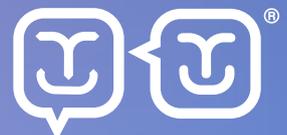




# Corporate Plan 2022-2025

Care. It's what we do



HAPPY TO TRANSLATE

# The Care Inspectorate's vision, mission and values



## Our Vision

The Care Inspectorate's vision is for world-class social care and social work in Scotland, where everyone, in every community, experiences high-quality care, support and learning, tailored to their rights, needs and wishes.



## Our Mission

We will provide public assurance about the quality of social care, social work and early learning services, promote innovation and drive continuous improvement. We will collaborate and take action where experiences and outcomes are not meeting individual needs.



## Our Values

### Person-centred:

we will put people\*, compassion and kindness at the heart of everything we do.

### Fair:

we will act fairly and consistently, be transparent and treat everyone equally.

### Respectful:

we will be respectful in all that we do.

### Integrity:

we will be impartial and act to improve care for all those in Scotland.

### Efficient:

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

### Equality:

we will promote and advance equality, diversity and inclusion in all our work and interactions.

\*infants, children, young people, adults and older people



## Our four strategic outcomes to achieve our vision

- High-quality care for all
- Improving outcomes for all
- Everyone's rights are respected and realised
- Our people are skilled, confident and well supported to carry out their roles

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Foreword  
Paul Edie, Chair

# Our continuing vision for world-class social care and social work





We will work collaboratively to maintain a focus on supporting services to improve and ensure that people are able to influence and shape their care and support.”

**Our Corporate Plan 2022-25 sets out our vision, mission and priorities for the next three years. Through our core purpose of providing scrutiny, assurance and quality improvement support we will contribute towards world-class care, support and learning opportunities in Scotland, where everyone, in every community, experiences high-quality social care and social work that is compassionate and tailored to their rights, needs and wishes.**

The Covid-19 pandemic has and continues to cause incredible challenges for many across our society, not least staff working in social care services across Scotland to deliver the best possible care.

I would like to express my thanks to all those across health, social care, social work and early learning and childcare who have worked so tirelessly over the past couple of years, as well as to the staff at the Care Inspectorate who have dedicated so much commitment, resilience and professionalism to support the sector during these challenging times.

This corporate plan has been developed in consultation with staff, volunteers, care services, partners and the island communities, taking into account the lessons learned throughout the pandemic and the ongoing and significant changes in the political and social care landscape.

The Care Inspectorate will work collaboratively and continue to maintain a focus on supporting services to improve and ensure that people are able to influence and shape their care and support.

We will keep the Health and Social Care Standards central to all that we do. In doing so, our staff will play a crucial role in protecting people, and importantly, providing assurance for those who care for them, such as relatives, friends and local communities, and driving quality improvement.

We will do this by maintaining our commitment to our core purpose and statutory duties and delivering our four high-level strategic outcomes in our corporate plan. These outcomes support our vision and values and positively promote equality, improved health and wellbeing and social justice for all.

There are developments that the Care Inspectorate will continue to influence, shape and contribute to, such as the implementation of The Promise, and the rollout of the expansion of funded early learning and childcare (ELC). We will also work with the Scottish Government and partners on delivering the recommendations of the Independent Review of Adult Social Care and the implementation of changes coming forward as part of the National Care Service.

I remain committed to the Care Inspectorate’s vision of world-class social care and social work in Scotland, and I look forward to working with everyone to implement our ambitions in our Corporate Plan 2022-25.

Paul Edie, Chair

Introduction

Edith Macintosh, Interim Chief Executive

# Collaborating for world-class social care and social work





No matter what challenges we face, those experiencing care and support must remain at the very heart of all we do.”

**Many people in Scotland will experience social care and social work services at some stage in their lives. Everyone has the right to experience high-quality social care and social work that meets our national Health and Social Care Standards. Care must be compassionate, rights-based, respect choices and help to realise individual rights, hopes and ambitions.**

The Covid-19 pandemic has seen social care and social work services of every kind face unprecedented challenges. Every person, service and organisation involved in the care sector has had to rapidly adapt to continue supporting and caring for people experiencing care within the context of the pandemic.

No matter what challenges we face, those experiencing care, support and learning opportunities – infants, children, young people, adults and older people – must remain at the very heart of all we do. We have an important role to play in keeping The Promise to care-experienced infants, children, young people, adults and their families so that every child grows up loved, safe and respected, and is able to realise their full potential.

Social care and social work are changing, driven by the emerging changes in national policy and the evolving impacts and ongoing challenges of the Covid-19 pandemic. We must be ready to implement public policy changes, new legislation and reform to deliver the new National Care Service, which will mean change across the sector;

both for services themselves, providers and partnerships, and the agencies that support and oversee them. We need to retain our capacity and ability to adapt and respond effectively to the demands such changes might bring while remaining true to our core purpose that people experiencing care are at the heart of all that we do.

With change, comes the opportunity to make improvements and do things better. Any reform must be focused on equality, human rights, be person-led and recognise the value of those who provide social care and social work in Scotland. People who experience care are essential members of our wider communities and should be supported to contribute and participate. Emerging different models of care and support represent an opportunity to strengthen these values and to strengthen our society as a whole.

As we await the outcomes and decisions that will follow the public consultation on a new national care service, this corporate plan will support us to continue placing people at the heart of all we do and reflects our duties and responsibilities, so we can play our part in ensuring that everyone in Scotland can experience world-class social care and social work.

**Edith Macintosh, Interim Chief Executive**

# Definitions

**Social care** – Social care means all forms of personal and practical support for children, young people and adults who need extra support. It describes services and other types of help, including care homes and supporting unpaid carers to help them continue in their caring role. ([Scottish Government](#))

**Person-centred** – Person-centred care is about ensuring the people who use services are at the centre of everything we do. It is delivered when health and social care professionals work together with people, to tailor services to support what matters to them. It ensures that care is personalised, co-ordinated and enabling so that people can make choices, manage their own health and live independent lives, where possible. ([NES](#))

**Market oversight** – The development of an intelligence-led market oversight function by the Care Inspectorate would support the capture and sharing of information to provide analysis of care provider resilience, early warning of threats to continued care provision, and inform the commissioning of care. Market oversight will provide a picture of social care provision across Scotland and oversight of evolving conditions in the market. The market oversight function will capture, analyse and report insight trends. (Care Inspectorate).

**Outcome-focused** - Putting the person at the centre, identifying what is important in their life, ensuring that everyone is working together to achieve the same purpose of maximising the person's independence and quality of life. ([Iriss](#))

## Privacy notice

We are committed to protecting the privacy of the people whose personal information we hold and to meeting our data protection obligations under the General Data Protection Regulation and UK Data Protection Act 2018. This privacy notice explains how we meet those commitments in practice. <https://www.careinspectorate.com/index.php/core-privacy-notice>



# The Care Inspectorate in 2022

Since our last corporate plan was published in 2019, the world has changed as a result of the Covid-19 pandemic.

Before reading our priorities for the next three years, find out more about who we are and what we do.

# The Care Inspectorate

## Who we are and what we do

The Care Inspectorate is the independent scrutiny and improvement support body for social care and social work services in Scotland.

## We support and regulate 11,762 services

38

adoption services

71

adult placement services

3,886

childminders

17

childcare agencies

3,559

day care of children services

59

fostering services

5

offender accommodation services

62

school care accommodation services

5

secure accommodation services

1,058

housing support services

1,392

care home services

255 Adults

336 Children and young people

801 Older people

121

nurse agencies

1,489

support services

1,095 Care at home

394 Other than care at home (adult daycare services)

We also carry out scrutiny, assurance and improvement activity for social work services, including joint inspections with partners across services for:

- children and young people
- adults
- older people
- justice services

Across  
**32**  
local authorities

**31**  
integration authorities

Current partners in our strategic joint inspection programmes include

- Healthcare Improvement Scotland
- Her Majesty's Inspectorate of Constabulary in Scotland
- Education Scotland
- Her Majesty's Inspectorate for Prisons in Scotland





# Where we are now

Covid-19 continues to significantly impact people's lives and livelihoods; more so than any events of recent times. It has brought tragedy to Scotland, as it has around the world, and has presented the most challenging of times. Health, social care and social work professionals across Scotland have shown dedication, compassion, professionalism and talent in caring for Scotland's most vulnerable people throughout. The Care Inspectorate and the social care and social work system in Scotland have adapted and learned as a result of the challenges of the pandemic and will continue to do so.

We are committed to protecting people from harm and to providing public assurance in the quality of care and support delivered by individual services, health and social care partnerships and across local communities.

All social care services in Scotland, including early learning and childcare, must be registered with us. We inspect these services, reporting on performance and identifying improvements they need to make. We have powers to enforce change where it is needed. We also investigate and resolve complaints about services.

We take an intelligence-led, risk-based and targeted approach to scrutiny, assurance, and quality improvement support. We rigorously monitor services, gathering and analysing intelligence, which helps to target our approaches effectively and efficiently, as well as helping to shape and influence local and national policy and practice.

Our expert workforce provides scrutiny and support for quality improvement to services every day, sharing information, guidance and good practice to deliver sustainable improvements that lead to high-quality care.

Working with our colleagues in social care, social work, healthcare, and education, we are committed to the health and wellbeing of those experiencing care, support and early learning services.

We place human rights and the Health and Social Care Standards at the heart of all that we do so that services and communities are safe places for people to live well and flourish, with their rights, needs and choices respected.

Involving people who experience care in our work is essential to inform, influence and improve what we do. We keep equality and diversity central to all we do as we continue to embed our duties of assurance, furthering quality improvement, and involvement.





## Where we are going

Throughout the pandemic, we have worked closely with our colleagues in social work, social care, healthcare and education to support the health and wellbeing of those experiencing care, support and early learning opportunities. The pandemic has highlighted the interdependencies across health, social care, social work and education and the need for system-wide approach. Healthcare, social care, social work and early learning and childcare all bring value and unique benefits and there must be a shared understanding of each sector and the issues and risks each face.

As we look ahead to the next three years, it is essential to continue to apply our learning as we live with Covid-19 and ensure that we are fully prepared for any public health emergencies in the future. We must ensure that we have a holistic, collaborative system with the required capacity to continue to meet the needs of those experiencing care and support, both now and in the future.

The National Care Service will have a significant impact on the delivery of social care and social work services in Scotland. As the National Care Service is debated, developed, and implemented, this will have significant implications for our role

and function. It presents an opportunity to influence and adapt to this changing environment, strengthening our role, purpose and ability to support and contribute to the delivery of world-class social care, social work and support in Scotland.

We are committed to achieving the ambitions set out for us in The Promise and welcome the reform that is under way and aimed at improving outcomes for infants, children and young people. We will also contribute to changes that are coming forward as part of the education reform agenda. It is essential that the needs of the different groups and services within education are taken into account, as well as the wider impact on the inspection and scrutiny landscape to deliver a streamlined, consistent and collaborative approach.

The Care Inspectorate will support the priorities of the National Performance Framework, contribute to reducing health and social care inequalities and empower communities. We support the building of the wellbeing economy where everyone has access to the opportunities they require to support their wellbeing.

## National Performance Framework

All of the Care Inspectorate's work supports the delivery of the National Performance Framework and is focused on delivering the National Outcomes. Our work has a particular emphasis on creating opportunities for everyone living in Scotland, improving their wellbeing, reducing inequalities, and achieving social progress.

While the pandemic has impacted upon these in different ways, our Corporate Plan for 2022-25 focuses on our contribution to helping achieve the National Outcomes over the next three years. These include ensuring people:





# Key plans and strategies to help us achieve our vision

- ▶ Carbon Management Plan 2018-23
- ▶ Corporate parenting plan
- ▶ Digital Transformation programme
- ▶ Equality, Diversity and Inclusion Strategy 2021-25
- ▶ Financial strategy
- ▶ Learning and development strategy
- ▶ Procurement strategy
- ▶ The Promise
- ▶ Quality Improvement and Involvement strategy
- ▶ Race Equality in Employment Plan
- ▶ Scrutiny and assurance plan
- ▶ Strategic workforce plan

## The Health and Social Care Standards



The Health and Social Care Standards set out what people have the right to expect when experiencing health, social care and social work services in Scotland.

Published in 2017, they seek to provide better outcomes for everyone and ensure that people are treated with dignity and respect and their human rights are upheld.

The standards drive improvement, promote flexibility and encourage innovation in how people are cared for and supported. All services should refer to and meet the standards when planning and delivering the care they provide.

These standards also drive what we do.

Our quality frameworks use these standards to illustrate the quality of care we expect to see. When we develop national scrutiny and quality improvement resources and guidance for the care sector, we always take the standards into account. This supports services and providers to evidence that they are using them to improve care.

The principles of the Health and Social Care Standards are:

- Dignity and respect
- Compassion
- Be included
- Responsive care and support
- Wellbeing



# Involving and engaging those who experience care

Outcomes for the those in Scotland who experience care are at the heart of everything that we do. We are passionate and committed to improving the quality of care, support and early learning experiences for those who use services, which will contribute to our vision for world-class social care and social work.

We will continue to listen to and hear the views of those who experience care, their families and carers and act upon these views, protecting rights and providing public assurance about the quality of care in Scotland.

We will build upon our work to encourage and facilitate feedback from those experiencing care and their communities and review our methods of engagement to allow more to have their say.

We will work with and support services and those who experience care to share their experiences both locally and nationally and seek out good practice, information and collaborative opportunities with the key focus of improving care.

Access to information and support is vital and we will continue to work hard to make sure we offer that to everyone, through our websites, social media channels, newsletters, or our customer contact centre. We will ensure our processes are easily accessible and provide a good customer service whether this be making a complaint, registering a service, finding an inspection report, or sharing the outcomes from our improvement support activity.

# Our volunteer programme

We believe everyone has the right to high-quality, safe and compassionate care, whatever the setting and we believe we can improve care by working with people who have personal experience of care services. Not only does this add great value to our work, but it is the right thing to do.

We work with volunteers who have personal experience of social care and social work services and they play a crucial part in our inspection process of regulated care services and social work services delivered through health and social care partnerships and community planning partnerships.

As well as being involved in inspections of regulated care, strategic inspections and quality improvement activities, our volunteers make invaluable contributions to the wider work of our organisation. For instance, they co-design our strategic inspection methodologies and sit on the recruitment panel for interviews.

Our volunteers bring invaluable experience to our work and their contributions are always sought throughout the organisation.

## The value of our volunteers

“

Being interviewed by two young inspection volunteers, who were very much equal partners in the process of interview and selection, demonstrated the Care Inspectorate's real commitment to meaningful participation.”

Involvement adviser for children and young people

“

For me, the involvement of the volunteers has been invaluable in informing the inspections and outcomes for people. Sometimes what we learn on inspection is so different to the experience of the families and friends of those being cared for and without their feedback, the inspection somehow feels incomplete.”

Inspector

“

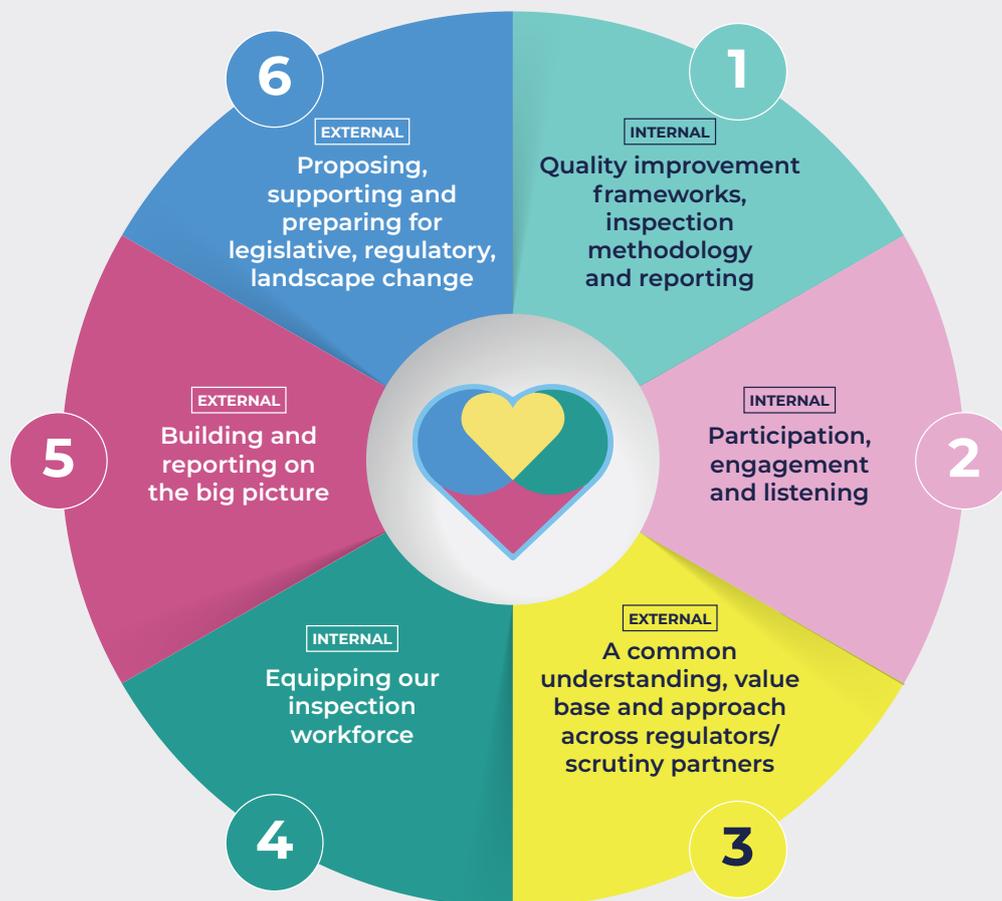
Since starting as an inspection volunteer - and because of the inspections in which I have been involved - I firmly believe that the inspection volunteers are contributing greatly in maintaining the quality of care for those who need it.”

Inspection Volunteer

# Improving outcomes for infants, children and young people

## The Promise

The Promise is responsible for enabling and growing the work of change identified by the findings of the Independent Care Review. The Care Inspectorate has a key role to play in pioneering and supporting necessary shifts in policy, practice, and culture so Scotland can **#KeepThePromise** it made to care-experienced infants, children, young people, adults and their families – that every child grows up loved, safe, respected and able to realise their full potential. There is also a clear call to action to maximise the provision of early help to children and families who need this, to minimise the circumstances through which a child may be unable to live within their own family. All our work will be underpinned by a commitment to contribute to the vision of [The Promise](#).



The Care Inspectorate is working to deliver the ambitions set out for us in the Promise Change Programme One 2021-24. We have established six workstreams to help us to achieve these ambitions. Internally, the workstreams span our work on methodology, quality frameworks, reporting, developing our own trauma-informed workforce as well as further strengthening our involvement and participation activities through listening and responding to care-experienced voices. Externally, we will be working with our scrutiny partners and national stakeholders to influence and contribute to the development of national practice and the implementation of policy and landscape changes to realise the vision of The Promise.

## Our role as a Corporate Parent

Corporate Parents are public bodies with legal duties and responsibilities towards care-experienced children and young people. This applies to every child who is looked after by a local authority, and every young person under the age of 26, who was looked after on their 16th birthday. We recognise corporate parenting as a whole-organisation responsibility and a key driver to keeping The Promise. Every employee of the Care Inspectorate is a corporate parent.

We pledge to listen to our children and young people, act and do our best to improve their life chances. To help us deliver on this, our [Corporate Parenting Plan \(2021-23\)](#) has six high-level commitments with four areas of focus and a set of detailed actions. We have also developed a version of our [Corporate Parenting Plan for Children and Young People](#). Our corporate parenting group drives the implementation of the plan and receives regular reports on its progress.

The Care Inspectorate is working as part of the partnership Stand Up for Siblings, to raise awareness of the importance of sibling relationships and to encourage and support practice improvements.

Our role as a Corporate Parent is one of the areas where we are committed to keeping The Promise, along with the implementation of the United Nations Convention on the Rights of the Child (UNCRC) to contribute to making Scotland the best place to grow up.

We are getting ready for the UNCRC (Incorporation) (Scotland) Bill. The UNCRC sets out basic human rights that we should all celebrate and support. Every three years, we produce a report setting out how our work protects, supports and defends the rights of children and young people and we recently [mapped](#) some of our work against the UNCRC articles. Our UNCRC implementation group oversees continued innovations in how we promote and embed the UNCRC in the work that we do and in how we provide regulation, scrutiny, and quality improvement support across Scotland's care sector. This approach supports children's human rights to be better protected, respected and fulfilled throughout Scotland.



# Corporate Plan 2022-25

Our Corporate Plan for the next three years sets out our vision for world-class social care and social work in Scotland. It also sets out the strategic outcomes and the key priorities we will focus upon as we work towards our vision.

# The Care Inspectorate's vision, mission and values



## Our Vision

The Care Inspectorate's vision is for world-class social care and social work in Scotland, where everyone, in every community, experiences high-quality care, support and learning, tailored to their rights, needs and wishes.



## Our Mission

We will provide public assurance about the quality of social care, social work and early learning services, promote innovation and drive continuous improvement. We will collaborate and take action where experiences and outcomes are not meeting individual needs.



## Our Values

Our values are at the heart of all that we do. We practice and demonstrate these daily to build and maintain relationships and respect everyone's human rights.

Our values are under regular review in consultation with staff to ensure they remain relevant and reflective of our work and purpose.

### Person-centred:

we will put people\*, compassion and kindness at the heart of everything we do.

### Fair:

we will act fairly and consistently, be transparent and treat everyone equally.

### Respectful:

we will be respectful in all that we do.

### Integrity:

we will be impartial and act to improve care for all those in Scotland.

### Efficient:

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

### Equality:

we will promote and advance equality, diversity and inclusion in all our work and interactions.

\*infants, children, young people, adults and older people



## Our four strategic outcomes to achieve our vision

- High-quality care for all
- Improving outcomes for all
- Everyone's rights are respected and realised
- Our people are skilled, confident and well supported to carry out their roles



Our four strategic outcomes  
to achieve our vision



# High-quality care for all

**Infants, children, young people, adults and older people experience high-quality services and support whenever and wherever it is needed. This care and support promotes their individual rights, needs and choices to support their wellbeing.**

Our scrutiny, assurance and quality improvement support activity will drive improvement in the quality of care that infants, children, young people, adults and older people experience and support their health and wellbeing. We support the delivery of high-quality care, support and learning services through our registration, inspection, and monitoring activity alongside the handling of complaints and gathering feedback from those who experience care and those who care for them. We will champion self-evaluation, continuous quality improvement and the sharing of good practice.

### Our key priorities for 2022-25:

- ▶ We will enable the voices of those experiencing care to be listened to and heard, and support them across all sectors. We will encourage feedback from services and our delivery partners. We will act upon feedback and demonstrate how these views influence our approach.

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- ▶ We will build upon our flexible, risk and intelligence-led approach to ensure our scrutiny, assurance and quality improvement support activity is risk-based, proportionate and intelligence-led.

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- ▶ We will use intelligence to understand the current issues and risks affecting the care sector and anticipate any longer-term issues, informing our interventions and our strategic approach.

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- ▶ We will develop a market oversight capacity and capability. This will enable us to gather intelligence on financial risk in the social care market and provide oversight on the sustainability of services to further improve care and public assurance.

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- ▶ We will scrutinise and support local authorities and partnerships to ensure that those accessing services can do so when and where they need to, and their support meets their individual needs. This will include meeting language needs such as Gaelic speakers and people whose first language is not English.

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- ▶ We will develop our enforcement work, seeking to strengthen our enforcement action to enable us to act more swiftly when required. This will improve the health and wellbeing of those experiencing care.

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- ▶ We will share information on the quality of care within services, highlighting and supporting areas for improvement.

#### Key Outcome Indicators

- ▶ % services with good or better grades (across all Key Questions)

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- ▶ % of services with good or better grades at first inspection following registration

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- ▶ Average time a service continues to have a grade of less than adequate

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- ▶ % of services we expected to be good or better which remained so

#### Key Performance Indicators

- ▶ % of people telling us that our scrutiny will improve care

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- ▶ % scrutiny hours spent in high and medium risk services

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- ▶ % of complaints about care that were resolved within the relevant timescales





 Our four strategic outcomes  
to achieve our vision



# Improving outcomes for all

**Our activity supports services and partnerships to improve experiences and outcomes for infants, children, young people, adults and older people and ensure that improvement is sustained. We will champion high-quality self-evaluation, shared learning and innovation.**

Our activity will be focused on providing quality improvement support across the changing health, social care and social work systems and influencing the policy landscape. Ultimately, the focus is to improve outcomes for those experiencing care, support and early learning opportunities.

### Our key priorities for 2022-25:

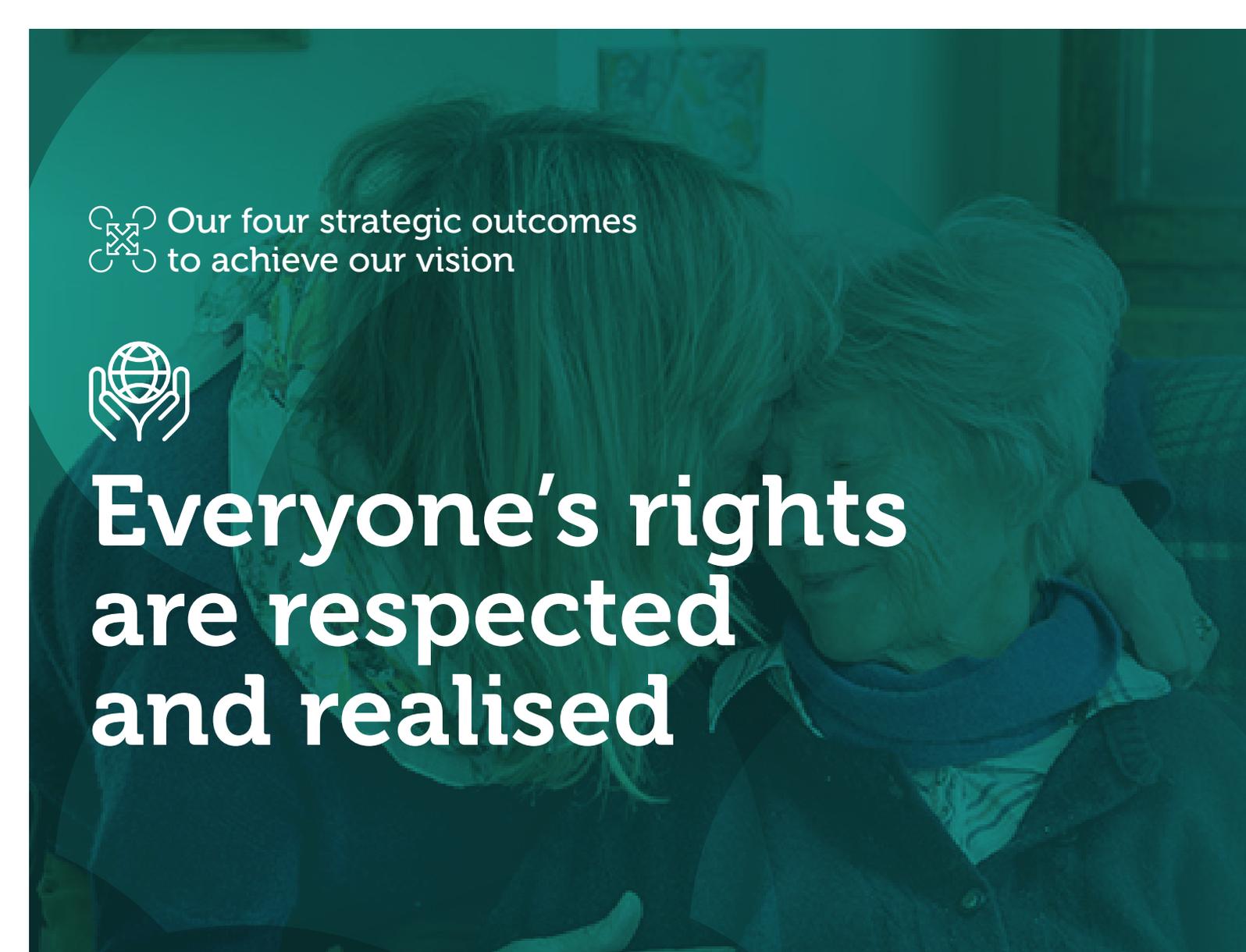
- ▶ We will collaborate with and support services to continually improve through robust and thorough self-evaluation and the provision of information, resources, guidance and quality improvement programmes based on lived experience.
- ▶ We will ensure that the Health and Social Care Standards, ambitions of The Promise, equality and human rights are central to improving outcomes by listening to and supporting those experiencing care to influence their care and individual outcomes.
- ▶ We will design and deliver national and local quality improvement programmes across Scotland, working with our improvement partners.
- ▶ We will use our data, information and intelligence to proactively shape and influence policy and learning at local and national level, identifying emerging themes and areas of priority. We will challenge policy where we do not feel it is in the best interests of those experiencing social care, social work and early learning services.
- ▶ We will work collaboratively, both internally and externally, to build ongoing relationships with those experiencing care, services, partnerships, local communities, academic institutions and experts to improve care and inform our work.
- ▶ We will advance and promote reflective practice and a culture of continuous improvement. This will include both learning from adverse events and disseminating and applying good practice.

### Key Outcome Indicators

- ▶ % of people telling us they are happy with the quality of care and support they receive

### Key Performance Indicators

- ▶ % of people telling us that our quality improvement support will improve care



Our four strategic outcomes  
to achieve our vision



# Everyone's rights are respected and realised

Infants, children, young people, adults and older people experience tailored, outcome-focused care and support that reflects their rights, needs and wishes, in line with the Health and Social Care Standards. Those experiencing care are listened to and able to influence their individual care and support.

Throughout all our work, we will ensure that the Health and Social Care Standards and all other relevant best practice are central to everything we do. We will ensure our approach upholds and protects human rights in Scotland, supports the United Nations Convention on the Rights of the Child, and keeps The Promise. We will take cognisance of the second Scottish National Action Plan for Human Rights (SNAP 2) that is currently under development with the Scottish Human Rights Commission.

Our scrutiny and assurance work will continue to report on the extent of how an individual's human rights are supported, and how our scrutiny, improvement and delivery partners are promoting personalisation.

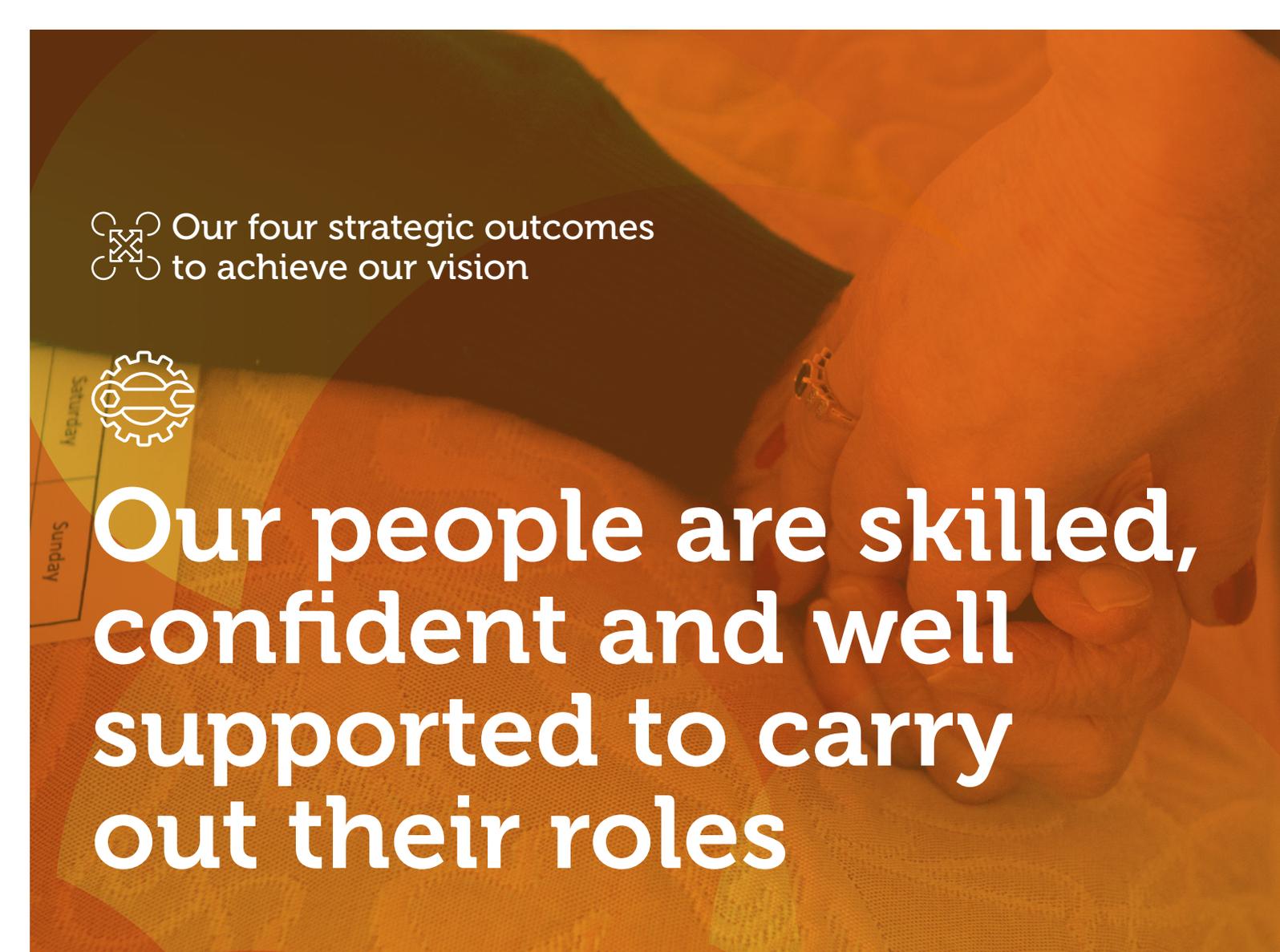
Our work will be collaborative and proportionate to help achieve a balance between individual and collective rights to protect those experiencing care, support and learning opportunities.

### Our key priorities for 2022-25:

- ▶ We will support services and local communities to co-produce models of care with those experiencing care and support, ensure that they are protected, and their rights are upheld and respected.
- ▶ We will collaborate with partners, including the Scottish Human Rights Commission and the Mental Welfare Commission, to promote and support human rights. We will constructively challenge situations when we find that rights are not being realised and respected.
- ▶ We will promote and share an understanding of what those experiencing care have a right to expect according to their rights, needs and wishes.
- ▶ We will make all our information and resources available to services and the public through our website and [The Hub](#) to ensure they are easily accessible.
- ▶ We will continue to review the methods we use to encourage and facilitate feedback from as wide and diverse a group as possible of people experiencing care and the public about care and what needs to be improved.
- ▶ We will implement a new Quality Improvement and Involvement strategy to continue to support the social care sector to spread and sustain quality improvement, effective practice and ensure people's voices are heard and acted on. We will build quality improvement capacity and capability internally and externally.
- ▶ We will work with and encourage commissioners to support a human rights and outcome focussed approach to commissioning services.

### Key Outcome Indicators

- ▶ % services good or better for Key Question 1: How well do we support people's wellbeing?
- ▶ % of people telling us they make decisions about their own care

A hand holding a pen over a calendar with a gear icon. The background is a warm, orange-toned image of a hand holding a pen over a calendar. The calendar shows 'Saturday' and 'Sunday'. A gear icon is overlaid on the calendar.

 Our four strategic outcomes  
to achieve our vision



# Our people are skilled, confident and well supported to carry out their roles

All colleagues and volunteers often work in complex circumstances and are committed to making a difference and championing high-quality care that meets the needs, rights and choices of people across Scotland. We will ensure they are effectively led, developed and supported to deliver our vision and respond to the challenges and opportunities ahead.

We are committed to a positive culture where our people are invested in, valued, listened to and represented across the organisation. We will ensure the Care Inspectorate is a welcoming and inclusive place to work. Our workforce and volunteers will have a strong voice and feel connected, motivated and engaged to deliver our vision and outcomes.

The organisation will be led to influence and respond to the changing landscape over the next three years and to plan for the future.

Our commitment to our workforce will result in improved outcomes for those experiencing care, support and early learning opportunities and continue to enhance our interactions with all our partners and stakeholders.

### Our key priorities for 2022-25:

- ▶ Our workforce will be skilled, motivated and diverse and we will attract, develop and retain the right people and expertise to deliver our strategic priorities.
- ▶ The organisation will be led to influence and respond to changes coming forward over the next three years, collaborating both internally and externally.
- ▶ Our staff will have with the right skills, knowledge and experience to confidently and consistently use their professional judgement to support the delivery of our strategic outcomes and ultimately the delivery of high-quality care and support for those who need it.
- ▶ We will prioritise staff and volunteer wellbeing to enable them to respond effectively to our changing internal and external environment.
- ▶ We will champion our workforce and share their expertise and achievements widely both internally and across the sector supporting continuous quality improvement.
- ▶ We will continue to support our volunteers and expand our volunteer programme.

### Key Performance Indicators

- ▶ % staff completing core learning
- ▶ % staff absence
- ▶ % staff turnover
- ▶ Days per quarter that inspection volunteers and care experienced people are involved in our work



Our colleagues are proud, professional and passionate about what they do. They are highly skilled and motivated with a vast range of knowledge and expertise across the organisation, which is essential as we continue our journey towards achieving our vision.”

# Digital transformation

**Our digital capabilities are key to enabling us to achieve our strategic outcomes and our vision. They underpin everything that we do.**

Our digital journey is significant and is well under way. The next three years will be central to further adopting digital means to deliver transformational programmes. We will create an efficient and effective infrastructure upon which to focus our work, and ensure we have the necessary skills and expertise to develop and support digital services.

Our digital transformation will enhance the exchange of knowledge and collaboration with health and social care partnerships, the wider social care eco-system, social work and other stakeholders, and improve the efficiency of data collection and management.

Our digital transformation will dovetail with the Scottish Government's Digital Strategy for Scotland and the development of its health and social care data strategy, and will be designed around people and our partners.



**Our stakeholders will have access to the digital services they need to enable them to improve care service outcomes for everyone in every community in Scotland."**

## **Our key priorities**

- ▶ We will continue to put our stakeholders, internally and externally, at the centre of what we do. We will measure feedback at regular intervals to check that service transformation and service delivery meets their needs.
- ▶ We will enhance the continuity and security of our services.
- ▶ We will deliver transformation and service delivery, through good practice across all our directorate functions.
- ▶ We will be recognised as a leading partner in collaboration by sharing information about quality of care.
- ▶ We will provide a data hub for care service information across Scotland.
- ▶ We will increase our use of digital platforms and use these to share data and intelligence to help us target our resources to the benefit of services and those experiencing care.
- ▶ We will develop and provide the technology to deliver the Care Inspectorate's market oversight role.

# Sustainability

We recognise our social and environmental responsibility and are committed to improving the sustainability of our organisation by continuing to adopt and improve our sustainable working practices.

The Scottish Government set ambitious targets to reduce carbon and the Care Inspectorate has a duty under the Climate Change (Scotland) Act 2009 to help achieve these targets. We are committed to doing so by improving our energy efficiency and adopting more sustainable working practices.

Our Carbon Management Plan 2018-2023 sets out our ambitions and plans to reduce our carbon emissions by 28% by 2023 and we continue to exceed our targets so far.

The Climate Change (Duties of Public Bodies: Reporting Requirements) (Scotland) Amendment Order 2020 also requires us to provide more information on targets to Net Zero and targets for reducing indirect emissions. Our annual review of the Carbon Management Plan will consider our approach to this.

In response to the Covid-19 pandemic, our offices remained closed, except for essential requirements and our staff have worked from home. This meant there was a considerable reduction of carbon emissions for 2020/21 which has contributed to the reduction of our emissions. (Annual report and accounts 2020-2021)

We expect some of the positive actions taken as a result of the pandemic to continue and we do not expect the CO2 emissions to return to previous Covid-19 levels.

The measures listed below are just a sample of the work we are doing to achieve our aim.

- Engagement of Green Champions – to provide ideas, enthusiasm and local points of contact on Green matters.
- LED lighting replacement.
- Business and digital transformation project.
- Continued encouragement of the use of alternatives to travel, such as videoconferencing for meetings.
- Continued encouragement to use public transport.
- Continued awareness raising and provision of facilities for recyclable materials.
- Monitoring water consumption to ensure any leaks are identified and rectified quickly.

Our procurement strategy details our priorities, which includes sustainable procurement. Our procurement activity will seek to build sustainability into contracts from the very start of the process. This includes seeking opportunities for carbon emission reduction, recycle and reuse, environmental protection and enhancement of biodiversity, equality and fair work practices, community benefits and providing opportunities for small to medium enterprises, supported businesses, third sector, not for profit organisations and subcontracting. Our annual procurement report shows progress against our strategy and is available on our [website](#).

The organisation has made considerable savings through carbon reduction measures and we continue to learn, adapt and improve our efforts to meet our aims.



# Business model

We developed a new business model in 2019 to enable us to deliver our corporate plan and respond to new ways of working in the changing policy landscape. The model represents how we will continue to further modernise our approach to be risk-based, intelligence-led, targeted and proportionate in the way that we provide scrutiny, assurance and quality improvement support.

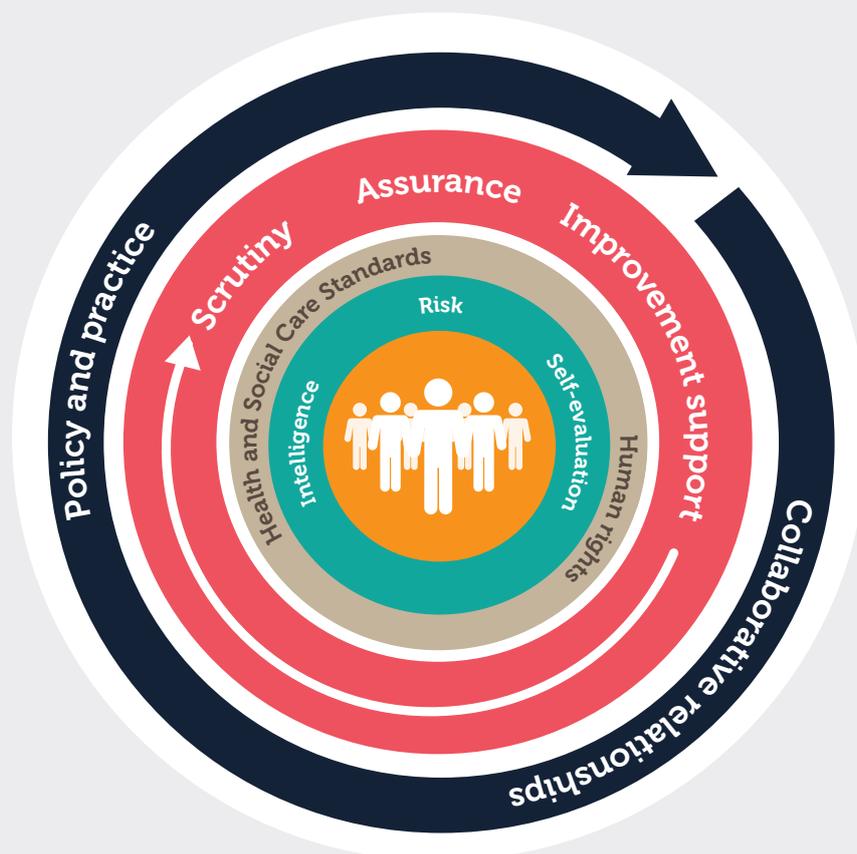
Throughout the pandemic, we have implemented our business model and tested at pace different approaches that are delivering demonstrable benefits.

We believe that approaches that are risk-based, outcome-focused, proportionate, and intelligence-led will provide the strongest assurance and protection and have the greatest impact on improving the quality of care in Scotland.

As we continue this journey, we will ensure that we:

- promote rights, choices, positive risk taking and safety
- focus on evaluating experiences, outcomes, and impact
- support quality improvement across the sector
- use the intelligence and evidence we gather to better target our activities and support
- use the scrutiny intelligence and evidence we collect to identify national and local trends and themes that will help to shape national policy
- identify and promote good practice exchange between communities and across Scotland.

This way of working will use our resources efficiently and add value to the work we move forward.



# Resourcing our business model

As a publicly funded body, we must target and use our resources wisely to add value, respond to changes in the public sector landscape and contribute towards the outcomes set out in the National Performance Framework (page 14).

This is important in an environment of increasing pressure and demand on public services, particularly as a result of the pandemic, an increasing older population and higher expectations of public services within a tighter public sector budget.

We will continue to carefully project and monitor spending through our financial strategy and demonstrate good value.

Our business and digital transformation programmes will deliver efficiencies and effective working practices that deliver innovation and improvement in care and provide excellent customer experience.

In addition to our own outcomes-focused approach, we are committed to collaborating with scrutiny and improvement partners and others to share, learn and work to realise our vision that people experience world-class social care and social work.

# How we will collaborate to achieve our vision

Throughout the pandemic, collaboration – both internally and externally – has been key to building and delivering a comprehensively informed response both nationally, locally and at individual service level.

We are committed to multi-disciplinary approaches to ensure the combined skills, knowledge and experience from different professions supports positive outcomes for those in social care, social work, and early learning and childcare settings.

We will continue to work collaboratively with other scrutiny bodies, delivery partners and those with lived experience and their families and carers to inform and enhance our scrutiny, assurance and improvement activity. This will strengthen our capacity to effect positive change across the sector.

Collaboration must be utilised to the full, recognising the strengths that exist across different professions and specialisms and utilising these at the right time and in the right way to the benefit of those experiencing care.

## Example: Scottish Social Services Council (SSSC)

In 2021, the SSSC and the Care Inspectorate published a new partnership agreement that sets out how both bodies work together to improve the experience and outcomes for people who use social services in Scotland. The agreement sets out several priority areas of work for the SSSC and the Care Inspectorate. For example, we need to ensure that themes from scrutiny, quality improvement and fitness to practise inform the development of joint resources and joint quality improvement activity. We also need to continue sharing data and knowledge, which will assist in planning for the future and identifying trends, and working together to involve people who use service and carers throughout our work.

Both organisations will continue exploring how these regulatory frameworks can be amended to better meet the needs of the people who use them. It is critical that both organisations continue to develop timely, robust and useful information and intelligence that meets the need of our stakeholders.



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