about the drivers for each body's activity and the rationale for selection for scrutiny. The group has identified some areas for future collaboration. We have also worked closely with colleagues in Healthcare Improvement Scotland to develop a proposal for a revised inspection model focusing on the experiences and outcomes for adults experiencing care in an integrated context. We will submit this proposal to Scottish Government colleagues for consideration before we develop a business case.
- 2.3 We have started our focussed inspection area in relation to the additional graduates for the Scottish Government across our inspection year 2019/20. The additional graduates have been appointed within the Scottish Index of Multiple Deprivation (SIMD) areas in Scotland to improve outcomes for some of Scotland's most disadvantaged children. Colleagues will be highlighting examples of good practice and barriers in relation to the impact of the graduates in the services. Our children and young people teams are looking at communication with children with learning disabilities and autism spectrum disorder and have planned input from the Centre for Excellence for Childcare in Scotland (CELCIS) on Active Implementation for September. We have started the employee training and development best value review.
- 2.4 The Improvement Support Team, Scottish Care and colleagues from scrutiny and assurance have been testing an approach to embed improvement in Angus. We used the intelligence from scrutiny activities to inform and develop a co-designed approach with independent and statutory services, developing a 9-month improvement initiative across multiple social care settings along with outcomes. The final learning session takes place in September 2019. A submission to share this work has been submitted to the International Forum on Quality and Safety in Healthcare in Copenhagen 2020. One of our improvement advisers has been working with the SSSC on an augmented reality app to support care staff with recording of medicines.

The plan is to launch version 5 by October and this will be available via Google/iPhone. This will be a free app which we will support and promote.

- 2.5 We have equipped our staff to use several tools to help assess the quality of care people experience. For example, colleagues in early learning and childcare teams have completed phase two of the Scottish Study of Early Learning and Childcare. The study used the Early Childhood Environment Rating Scale (ECERS tool). The ECERS is a classroom assessment tool designed to measure the quality of group programs for infants and toddlers. Also, the team manager who leads practice in Short Observational Framework for Inspection 2 (SOFI 2) has taken forward training for trainers to ensure that we have staff in each team who can train and support staff practice with the help of the Organisational Workforce Development team.
- 2.6 Recognising the changes and pressures the sector are experiencing during the Early Learning and Childcare expansion period, we have agreed with Education Scotland and Scottish Government to defer developing the framework until after the expansion has been fully implemented. Scottish Government has agreed funding for us to deliver the early childcare and learning expansion improvement programme. Recruitment to the posts of improvement advisers is currently underway with the programme beginning in October 2019. We are providing a range of workshops at two Scottish Government events to support the Early Learning and Childcare sector. The workshops include: providing outdoor settings; supporting children with additional support needs; and improvement and leadership.
- 2.7 We continue to support staff to be competent and confident to carry out their roles. Our organisational workforce development team has provided seven different types of courses to staff in Q2 of 2019/20. Team managers have taken part in coaching conversations, respectful challenge and direct communication training to support our work as a coaching organisation. The Scottish Qualifications Authority (SQA) validated the Professional Development Award in Scrutiny and Improvement and cohort two has started which includes five colleagues from HIS. In addition, Anna Lisowska, Information Analyst in the intelligence team was successful in securing a place on the Scottish Government data science accelerator programme. Anna was one of only six successful projects across the public sector in Scotland. It will focus on developing data-driven models to better predict early signs of poor quality. Service managers have reviewed and updated the induction programme for new staff.
- 2.8 There have been several publications during this quarter which include: the new Care Inspectorate Corporate plan 2019-22; Space to Grow; Complaints 2015/16 - 2018/19; and some inspection reports for justice social work services, which highlighted the need for significant improvement work in services. We have also prepared the 2018/19 annual procurement report, showing continued improvement in procurement capability with procurement savings of £1.198m realised in 2018/19.

- 2.9 We engaged with sponsor team colleagues in relation to the proposed consultation on review of the care service definitions set out in Schedule 12 to the Public Services Reform (Scotland) Act. We consulted internally to identify the issues with the existing definitions and shared the outcome with our sponsor team to help inform their proposals for consultation. We met with colleagues in Healthcare Improvement Scotland, SSSC and the Office of the Chief Social Work Advisor to discuss how this work will be progressed.
- 2.10 The Scottish Child Abuse Inquiry continues to hear evidence and we continue preparing to meet the inquiry's anticipated demands for information.

3.0 PEOPLE EXPERIENCE POSITIVE OUTCOMES

- 3.1 We have now connected 172 services directly with the second phase of Care About Physical Activity (CAPA), across ten partnership areas (this includes the Western Isles which is in addition to previous areas of work). Awareness continues to grow, with Facebook analysis showing the highest figures of unique users visiting the CAPA Facebook page. Community hospitals are interested in adopting the approach to learn from this work. This is linked to the Allied Health Professional project 'Think Activity' and to enhance all ward staff's knowledge and practical skills to promote movement.
- 3.2 The internal engagement team worked with external contractors to develop and distribute the 2019 staff survey receiving an 84% response rate. They have shared the results and have identified key themes to take forward. The team is developing an internal communication toolkit to support staff in ensuring they can share good practice and new ideas with the whole workforce in a simple and straightforward way.
- 3.3 A senior inspector who conducted a learning review of care home closures in adults services has reviewed risks of services in each team and identified services we should be concerned about. She has met with teams to discuss services and to support inspectors to put in place plans to monitor, support improvement and manage risks in services. Two senior inspectors have worked on a learning tool for core assurances to support inspectors to undertake this part of the inspection. This supports understanding of proportionality and the purpose of core assurances.
- 3.4 The improvement support team has completed an evaluation report on the improvement capacity building workshops. Between 24 August 2017 and 21 March 2019 around 1,300 participants attended over 70 workshops across the sector and in partnership with colleagues from Scrutiny and Assurance and Scottish Care partnership areas.

- 3.5 By the end of Q2, the Information Governance Team, supported by ICT, will have implemented 34 Teams and SharePoint sites, leaving only 12 to be finalised. We expect all staff to be working in the new environment by 18 October 2019. Initial feedback is that teams are using the new technology to make better use of time, resources and work priorities.

The associated information governance that underpins both our digital and hard copy corporate record will transform our ability to comply with both the GDPR and Data Protection Act 2018, without disproportionately increasing the burden on staff and resources. A workshop with the Information Commissioner's Office is planned to raise awareness relating to data protection.

- 3.6 Legal and information governance responded to a consultation by the Information Commissioner's Office on a code for data sharing. Once published we will incorporate it into our policy suite. The first tripartite information governance meeting was held with the Care Inspectorate (Wales) and Care Quality Commission (England) to discuss and agree best practice in relation to the Freedom of Information (Scotland) Act. This will now be a regular forum to share ideas.

- 3.7 We made some revisions to our assessment centres to facilitate more efficient recruitment of strategic inspectors. We ran four assessment centres and made five successful appointments. We will run further assessment centres as we implement new work following positive decisions on the business cases we submitted to Scottish Government in respect of adult support and protection; the implementation of appropriate adult arrangements; and the establishment of a national overview system to review child deaths. To meet the additional demands for the early learning and childcare additional hours provision by 2020, the Human Resources team has worked with scrutiny and assurance to successfully recruit a new registration team internally. We also carried out an inspector recruitment campaign for adults and children's inspectors and supported the strategic scrutiny team to advertise for the new role of adult support and protection practitioner inspectors.

- 3.8 Scottish Government approved our pay remit and we have now entered formal negotiation with our unions. We have formally responded to the union's pay claim and we have a series of planned meetings over the next few months to discuss this.

- 3.9 We have worked closely throughout the summer with Scottish Government colleagues, the adult support and protection national lead, and colleagues in Healthcare Improvement Scotland and Her Majesty's Inspectorate of Constabulary in Scotland to establish an advisory group and a communications strategy to support the new inspections of adult support and protection which are due to start in the autumn.

- 3.10 We are working collaboratively with several agencies, for example in Aberdeen we are piloting with Police Scotland and the Head of the Social Care Partnership how we share information on adult protection or concerns in regulated care services. We have met with the Head of Adult Protection at Police Scotland Concern Hub to learn how they handle concerns and to bring learning back to the triage team in complaints. Also, our work with the Scottish Public Services Ombudsman continues to strengthen and we have been helping them to draft the new National Whistleblowing Standards.
- 3.11 We continue to improve our ICT services with 'follow me' printing due to be launched across the organisation. This will allow colleagues to print to any printer across the organisation, reduce costs and improve efficiency. ServiceNow software will provide a single point for colleagues to request any service delivered by internal teams. We are working with an external supplier to pilot robotic process automation software which would automate time consuming manual processes to improve accuracy and efficiency. We are now developing a business case to allow the organisation to decide if we wish to proceed down this route.

4.0 PEOPLE'S RIGHTS ARE RESPECTED

- 4.1 The first meeting of the development group for Barnahus Standards has taken place, which we are jointly leading with HIS on behalf of Scottish Government. The aim of Barnahus is to improve the current system in Scotland for responding to children and young people who experience harm. At the meeting we agreed that the Barnahus standards would follow the approach and style of the Health and Social Care Standards, with rights being set out from the perspective of the individual experiencing the service. This further evidences the impact of our lead role in promoting a Scottish model of standards based on rights, involvement and wellbeing.
- 4.2 The advisory group supporting our strategic justice inspections has worked with us to develop a proposal for involvement of People with Lived Experience of the justice system (PWLE) in our justice inspections. Resource constraints prevent us from making financial reimbursement so we are working with the third sector to implement an approach which will support the involvement of people with lived experience while we work to develop a strategy based on training and learning opportunities.
- 4.3 Our young inspection volunteers have to date spoken with 167 young people experiencing care and 40 parents/carers across Scotland. Our involved people have supported various initiatives and activities, for example, taking part in staff interviews, taking part in the consultation, My Care Plan survey and supporting specific inspections including the Compassionate Care resource.

- 4.4 To continue to raise our awareness, our online newsletter, which we launched in January 2019, now reaches 7,500 subscribers. We also hosted stands at both professional and public events, this included two of Scotland's major fixtures: The Black Isle Show, with attendance of 20,000, and the Turriff Show, with attendance of 30,000. The new Hub is now averaging 2,000 more visitors a month than the previous version.