



A Meeting of the Care Inspectorate Board is to take place from  
**10.30 am – 12.30 pm on Thursday 10 February 2022.**

In light of the guidance about minimising social contact issued by the Scottish Government in relation to Covid-19, the meeting will be held remotely by video-link. Arrangements are in place to enable members of the public to attend the meeting by this method and a public notice has been placed on the Care Inspectorate website.

## AGENDA

### PUBLIC SESSION

1.	Welcome and Introductions
2.	Apologies
3.	Declarations of Interest
4.	Minute of Board meeting held on 16 December 2021 (paper attached)
5.	Action Record of Board meeting held on 16 December 2021 (paper attached)
6.	Matters Arising
7.	Chair's Report – Report No: B-01-2022
8.	Chief Executive's Final Report to Board: Key Milestones January 2019-February 2022 - Report No: B-02-2022
	<b>STRATEGY AND POLICY</b>
9.	Corporate Plan 2022–2025: Presentation and Report No: B-03-2022
	<b>STANDING ITEMS</b>
10	Identification of Risk
11.	Board Schedule of Business 2021/22 (paper attached)
12.	Any Other Competent Business
13.	Close of Public Meeting and Date of Next Meeting: 22 March 2022 at 10.30 am

	<b>PRIVATE ITEMS</b>
14.	Digital Transformation Update – Full Business Case, Stage 2 – Report No: B-04-2022
15.	Budget Matters – verbal update



## Minutes

- Meeting:** Public Board
- Date:** 16 December 2021
- Time:** 10.30 am
- Venue:** By Teams video-conference
- Present:** Paul Edie, Chair  
Naghat Ahmed  
Sandra Campbell  
Gavin Dayer  
Rona Fraser  
Paul Gray  
Anne Houston  
Ronnie Johnson  
Bill Maxwell  
Keith Redpath  
Carole Wilkinson
- In Attendance:** Peter Macleod, Chief Executive (CE)  
Edith Macintosh, Executive Director of Strategy and Improvement (EDSI)  
Gordon Mackie, Executive Director of ICT and Digital Transformation (EDIDT)  
Jackie Mackenzie, Executive Director of Corporate and Customer Services (EDCCS)  
Kevin Mitchell, Executive Director of Scrutiny and Assurance (EDSA)  
Kenny McClure, Head of Legal Services (HoLS)  
Kenny Dick, Head of Finance and Corporate Governance (HoFCG)  
Fiona McKeand, Executive and Committee Support Manager (ECSM)  
Lisa Rooke, Head of Corporate Policy and Communications (HoCPC)  
Craig Morris, Head of Improvement Support (HoIS)  
Ingrid Gilray, Intelligence and Analysis Manager (I&AM)  
Al Scougal, Senior Intelligence Analyst (SIA)  
Jacqui Duncan, Equalities Professional Adviser (EPA)  
Kirstine Rankin, Head of Organisational Workforce and Development (HoOWD)
- Observers:** Fiona Birkin, Joint Chair - Partnership Forum
- Apologies:** None

Item	Action
<b>1.0 WELCOME AND INTRODUCTIONS</b>	
	The Chair welcomed everyone to the meeting.
<b>2.0 APOLOGIES</b>	
	There were no apologies.
<b>3.0 DECLARATIONS OF INTEREST</b>	
	A declaration of interest was made by Board member Keith Redpath in respect of agenda item 12, in the event of any reference to NHS Counter Fraud Services.
<b>4.0 MINUTES OF PREVIOUS MEETINGS</b>	
<b>4.1 Minutes of Meeting held on 23 September 2021</b>	
	The Board <b>approved</b> the minutes of the public Board meeting held on 23 September 2021 as an accurate record.
<b>4.2 Minutes of Meeting held on 28 October 2021</b>	
	The Board <b>approved</b> the minutes of the public Board meeting held on 28 October 2021 as an accurate record.
<b>5.0 ACTION RECORD</b>	
	The Board reviewed the action record and noted that all current actions had been completed.
<b>6.0 MATTERS ARISING</b>	
	There were no matters arising.
<b>7.0 CHAIR'S REPORT – REPORT NO: B-40-2021</b>	
	The Board noted the quarterly report from the Chair covering the range of activities and engagements he had been involved in since the September meeting. There were no further questions.
<b>8.0 CHIEF EXECUTIVE'S REPORT - REPORT NO: B-41-2021</b>	
	The Chief Executive presented his report, which updated the Board on key developments across the directorates of the organisation since the quarter 2 Board meeting held on 23 September 2021.

Since preparing the report, it was noted that there had been a significant rise in the number of Covid-19 cases caused by the faster rate of transmission of the Omicron variant, and which was having an impact on care services, most notably on the reduction of workforce capacity as a result of isolation requirements. The Board would be kept informed of developments in this area.

It was also noted that the response from the Scottish Government to the consultation on a new National Care Service was anticipated towards the end of January.

Of particular note within the report was the information on the recent inspector recruitment campaigns and members were encouraged to note that the time being taken to clear successful candidates and their starting dates had reduced by approximately a third.

It was agreed to provide further information to the Board about the Care Inspectorate's winter plan, which formed part of the overall social care and NHS winter plan.

**EDS&A /  
Chief  
Inspector  
(Adults)**

The Board noted the Chief Executive's report.

## **STRATEGY AND POLICY**

### **9.0 DRAFT CORPORATE PLAN – PRESENTATION AND REPORT NO: B-42-2021**

The Head of Corporate Policy and Communications presented the report which outlined the consultation that the Care Inspectorate had undertaken on the development of its new corporate plan and the key themes arising from it. The Board was provided with an initial draft of the proposed structure and contents of the plan and was invited to review and discuss this before further development.

The proposed structure outlined the vision, core purpose and values of the Care Inspectorate, all of which had undergone some minor adjustment based on feedback during consultation. It was planned to have further engagement with staff to ensure that the values were current and relevant.

The Board welcomed the extent of the work that had been done in developing the plan and there was more detailed discussion on key areas, where members' comments and recommendations were noted. These included:

- The use of the term, "*person-centred*" and the need to define this in the plan.
- The Board welcomed the reference to wellbeing throughout the plan and suggested that it could be laid out in a stand-alone own section for emphasis.

- The need to evidence the action taken by the Care Inspectorate as a result of it “*listening*” to various cohort groups and individuals.
- Recommendation that Strategic Objective 2 be given a new title so that it reflected what was laid out in the key priorities under that objective, which focussed on improvement.
- The need to ensure that it was clear this was an external-facing publication, and not only for corporate/internal use, and that the language was easy to understand.
- Clarity required when referencing “*individual rights*” and “*human rights*”.
- Clarity about what is meant by “*intelligence*”, when referenced in the plan.
- Consideration to be given to re-wording the statement “*we will seek to implement further powers*” to read “*we will explore avenues to strengthen our enforcement actions*” or similar.
- Recommendation to move the Corporate Parenting section to the beginning of the plan.
- Consideration to be given to splitting the strategic and delivery elements of the plan, aimed at the care sector, from the corporate element of the plan, aimed at staff.

The Board discussed the need to reflect on how individuals’ human rights were impacted during lockdown and reassurance was given to members that the Care Inspectorate had been very active in promoting and regulating “Open with Care”. It was agreed that the organisation had a key role in drawing evidence from the sector and feeding this into new policy making.

The Board’s recommendations and comments were noted, and a further report would be brought to the meeting being held on 10 February 2022.

HoCPC

## **10.0 IMPROVEMENT AND INVOLVEMENT SUPPORT INTERIM STRATEGY AND DELIVERY PLAN (2021-22) – REPORT NO: B-43-2021**

The Head of Improvement Support presented the report which outlined the priorities for the Care Inspectorate in terms of quality improvement focus and the development of involvement work. An interim Quality Improvement and Involvement Strategy and Delivery Plan for 2021/22 was presented to the Board for discussion and approval. The interim strategy was in direct alignment with the current Scrutiny and Assurance Plan (2021-22) where quality improvement support was targeted in areas with the greatest need.

The Board noted that the next strategy would be developed in line with the Care Inspectorate’s new Corporate Plan and Scrutiny and Assurance Plan and would align with other key relevant strategies.

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The Board was supportive of the interim strategy and made some recommendations, including:

- the need to define “*Involvement*” for the understanding of the reader and for this definition to be made clear at the outset of the strategy;
- provide examples of what was meant by “*person-led*” where these were referenced under the objectives on page 2 of the interim strategy.

The Board was advised that all improvement work had a clear framework for measurement and independent evaluation, including engagement with people experiencing care.

Members were also advised that a Care Inspectorate staff survey was currently being carried out to determine the level of improvement knowledge to gauge capability and capacity at lead, intermediary and support levels. It was agreed to provide the Board with the results of the survey on its completion.

HoIS

The Board **approved** the interim Quality Improvement and Involvement Strategy.

## MONITORING AND GOVERNANCE

### 11.0 MONITORING OUR PERFORMANCE 2021/22 – QUARTER 2 REPORT - REPORT NO: B-44-2021

The Executive Director of Strategy and Improvement presented the quarter 2 performance report which also included details of the recommendations arising from the rapid review of specific revised performance measures, agreed with the Board in light of the Covid-19 pandemic. It was noted that a full review all performance measures was being progressed in line with the development of the new corporate plan 2022-25. The Board was invited to discuss and note the report.

There was discussion on certain key areas within the report, notably:

- the higher proportion of complaints that had been resolved through front line resolution during the pandemic when on-site visits had not been possible;
- the issue of children leaving early learning and childcare premises unobserved, which was an increasing and concerning trend and one which had been raised with Scottish Government and key stakeholders. The Board was advised of the work that the Care Inspectorate had done to raise awareness through the production of a graphic illustration and guidance to the sector, in order to encourage robust preventative actions;
- the performance under KPI5 - the percentage of registration applications that had been completed within timescales - which

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currently stood at 49.3%, and below the target of 80%. Members were advised that further examination of this KPI was required and that an update would be provided in advance of the March Board meeting.

I&amp;AM

The Board noted the monitoring and performance report.

## **12.0 REPORT OF AUDIT AND RISK COMMITTEE MEETING HELD 18 NOVEMBER 2021**

The Convener reported on the meeting of the Audit and Risk Committee held on 18 November 2021, noting that there were no matters that required Board decision or guidance. The summary notes and accompanying minutes provided the Board with assurance that the committee was continuing to focus on progress with outstanding internal audit recommendations, and there were no matters causing serious concern.

The Board noted the report of the Committee.

## **13.0 COMPLAINTS: MID-YEAR REPORT 2021/22 – REPORT NO: B-45-2021**

The Executive Director of Strategy and Improvement presented the statistical mid-year summary on complaints activity for the first six months of 2021/22. It outlined the trends and patterns in complaints received and investigated, noting any particular variation compared with the same period last year.

The Board noted the key points, which included:

- That there had been an increase of 24% in the level of complaints received in the first half of 2021/22 compared with the previous year, and that the five-year trend in complaints received had continued to increase overall.
- That there was a continued overall trend in increasing numbers of complaints resolved directly by the service through frontline resolution, alongside decreasing numbers resolved by Care Inspectorate investigations.
- That the Care Inspectorate had resolved 83% of complaints within 40 days, which exceeded the performance target of 80%.

The Board noted that the percentage of complaints received by all service types appeared to be reducing to pre-pandemic levels, except for care at home services and asked what the reason for this could be. It was agreed to look at these numbers in more detail and provide further information to the Board.

I&amp;AM

Further examination of the volume of complaints from children and young people would also be undertaken and reported to the Board in order to clarify the figures. It was also agreed to provide

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information on the numbers of complaints from children and young people through the use of the new text service.

Members were advised that a proactive media communication would be prepared to accompany publication of the complaints activity report. The Board requested that this activity report be consistent with the approaches being outlined in other Care Inspectorate policy and strategy documents.

The Board noted the report.

#### **14.0 BUDGET DEVELOPMENT SHORT LIFE WORKING GROUP UPDATE – REPORT NO: B-46-2021**

The Head of Finance and Corporate Governance presented the report which provided an update on the work of the member/officer group approved by the Board to identify and examine budget deficit reduction options for both the immediate forecasted budget deficit for 2022/23 and into the medium term. The group had met for the first time on 16 November 2021.

Accompanying the update report were the terms of reference for the working group, which the Board was invited to approve.

The Board noted the report of the working group and **approved** its terms of reference.

#### **15.0 BUDGET MONITORING AND STAFFING UPDATE – REPORT NO: B-47-2021**

The Executive Director of Corporate and Customer Services presented the report which set out the projected financial position as at the end of October 2021. It advised the Board that the projected underspend had increased by just over £1.3m.

The Board noted the detailed information contained in the report in respect of the projected financial position for 2021/22 and the risks that might affect this position. The Board also noted the movement in projected financial position from that previously reported.

#### **16.0 HEALTH AND SAFETY ANNUAL REPORT – REPORT NO: B-48-2021**

The Executive Director of Corporate and Customer Services presented the report which updated the Board on the organisation's health and safety performance for 2020-21 and provided comparative information to previous years. The report also summarised Health and Safety plans for 2021-22, including the safe reopening of offices, with revised guidance, risk assessments and procedures for their safe operation.

The Board raised the question of staff wellbeing and was assured of a range of support initiatives, advice, guidance and training that had been made available to all staff.

The Board noted the report.

**17.0 PROGRESS REPORT ON RACE EQUALITY IN EMPLOYMENT - REPORT NO: B-49-2021**

The Equalities Professional Adviser presented the report which provided the Board with an update on the work that had been done to increase the Care Inspectorate’s understanding of the issues around race equality in employment and how the organisation could work to make improvements in this area.

This followed earlier discussion on the annual Equalities Mainstreaming Report at the Board meeting held in March 2021 and members noted that, since then, a range of activities had been undertaken including diagnostics to understand the internal environment, benchmarking with other organisations, identifying potential issues, barriers and interventions and developing a specific Race Equality in Employment Plan. The Board was encouraged to note that this work aligned with, and was integral to delivering, the corporate plan, the strategic workforce plan, the Equality, Diversity and Inclusion Strategy and the Improvement Strategy.

The report outlined the next steps being taken to improve the organisation’s demographics in relation to people from minority ethnic communities and how this would be measured through increases in the number of job applications received, shortlisted candidates, job offers made and people employed. Board member Naghat Ahmed expressed an interest in assisting the Equalities team.

There was some discussion around the factors that might be affecting the currently low numbers of applications from minority ethnic communities and how this figure compared with other organisations.

The Board noted the positive actions outlined in the report and the plans to progress this work further. It was agreed to provide members with an update by March 2022.

EPA

**OPERATIONAL**

**18.0 CARE INSPECTORATE EMPLOYEE SURVEY 2022 – REPORT NO: B-50-2021**

The Head of Organisational Workforce and Development presented the report which set out the proposals to develop and deliver the Care Inspectorate’s next employee survey. The jointly

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commissioned Partnership Forum survey would play an important role in supporting the organisation's work to build and develop a positive, supportive and safe culture in which to work.

The report detailed the key objectives of the survey, which would be jointly delivered in partnership with BMG, an external partner specialising in research services.

The Board noted that the planning and designing would commence in early January, with the survey window planned to run from 28 February until 18 March 2022. The findings of the survey would be reported to the June Board.

The Board noted the proposed outline and timescales for the employee survey and recommended that as much time as possible be afforded for the evaluation process.

## **19.0 PRESENTATION: HYBRID AND REMOBILISATION WORKING**

The Board received a presentation from the Head of Finance and Corporate Governance on the plans for initiating a trial of hybrid working arrangements for all staff, which would balance business needs while offering more flexibility to employees for work/life balance.

The detailed presentation informed the Board of the drivers for hybrid working; the supporting principles for the new working model; the guidance that would be in place for staff and the timeline for implementation, review and evaluation. It was planned to commence the 12-month trial following the Scottish Government's suspension of the current work from home guidance.

The Board welcomed the plans for the trial.

## **STANDING ITEMS**

### **20.0 IDENTIFICATION OF RISK**

The Head of Finance and Corporate Governance presented a paper in respect of Strategic Risk 2, "Financial Sustainability" which recommended this be modified to include additional measures to mitigate the risk and that the risk register updated accordingly.

The Board **agreed** to the changes to the strategic risk register.

### **21.0 BOARD SCHEDULE OF BUSINESS 2021/22**

The Board noted the schedule of business 2021/22.

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**22.0 ANY OTHER COMPETENT BUSINESS**

There was no other competent business.

**23.0 CLOSE OF PUBLIC BUSINESS AND DATE OF NEXT MEETING**

The date of the next Public Board meeting was noted as Thursday 10 February 2022.

Signed:

A handwritten signature in black ink, appearing to read "Paul Edie", enclosed in a thin black rectangular border.

Paul Edie, Chair



## BOARD ACTION RECORD

Item No	Title	Action	Responsibility	Timescale	Status/Comments
<b>Actions from 16 December 2021</b>					
8.0	<b>CHIEF EXECUTIVE'S REPORT - REPORT NO: B-41-2021</b>	Send Board copy of Scottish Govt's Winter Plan	<b>Chief Inspector (Adults)</b>	Immediate	Link emailed to members on 22/12/2021 <b>Completed</b>
9.0	<b>DRAFT CORPORATE PLAN – PRESENTATION AND REPORT NO: B-42-2021</b>	Further refinements to be made to the draft Corporate Plan (as outlined in the minutes), including consideration to separating it into two sections - in time for February Board meeting	<b>HoCPC</b>	By 27/01/21 (Note: might be affected by timing of SG response to NCS consultation)	Agenda item for February Board <b>Completed</b>
10.0	<b>IMPROVEMENT AND INVOLVEMENT SUPPORT INTERIM STRATEGY AND DELIVERY PLAN (2021-22) – REPORT NO: B-43-2021</b>	Provide update (via email) to Board on the improvement knowledge survey of staff.	<b>Head of Improvement Support</b>	On completion of survey. Date to be advised	Paper circulated to Board on 3/2/22 <b>Completed</b>

11.0	<b>MONITORING OUR PERFORMANCE 2021/22 – QUARTER 2 REPORT - REPORT NO: B-44-2021</b>	KPI5 – percentage of registration applications completed within timescales. Standing at 49.3% (target 80%) – further analysis to be undertaken and circulated to Board before March meeting	<b>I Gilray</b>	By the 22 March Board meeting	
13.0	<b>COMPLAINTS: MID-YEAR REPORT 2021/22 – REPORT NO: B-45-2021</b>	Further analysis and update to Board on: <ul style="list-style-type: none"> <li>• The rising pattern of Care at Home complaints compared with other service types.</li> <li>• The rise in numbers of complaints from Children and Young People (CYP) – figures to be checked and clarified.</li> <li>• The numbers of CYP complaints received through new text service</li> </ul>	<b>I Gilray</b>	Update to be provided to Board by email	
17.0	<b>PROGRESS REPORT ON RACE EQUALITY IN EMPLOYMENT - REPORT NO: B-49-2021</b>	Update the Board on progress (by email) before the March Board meeting	<b>J Duncan</b>	By the 22 March Board meeting	

CE: Chief Executive  
EDSI-DCE: Executive Director of Strategy and Improvement & Deputy Chief Executive  
EDSA: Executive Director of Scrutiny and Assurance  
EDCCS: Executive Director of Corporate and Customer Services  
EDITD: Executive Director of IT and Digital Transformation

HoFCG: Head of Finance and Corporate Governance  
ECSM: Executive and Committee Support Manager  
HoCPC: Head of Corporate Policy and Communications



<b>Title:</b>	<b>CHAIR'S REPORT</b>
<b>Author:</b>	<i>Paul Edie, Chair</i>
<b>Appendices:</b>	None
<b>Consultation:</b>	n/a
<b>Resource Implications:</b>	No

<b>EXECUTIVE SUMMARY</b>	
This Chair's report for February 2022 relates to two retireals.	
<b>The Board is invited to:</b>	
1.	Note the information contained in this report.

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

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.

<b>Reason for Confidentiality/Private Report:</b> This is a public board report.
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<b>Reasons for Exclusion</b>	
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.

## CHAIR'S REPORT

### 1.0 RETIRAL OF ANNE HOUSTON, OBE – Board Member

Anne Houston will be retiring from our Board in March 2022 after eight years of service with us.

Anne joined us when she was still CEO of Children First and brought an incredible level of experience and insight to her role, firstly from the voluntary sector but also as a national expert in policy relating to children and children's services. This latter expertise was recognised when she was awarded an OBE in the New Year's Honours in 2015.

During her time with us she has served as the Vice Chair of the Board and also as our Whistleblowing Champion. Anne has also made massive contributions on various Member Officer Groups, latterly overseeing the complex area of digitisation.

I would like to thank Anne for the work and time she has devoted to her role as a Non-Executive Director with the Care Inspectorate, for her diligence, for being such a dedicated advocate for the cause of improving the lives of children and also, personally, for the support she has given me over the years. I wish Anne all the very best for the next stage of her career.

### 2.0 RETIRAL OF PETER MacLEOD – Chief Executive

Peter Macleod, our Chief Executive, approached me at the end of last year to indicate his intention to retire from his role in the New Year. The February Board meeting will be his last day with us.

Peter joined us three years ago as our Chief Executive coming from Renfrewshire Council, where he had served as their Director of Children and Families Services.

A career social worker and a former President of the Association of Directors of Social Work, Peter has given the Care Inspectorate exemplary leadership during his time and has progressed reform of our ways of working in a number of areas.

His leadership during the pandemic, the most challenging time in the history of the organisation, was hugely important. During that time, the organisation had to adapt to the extremely difficult circumstances and adjust the ways that we carried out scrutiny and assurance. Peter has drawn out much of the detail of this in his own report.

**BOARD MEETING 10 FEBRUARY 2022**

**Agenda item 7  
Report Number: B-01-2022**

During his tenure, Peter has also managed to reshape the way the organisation works with further emphasis on using intelligence to target inspection activity and to drive improvement in the wider care sector.

I would like to thank Peter for his service and commitment to the Care Inspectorate and to the wider social care sector over the years. I would also thank Peter for his wise counsel and for the collaborative and engaging way he has conducted himself during his time with us. I wish him a very long and happy retirement.

In the interim period, Edith Macintosh, currently Deputy Chief Executive, will serve as Interim Chief Executive and Accountable Officer. A process of finding Peter's successor has now begun and I will provide updates to the Board in due course.

## BOARD MEETING 10 FEBRUARY 2022

Agenda item 8  
Report No: B-02-2022



<b>Title:</b>	<b>CHIEF EXECUTIVE'S FINAL REPORT TO BOARD: KEY MILESTONES JANUARY 2019-FEBRUARY 2022</b>
<b>Author:</b>	<i>Peter Macleod, Chief Executive</i>
<b>Appendices:</b>	None
<b>Consultation:</b>	N/A
<b>Resource Implications:</b>	N/A
<b>The Board is invited to:</b>	
1.	Note the information contained in this report.

<b>Links:</b>	Corporate Plan	✓	Risk Register	✓	Equality Impact Assessment	n/a
<b>For Noting</b>	<b>x</b>	<b>For Discussion</b>		<b>For Assurance</b>		<b>For Decision</b>

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

<b>Reason for Confidentiality/Private Report:</b> N/A – this is a Public Board Report
<b>Disclosure after:</b> N/A

**CHIEF EXECUTIVE'S FINAL REPORT TO BOARD****KEY MILESTONES JANUARY 2019-FEBRUARY 2022****1.0 INTRODUCTION**

It has been an honour and a privilege to lead the Care Inspectorate as Chief Executive since January 2019. Much of my tenure has been focused on leading the organisation through the most challenging times as we have dealt with the Covid-19 pandemic. This report covers our approach to the pandemic as well as highlighting key pieces of work that I have reported to the Board throughout my time as Chief Executive.

These examples have been drawn from the Chief Executive's reports that are submitted and discussed at our Board meetings. What follows is by no means an exhaustive or comprehensive list or description of Care Inspectorate work, but does represent projects, workstreams and activities that have directly contributed to us effectively carrying out our role and achieving our aims over the past three years.

As I began my tenure as Chief Executive, one of the first tasks was developing the new Corporate Plan, which included the new business operating model for our organisation. The new model was based on being risk-based, intelligence-led, targeted and proportionate in the way that we provide scrutiny, assurance and quality improvement support. This has characterised and shaped much of our work since then, such as the development of digital transformation, our approach to intelligence, our risk-based approach to scrutiny, market oversight, and national improvement programmes for early learning and adult services. We were also progressing internal change programmes for business and digital transformation, intelligence, culture development, and workforce planning and development. We were considering the Health and Care (Staffing)(Scotland) Bill and preparing the early years and childcare sector for the expansion to 1140 hours.

One year in, the Covid-19 global pandemic began. Covid-19 suddenly and significantly impacted people's lives and livelihoods; more so than any events of recent times and it continues to dominate how we live and work. Covid-19 has brought tragedy to Scotland, as it has around the world, and the past two years have presented so many of us with the most challenging of times.

Now, two years into the pandemic, we are considering and implementing the recommendations of the Independent Review of Adult Social Care (Feeley review) and are awaiting the outcomes from the public consultation on a new National Care Service, the establishment of which may have implications for our role as the independent national regulator of social care. We also await announcements on education reform in Scotland and the start of the Independent Scottish Public Inquiry into Covid-19, which will examine the handling of the pandemic in Scotland.

In this, my final Board report, I would like to pay tribute to all colleagues at the Care Inspectorate and across the sector who have worked so hard throughout the pandemic and have shown – and continue to show – dedication, compassion, professionalism and talent in caring for Scotland's most vulnerable people.

What follows below are some of the initiatives, programmes and activities the Care Inspectorate has carried out and delivered during my tenure, as well as an overview of how we have adapted during the pandemic.

## **2.0 CARE ABOUT PHYSICAL ACTIVITY (CAPA)**

This improvement programme was delivered in care homes across Scotland. CAPA used an improvement approach to help care providers build physical activity and more movement into the daily lives of those they support.

## **3.0 SUPPORTING THE EXPANSION OF EARLY YEARS TO 1140 HOURS**

The Early Learning and Childcare (ELC) Improvement Programme continues to work with the sector to support improvement that will in turn increase the sector capacity to deliver on 1140.

## **4.0 OUR DIGITAL TRANSFORMATION PROGRAMME**

Our digital journey is significant and is well underway. Our registration and digital teams have worked collaboratively to deliver our new registration app and The Register. A Data Strategy for the organisation has also been delivered. I have overseen the expansion of our digital capacity through the creation of a fourth directorate and appointment of an Executive Director for IT and Digital Transformation to lead this work. The next three years will be central to further adopting digital means to deliver transformational programmes to keep pace with the digital era and deliver fully on our strategic objectives. A Stage 2 business case for digital transformation is in preparation and sets out the next steps in our modernisation programme.

## **5.0 MARKET OVERSIGHT**

As part of the business case outlined above, we are developing a model and business case for the development of a national market oversight function, as recommended by the Independent Review of Adult Social Care and the consultation on the National Care Service.

## **6.0 STANDARDS**

We continue to play an important role in the development and implementation of national standards in Scotland. These in turn are influencing care standards internationally. We have shared experience and advice with regulators and government bodies across the world including the Netherlands, the Republic of Ireland, Nigeria, Singapore and beyond.

**BOARD MEETING 10 FEBRUARY 2022**

**Agenda item 8**  
**Report No: B-02-2022**

Health and Social Care Standards: The Standards have been delivered and implemented in Scotland and our methodologies, quality frameworks and self-evaluation tools have been aligned to enable us and services to implement the Standards across social care. We are working with the Scottish Government to introduce Anne's Law by supporting changes to the Health and Social Care Standards and alignment with our inspection framework.

Barnahus Standards: We are working jointly with Healthcare Improvement Scotland (HIS) to develop the Barnahus (Bairn's Hoose) Standards on behalf of Scottish Government and the new Standards are due to be delivered in 2022.

National Whistleblowing Standards: We are working with the Scottish Public Services Ombudsman (SPSO) on drafting these standards, which will play a significant role in upholding the rights of people experiencing and working in care. In addition, we gave evidence to the UK Government's All Party Parliamentary Group for Whistleblowing in December 2020. The purpose of the session was to provide information on what whistleblowing means to the organisation and how we support whistleblowers, both internally and externally.

Secure Care Pathway and Standards Scotland: Our children and young people inspection teams, with Scottish Government, Children's and Young People's Centre for Justice (CYCJ), secure care experienced young people and secure accommodation services, co-produced these national standards, published in 2020.

## **7.0 "GROWING A GOOD LIFE"**

'Growing a Good Life' encapsulates the work of the Health and Social Care Improvement Team. The vision of this programme is to ensure that people experiencing care can live well and flourish and the staff supporting them have access to resources, shared learning, and good practice.

## **8.0 NATIONAL IMPROVEMENT PROGRAMME**

In response to recommendation 27 of the Adult Social Care Review and in collaboration with HIS, we have designed a blueprint for the National Improvement Programme. This represents a real opportunity for a cohesive and impactful improvement programme to be delivered nationally.

## **9.0 SAFE STAFFING PROJECT**

We have implemented the Safe Staffing Project with funding from the Scottish Government to meet the new legislation the Health and Care Staffing (Scotland) Act 2019. This has included the delivery of a series of quality improvement and collaborative learning events to care home providers, managers and partnership staff in seven HSCP areas to support implementation. This work is being

recommissioned by Scottish Government, with a view to securing ongoing funding to expand the scope of the project.

## 10.0 REGULATED SCRUTINY

Our regulated scrutiny activity, guidance, learning and other tools continue to develop, flex and adapt as we maintain oversight and support services to keep people safe and foster and improve wellbeing. The care sector operates in a fluid and demanding environment, not least during the last two years. Evidence of how we ensure our scrutiny and assurance functions continue to be effective appears throughout this report and includes our methodologies, quality frameworks and self-evaluation tools; registration and notification requirements; stronger inspection function; recruitment; and our scrutiny during the pandemic outlined in our four reports linked to in the last section of this report.

## 11.0 JUSTICE

Scrutiny of justice social work services focused on community payback orders has been developed and delivered. So far, five [validated self-evaluations](#), five [inspection reports](#) and an [overview report for 2018-21](#) have been published. A [review of community justice throughcare](#) has also been published.

## 12.0 SELF-DIRECTED SUPPORT

In 2019, we published [inspection reports](#) of self-directed support across six local areas and [a thematic review](#).

## 13.0 STRATEGIC PLANNING OF ADULT SERVICES

We have published seven [inspection reports](#) on strategic planning of adult services in integration authorities.

## 14.0 ADULT SUPPORT AND PROTECTION

We continue with our inspections of adult support and protection services in health and social care partnership areas. So far, we have published seven [inspection reports](#).

## 15.0 CHILDREN AND YOUNG PEOPLE IN COMMUNITY PLANNING PARTNERSHIP AREAS

Since March 2019, we have published 12 [inspection reports](#) of services for children and young people in community planning partnership areas.

**16.0 INFLUENCE, IMPACT AND INVOLVEMENT WITH OTHER BODIES**

I have chaired and been a member of a wide range of groups during my time as Chief Executive, as well as attending numerous sectoral groups and meetings. These include:

- regular meetings and briefings with the Cabinet Secretary for Health and Sport and the Minister for Mental Wellbeing and Social Care.
- Chair of Digital Citizen Board (formerly the national Technology Enabled Care Programme Board).
- the Mobilisation Recovery Group.
- discussions with OFSTED and the Chief Social Work Adviser.
- the Chief Executives of the UK and Ireland social care regulators.
- the Pandemic Response in Adult Social Care Group (PRASCG).
- chairing discussion at Scotland's Digital Health and Care Event - DigiFest2020.
- the Directors of Public Health Care Homes Working Group.
- the Definitions of Care Steering Group.
- Chair of SINC, the European network of Social Care Regulators.
- European Social Network membership; hosted the European Social Network Working Group on Integrated Care and Support.
- Presented to European Partnership for Supervisory Organisations in Health Services and Social Care (EPSO) conference and working group meetings; led to joint working with some participants, including CQC, Singapore and Malta.
- by invitation of Dutch Health and Youth Care Inspectorate, attended event with representatives from care inspectorates in Denmark, Finland, Iceland, Norway, Ireland, Sweden and the four nations of the UK for international collaboration.
- Early Learning and Childcare Leadership Group.
- Covid-19 Children and Families Collective Leadership Group, which has supported children's services to respond to the pandemic. It has also undertaken a piece of work aimed at preventing under 18s from entering adult custody.
- Child Protection Leadership group, which recently launched revised Child Protection Procedures.
- Human Rights Executive Group.
- Strategic Scrutiny Group.

We also submitted our response to the Scottish Government's public consultation on the new National Care Service and on Professor Ken Muir's consultation on education reform, as well as ongoing responses to consultations on policy areas that affect the sector.

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**17.0 SUPPORTING PEOPLE TO ACCESS OUR INFORMATION AND SERVICES**

We launched our '[Registered by the Care Inspectorate](#)' widget – an interactive Care Inspectorate logo for services to show their website visitors they are Care Inspectorate registered and providing a direct link to their information and inspection reports on our website.

[E-newsletters](#) to stakeholders launched in December 2018 with the monthly Care News. Provider Updates launched at the start of the pandemic, ensuring services got vital information and guidance immediately and from a trusted source.

Our [consultation platform](#) launched in 2021 and will open up engagement to vastly more stakeholders than we were able to reach previously.

The [Recite Me tool](#) was added to the top of our website pages, making it easier for people with different communication needs to access our information.

We developed and introduced a [Text to Complain](#) service for children and young people.

**18.0 SUPPORTING AND DEVELOPING OUR WORKFORCE**

We have delivered organisational and workforce development software tools MyView, LEAD and KnowHow.

The LENS Intrapreneurship Programme was established to foster innovation and delivered to staff with the resulting projects now in development.

Teams and SharePoint were rolled out in 2019 to ensure resilience and the ability to work remotely while remaining connected throughout the pandemic.

Our work with the Partnership Forum continues to discuss changes to work so that we can support staff and address any issues collaboratively at an early stage.

**19.0 RECRUITMENT OF INSPECTORS**

Inspector recruitment and retention is being positively addressed with a comprehensive review and redesign of our end-to-end recruitment and selection process and policy.

**20.0 THE PROFESSIONAL DEVELOPMENT AWARD (PDA)**

The PDA in Scrutiny and Improvement has garnered positive feedback from its students and graduates, and from the Scottish Qualifications Authority and the Scottish Social Services Council.

## **21.0 DELIVERING ON OUR DUTIES, RESPONSIBILITIES AND LEGAL REQUIREMENTS**

We have committed to achieving the ambitions set out in The Promise and created new posts to plan and deliver that implementation aligned to six workstreams.

We are committed to and delivering on our role as a corporate parent.

Stand up for Siblings included work by our young inspection volunteers, which won at the Herald Awards for successful partnership working.

We have put in place resources to respond to the roles defined for the Care Inspectorate arising from the Health and Care (Staffing) (Scotland) Bill, which passed on 2 May 2019.

We have assisted the Scottish Child Abuse Inquiry and met its requests for information.

## **22.0 SECURITY AND RESILIENCE**

Our Cyber Security Improvement Plan is improving the controls that secure our IT systems.

A new Memorandum of Understanding was set up with NHS24 and a shared service agreement with NHS National Services Scotland Counter Fraud Services.

The information governance infrastructure modernisation programme ensured we were prepared and able to meet the new GDPR regulations.

We scored green across all areas of the Procurement and Commercial Improvement Programme (PCIP) Healthcheck.

We have upgraded the telephony system, Wi-Fi infrastructure and firewalls. We carried out a programme of business continuity tests and exercises in 2019, across all functions and directorates.

## **23.0 PANDEMIC RESPONSE**

In January 2020, I implemented the GOLD Command Group to provide rapid response and make key decisions related to Covid-19 and the rapidly evolving situation. This was underpinned by a structured network of operational command groups and the Covid Flexible Response team to coordinate and deliver required actions. I have also attended the Scottish Government's GOLD meetings throughout the pandemic and the Care Inspectorate continues to liaise closely with Scottish Government and link into national contingency planning groups. We meet with Scottish Ministers and liaise with the relevant public health protection authorities, including Directors of Public Health, Healthcare Improvement

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Scotland, NHS Inform and Health Protection Scotland. The UK Regulators' Chief Executives Forum, which I established in 2019, focused on Covid-19 and allowed us to share our learning and experiences from across the UK. I also went on to chair the SINC group of regulators to discuss the responses to Covid-19 from across Europe.

At the start of the Covid-19 pandemic, the Care Inspectorate galvanised all its resources to focus on supporting services to manage the crisis. We immediately focused our operations on how best to support partnerships, providers and services to ensure that we provided the right support at the right time as the situation evolved. We changed our routine inspection cycle to limit the spread of the virus and moved to focus on those services that presented the highest risk. We immediately scaled up the frequency and intensity of our contact with services, often to daily, recognising the need for additional support whilst continuing to scrutinise the sector and provide public assurance.

Our scrutiny, assurance and quality improvement work had to adapt and the move to our new model of operating in a risk-based, intelligence-led way has been accelerated.

Early in March 2020, we put an early warning system of enhanced notifications in place, requiring services to tell us about both suspected and confirmed cases of Covid-19, and staffing levels affected by Covid-19. The Red, Amber, Green system was unique across the UK regulators and meant we were immediately alerted to issues and could provide scrutiny, guidance and support to services directly, as well as directing resources to services from other key agencies where needed.

We introduced Key Question 7, with associated quality indicators, to inspect how older people's care services were responding to Covid-19. Key question 7 has been consulted on and advice sought from key partners in public health. We have developed a detailed record of inspection for staff for use during inspections with key areas for them to cover, linked to guidance to support improvement. While our inspections have focused on Key Question 7 during the pandemic, we have also inspected against quality indicators from our wider quality frameworks when the intelligence has indicated this was required.

Our Covid-19 flexible response team provided specific support in relation to infection prevention and control (IPC) issues, such as personal protective equipment (PPE) and testing. We followed Health Protection Scotland guidance and checked whether IPC measures were being implemented, levels of PPE were adequate and staffing levels were appropriate. On notification of an outbreak, the allocated inspector would contact the service. This was to ensure management had up to date guidance, staff were trained, that the home had adequate stocks of PPE, and this was being used correctly, and that staff understood the correct IPC measures and guidance. We provided support and guidance to services on understanding guidance. As well as direct contact with services we ensured that local health protection teams were aware of any outbreaks, sharing daily with

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them all notifications we received. Where we had concerns about a service's ability to implement guidance or around care issues, we escalated this to the health and social care partnership, sharing intelligence and agreeing support for services. We also directly supported managers and staff during the crisis.

The Care Inspectorate and other national agencies provided learning and support in a range of ways for services, including guidelines and information, scrutiny and improvement support, systems and processes, and learning webinars. These supports included contact, guidance, training, tools and multi-agency wraparound support to keep people safe and ensure staff in services had the right support, guidance and tools to maintain and develop the right skills and knowledge.

In ELC we introduced key question 5: How good is our care and support during the Covid-19 pandemic? to evaluate children's health and wellbeing; infection prevention and control; and staffing arrangements. This was primarily a self-evaluation tool, which we also used for inspection early in the pandemic to assess how settings were meeting the needs of children.

We rapidly adapted our scrutiny and regulation approach in line with public health advice to ensure we continued to carry out our role effectively from the outset and throughout the pandemic. We outlined all we did in four detailed reports.

- [The Care Inspectorate's role, purpose and learning during the Covid-19 pandemic](#)
- [Delivering care at home and housing support service during the Covid-19 pandemic](#)
- [Early learning and childcare: our role, purpose and learning during the Covid-19 pandemic](#)
- [The Care Inspectorate's scrutiny and support of adult social care during the Covid-19 pandemic](#)

While required, we laid before Parliament [summary reports of inspections of care homes](#) every two weeks.

We continue to support Operation Koper, the Crown Office Procurator Fiscal Service (COPFS) and Police Scotland investigation of confirmed or suspected Covid-19 deaths through the submission of relevant information and evidence.

I gave evidence to the Health and Sport Committee on 25 August 2020 along with the Executive Director of Scrutiny and Assurance as part of its pre-budget scrutiny, while also considering the impact of Covid-19.

Recognising the importance of creating a safe space to reflect and learn from experiences during the pandemic, we delivered a programme of learning events to encourage our workforce to reflect together on the learning, insights and challenges experienced at work during the pandemic. It has been essential to

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provide a comprehensive package of support for our staff who were working remotely, which has also included:

- workforce surveys were carried out to identify issues and measure wellbeing, and we implemented the recommendations from these
- 'Covid-19 age' risk assessments
- staff training to support transition to remote working
- regular updates have been issued to all staff to keep them informed on developments
- regular live Microsoft Teams events
- guidance including an FAQ sheet for staff and a Q&A for managers
- a Wellbeing page on our intranet
- our Wellbeing group, which has promoted mental health and wellbeing by sharing information, support, and training
- Yammer groups to encourage ongoing discussion around working from home and wellbeing
- hybrid working plan and processes in readiness for return to offices
- a support programme for inspectors undertaking on-site inspections in high-risk services during the pandemic including key learning themes of PPE, IPC, palliative care, medication, inspection process in high-risk services, adapted process for recording inspections

**24.0 CONCLUSION**

In conclusion, as illustrated above, my tenure over the past three years has been characterised by a rapid pace of work and an equally rapid adaptation of how the Care Inspectorate has worked in the face of Covid-19 and our response to it.

As I reflected in my introduction to this report, it has been a real privilege to lead the organisation during what has been the most challenging period of its history. I extend my sincere thanks to the Board Chair and Members, Care Inspectorate staff and all those I have worked and engaged with across health and social care.



<b>Title:</b>	<b>CORPORATE PLAN 2022 - 2025</b>
<b>Author:</b>	<i>Lisa Rooke, Head of Corporate Policy and Communications</i>
<b>Appendices:</b>	1. Draft of Corporate Plan 2022 -2025
<b>Consultation:</b>	Outlined in report.
<b>Resource Implications:</b>	None

### EXECUTIVE SUMMARY

Following the Board meeting in December 2021, the draft of the Corporate Plan has been updated based on the feedback provided by the Board, the consultative group and that of the other consultation sessions that have subsequently been held.

The new Corporate Plan sets out our vision, mission, and values for the 2022 – 2025 period, our business model, four strategic outcomes and the key priorities we will focus on to achieve these.

Appendix 1 is the updated current draft of the proposed structure and content of the Corporate Plan.

### The Board is invited to:

- |    |  |
|----|--|
| 1. | Review and discuss the updated current draft of the new Corporate Plan before further development. |
|----|--|

<b>Links:</b>	Corporate Plan Outcome	All	Risk Register - Y/N	Y	Equality Impact Assessment - Y/N	Y
<b>For Noting</b>	x	<b>For Discussion</b>	x	<b>For Assurance</b>		<b>For Decision</b>

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

### Reason for Confidentiality/Private Report:

Not applicable. This is a public Board report.

**Disclosure after:** N/A

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<b>Reasons for Exclusion</b>	
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.

**BOARD MEETING 10 FEBRUARY 2022****Agenda item 9**  
**Report No: B-03-2022****CORPORATE PLAN 2022 - 2025****1.0 INTRODUCTION**

In August 2021, the Board agreed to a new Corporate Plan being developed to cover the three-year period from 2022 – 2025, setting out our strategic outcomes for this period and providing clarity on how we will deliver these outcomes and measure our performance against the outcomes.

A consultation period took place from October to December 2021 to gather feedback and views to inform the new Corporate Plan. Further consultation is also taking place with key groups and members of the public specifically in the island communities.

**2.0 CORPORATE PLAN CONSULTATIVE GROUP**

The Corporate Plan consultative group was established in September and is meeting monthly. The group consists of Board Member, Bill Maxwell, and a range of representatives from across the organisation. It was set up to provide input on the development of the Corporate Plan and to provide advice on engaging as widely as possible both internally and externally to develop a plan that is relevant and ambitious. The group will continue to meet monthly until the Corporate Plan is finalised.

**3.0 CONSULTATION PROCESS**

A number of activities have been undertaken to consult on the new Corporate Plan.

Our primary focus was to gather views through a survey and facilitated discussion and workshops with our staff, with stakeholder groups and with people who experience care.

We ensured our consultation was open, accessible and inclusive through the use of the Citizen Lab platform and in our promotion and communications relating to the consultation.

During November and December, we conducted 27 consultations sessions, with over 300 staff and 66 external contacts attending our sessions. We also held a development session with the Board and Strategic Leadership Team (SLT), and two sessions with our inspection volunteers and young inspection volunteers.

We received 26 internal responses and 130 external responses to our online surveys.

Further consultation sessions are planned in early February with our key stakeholders and with the island communities, which will involve the general public. The following organisations and groups have been invited to take part:

- Sponsor Branch
- Scottish Care
- SSSC
- CCPS
- SCMA
- Early Years Scotland

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- COSLA
- Social Work Scotland
- ADES
- Children in Scotland
- CELCIS
- Who Cares Scotland
- HIS
- Education Scotland
- Alliance
- PAMIS
- Care Home Relatives Scotland
- TIDE
- NDCAN
- SDWG

**4.0 PERFORMANCE MEASURES**

The strategic outcomes will be aligned to performance measures, which will be monitored and reported through the quarterly performance reports to the Board. The performance measures are being developed and aligned with the new Corporate Plan through a consultative group with Board representation.

The work will be concentrated in February with a number of sessions to be held with colleagues from across the organisation to ensure we develop the appropriate measures to match to the strategic outcomes.

A Board development session is planned for 10 March to discuss the draft performance measures which will then be further refined for the final version of the Corporate Plan which is planned to come to the Board for agreement in March 2022.

**5.0 PROPOSED TIMESCALES**

The proposed timescales are outlined below. These may require some flexibility and will be subject to change depending on a number of external influences, such as any announcements that might come forward from the National Care Service consultation.

<b>Timescale</b>	<b>Activity</b>
January / February	Development of performance measures for Corporate Plan (led by Ingrid Gilray with a working group)
February	Update to staff with opportunity for further feedback
1 – 8 February	Send to SLT, Operational Leadership Team (OLT) and consultative group for further feedback
10 February	Updated draft of Corporate Plan presented to Board
14 February	Consultative group meeting – update on progress
February	Meet with key stakeholders for further consultation on final draft.

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10 March	Board Development Event on the performance measures.
March	Meet with executive directors to discuss specific feedback from consultations to feed into directorate plans.
March	Final amendments/revisions
March	Comms plan signed off for publishing and promotion
22 March	Board sign-off.
April 2022	Publish and promote new Corporate Plan
April 2022	Develop directorate plans aligned to Corporate Plan
May 2022	Develop team plans aligned to Corporate Plan and directorate plans

**7.0 IMPLICATIONS AND/OR DIRECT BENEFITS****7.1 Resources**

None.

**7.2 Sustainability**

None.

**7.3 Policy**

As we begin to look ahead, we need to anticipate how the next set of changes will impact us and ensure that we are ready and able to respond. The new Corporate Plan will set the framework for addressing these drivers of change.

This paper should be considered in the context of intense policy attention on social care throughout the Covid-19 pandemic. The pandemic continues to be a major subject of policy discussion, both in terms of the ongoing challenges it presents and the reflection and scrutiny that is taking place as we move towards a public inquiry.

**These include:**

**Workforce:** Covid-19 has shone a light on the care sector, its workforce and the extraordinary efforts of health and social care workers across Scotland in meeting the unprecedented challenges of the pandemic. We have a highly skilled workforce and our strategic workforce plan details how we are supporting colleagues to further develop their skills and expertise. Our strategic workforce plan will be updated alongside the Corporate Plan to ensure that the two are aligned. Similarly, we will look at how we can

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support the sector in attracting the skills and resources it needs to operate successfully taking into account the ongoing impact of Brexit on the sector.

**National Care Service / Review of Adult Social Care (Feeley):** This Feeley report recommends improvements to the adult social care system of support in Scotland, in terms of the outcomes achieved by and with people who experience care. The Review recommends the establishment of a National Care Service, setting out how it could “drive consistent, high quality social care support in partnership with people who have a right to receive that support, unpaid carers and the workforce”. It set out 53 formal recommendations, including revisiting the role of existing national care and support bodies – such as the Care Inspectorate and Scottish Social Services Council - to ensure they are fit for purpose in a new system. This will influence greatly the strategic direction and work of the Care Inspectorate, particularly in the following areas:

- Market Oversight
- Data sharing
- Quality improvement
- Partnership working
- Involving people
- Rights based care

The Scottish Government recently consulted on proposals for a National Care Service, which followed Feeley’s recommendations. As the National Care Service is developed, debated and implemented in the coming years this is likely to have a significant impact on social care and social work, with implications for our role and function.

**The Promise:** The Scottish Government has committed to a review of the ‘care system’ to meet the needs of children and families and ensure the rights of children must be at the heart of the new framework. The Care Inspectorate is required to demonstrate an understanding of what children and families value, and inform, support, enable and make any changes necessary to ensure The Promise is kept. It will require us to ensure that our inspection and regulation place children’s and families’ values at its heart.

**Early Learning and Childcare (ELC) expansion:** We have supported the Scottish Government’s expansion of ELC for every three- and four-year-old and eligible two-year-olds by contributing to the national governance of the expansion plan. With the rollout of the statutory requirement to provide 1,140 hours of funded ELC coming into force in August 2021, the next stage is to ensure the implementation of ‘Funding Follows the Child’ and ensuring providers meet the National Standard. As a result, our scrutiny work is key to monitoring the quality of provision and eligibility to provide funded ELC. We will also need to assess the implementation of the Strategic Framework for school age children and, in particular, the commitment to build a wraparound childcare system providing care before and after school. We will need to consider the impact of these commitments on our role in the scrutiny or improvement support of these services.

**The national performance framework (NPF):** The NPF is due to be refreshed during the first half of this Parliament.

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**Corporate parenting role:** We will continue to review our progress as a corporate parent and our duties to support care experienced by young people and promote their needs and interests. Our corporate parenting plan will be required to be updated in the lifetime of this new corporate plan to ensure that we are achieving our commitments and remain aligned to The Promise.

**United Nations Convention on the Rights of the Child (UNCRC):** The United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Bill passed Stage 3 in March 2021 and embeds the UNCRC into domestic law. The Bill was subject to a legal challenge by the UK Government but, if enacted as expected, the Care Inspectorate will be required to publish a report highlighting its actions to ensure compliance with the convention. As well as demonstrating compliance, it will be important for us to show how we are living and breathing children's rights across our work and decision making.

**Equalities:** Our equality outcomes and action plan map out how we plan to meet duties in relation to equalities. This includes how we develop and evaluate rights-based care; how we train our employees and volunteers; and how we procure services and goods from others. We will continue to work towards meeting our equality goals and will publish details as we progress these actions. We are committed to being inclusive and accountable on making equality, diversity and inclusion integral to everything we do.

**Reform of Education Scotland / Scottish Qualifications Authority:** The Scottish Government announced that there will be an overhaul of the system and structures within the education sector and has carried out a consultation. There have been calls to disaggregate the inspectorate and support departments within Education Scotland, which could have an impact on the Care Inspectorate.

**Digital transformation:** We started a transformation journey over three years ago, implementing a digital system for managing complaints about care services. We then replaced the paper registration form with an online version and streamlined the processing of registration applications onto our main Register. The next stage will support a new business approach to scrutiny, by providing a digital platform to capture and consolidate intelligence so that scrutiny activities can focus on areas of greatest potential risk. This will be underpinned by the creation of a common data hub to gather and share relevant information from stakeholders including public sector partners, providers and those experiencing care. It will provide oversight of care provision from market level down to individual providers and services, which will enable the organisation to be more proactive in identifying improvements, moving from remedial to preventative interventions, and being more flexible in response to changing circumstances and demands. Again, this links in with the recommendations of the Feeley review and will be key to shaping our future role.

**Societal and economic recovery:** Covid-19 has exacerbated existing inequalities disproportionately affecting those living in disadvantaged areas and from ethnic minority backgrounds. There is a need to address the deep-rooted inequalities across Scotland and tackle child poverty. There is an opportunity to amplify our role in supporting improvements across public services to help reduce health and social inequalities across the country.

#### **7.4 People Who Experience Care**

It is imperative that the Care Inspectorate's core purpose of scrutiny, assurance and improvement support is set out clearly through a Corporate Plan which is easily understood and accessible to people experiencing care services, our partners and all who we work with. In developing our new Corporate Plan, particularly in the light of the pandemic, it will ensure our critical work is carried out in a way that focuses on safety and outcomes for people, paying particular attention to overall health and well-being of people experiencing care.

#### **7.5 Customers (Internal and/or External)**

The new Corporate Plan is being developed through a consultative process which involving internal colleagues, external partners and people experiencing care.

#### **8.0 NEXT STEPS**

The Board is invited to comment on the updated draft of the Corporate Plan. This feedback will be considered as the Corporate Plan is refined and further developed. A Board Development Event on the performance measures will take place on 10 March. The final draft of the new Corporate Plan which will include the draft performance measures will be brought for the Board's consideration and agreement to the March 2022 Board meeting. Publication is planned for April 2022 but this timeline will be reviewed on an ongoing basis.

**DRAFT OF THE CORPORATE PLAN 2022 – 2025**

**CARE. IT'S WHAT WE DO.**

**STRUCTURE:**

**Introduction – Paul Edie, Chair**

**Introduction – Edith Macintosh, Interim Chief Executive**

**The Care Inspectorate**

- **Who we are and what we do**
- **Where we are now**
- **Where we are going**
- **Associated plans/strategies**

**Our Vision, Mission, Values**

**Health and Social Care Standards**

**Those who experience care**

**Involving and engaging**

**Our volunteer programme**

**Improving outcome for infants, children and young people**

- **The Promise**
- **Our role as a Corporate Parent**

**Delivering world class social care and social work**

**Our four strategic outcomes to achieve our mission**

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

**Digital transformation**

**Sustainability**

**Our journey to 2025**

**Business model**

**Resourcing**

**How we will collaborate to achieve our vision**

## INTRODUCTION – 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, purpose, ambition and priorities for the next three years. Through our core purpose of providing scrutiny, assurance and improvement support we will contribute towards world-class care in Scotland, where every person, in every community, experiences high-quality care and support that is compassionate and tailored to their rights, needs and wishes.

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

I would like to express my thanks to all those who have worked so tirelessly over the past couple of years, as well as to the staff at the Care Inspectorate who have committed so much time, energy and hard work 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 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.

Keeping the Health and Social Care standards central in driving and supporting quality improvement, our staff will continue to play a crucial role in protecting people, and importantly, provide assurance of this for those who care for them, such as relatives, friends and local communities.

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 wellbeing and social justice for all.

There are opportunities which the Care Inspectorate will continue to influence, shape and contribute to, such as the implementation of the ‘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 support the implementation of changes coming forward as part of the National Care Service.

I remain committed to helping the Care Inspectorate achieve its 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.

## INTRODUCTION – EDITH MACINTOSH, INTERIM CHIEF EXECUTIVE

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

### **COLLABORATING TOWARDS WORLD-CLASS SOCIAL CARE AND SOCIAL WORK**

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 care that meets our national Health and Social Care Standards, is compassionate, rights-based, respects choice and helps to realise their hopes and ambitions.

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

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

Social care and social work are changing, driven by the evolving impacts and challenges of the Covid-19 pandemic. To adapt and respond to a world with Covid-19, we anticipate public policy change, new legislation and reform to implement a new national care service. This will mean change across the sector; both for services themselves and for the agencies that support and oversee them. We need to retain our capacity and ability to adapt and respond effectively to the demands such change may bring.

With change, comes the opportunity to do things better. Any social care reform must be focused on 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 important 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 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.

## THE CARE INSPECTORATE

### Who we are and what we do:

The Care Inspectorate is the independent scrutiny body for social care and social work services in Scotland and supports the continuous improvement of these services.

### We regulate over **12,100** services:

**INSERT - Diagram to demonstrate number and type services we regulate**

### Where we are now:

We are committed to keeping people safe and protected from harm and to providing public assurance in the quality of care and support delivered by individual services and across local communities.

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

We take an intelligence-led, risk-based and targeted approach to scrutiny, assurance, and 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 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 healthcare, education and social work, 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 needs and choices respected.

Involving people who experience care in our work is essential to 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:

Covid-19 has - and 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.

Throughout the pandemic we have worked closely with our colleagues in healthcare and education to support the health and wellbeing of those experiencing care, support and early learning opportunities. The pandemic has highlighted the interdependencies of health and social care and the need for system-wide approach. Health and social care need to

understand the issues and risks for each other and the value and unique benefits each bring.

As we look ahead to the next three years, it is essential to continue to apply our learning as we continue to 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 proposals coming forward as part of the **National Care Service [may require updating]** will have a significant impact on the delivery of social care and social work services in Scotland. As the National Care Service is developed, debated and implemented this will have significant implications for our role and function presenting an opportunity to influence and adapt to this changing environment, strengthening our role, purpose and ability to support the delivery of world class care and support in Scotland.

Reform is also underway that will improve outcomes for infants, children and young people and we are committed to achieving the ambitions set out for us in 'The Promise' as well as contributing to the education reform agenda.

**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 2021-2025
- Financial strategy
- Learning and development strategy
- Procurement strategy
- The Promise
- Quality Improvement and Involvement strategy
- Scrutiny and assurance plan
- Strategic workforce plan
- Race Equality in Employment Plan

## THE CARE INSPECTORATE'S VISION, PURPOSE, 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 care, social work and early learning services, promote innovation and support continuous improvement. We will take action where experiences and outcomes are poor.

### 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 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\* and compassion at the heart of everything we do.
- **Fair:** we will act fairly, 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 and adults

## **HEALTH AND SOCIAL CARE STANDARDS**

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

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

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.

The Standards also drive what we do.

Our quality frameworks use the Standards to illustrate the quality of care we expect to see. When we develop national scrutiny and 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 the Standards to improve care.

The principles of the Standards:

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

## **THOSE WHO EXPERIENCE CARE**

Outcomes for the those in Scotland who receive care are at the heart of everything that we do. We are passionate and committed to improving the quality of care and support for those who experience it, and work towards our vision for world-class social care and social work.

We will continue to listen to the views of those who experience care and act on them, protecting rights and providing public assurance about the quality of care in Scotland.

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

We will support services and those who use services 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 work hard to make sure we offer that to everyone, through our websites, social media channels, newsletters, or our customer contact centre. 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.

## **INVOLVING AND ENGAGING**

It is vital that those who experience care, support and early learning services, their families and carers are involved in the planning and delivery of the services they use. Many who use care services may be at risk of not having their voice heard, and we play an important role in ensuring it is both heard and acted upon. We ask for and listen to experiences, promoting and sharing these with others, to help achieve positive outcomes.

As well as being involved in regulated care and strategic inspections, our volunteers make invaluable contributions to our strategic work, for instance, co-designing our strategic inspection methodologies or being on the recruitment panel for interviews.

There are many ways people can be involved in our work. Whether this is simply giving their views on care services or on a particular issue or being more involved on an on-going basis in a variety of projects that we undertake.

We will continue to look at different ways people engage and throughout the life of this corporate plan we will continue to build our volunteer programme and involve those with lived experience of care across all our strategic work.

## **OUR VOLUNTEER PROGRAMME**

We believe everyone has the right to high quality, safe and compassionate care, whatever the setting and we believe we can make care better 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 care services and they play a crucial part in our inspection process of both regulated care services, health and social care partnerships and community planning partnerships.

Our volunteers can also get involved in other areas of our work such as:

- Helping us recruit and select staff for a variety of roles within our organisation
- Collaborating and consulting with our staff and partners on projects to help us make improvements to how care services are designed and delivered.

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

### **Quotes about 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 advisor 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)

## IMPROVING OUTCOMES FOR INFANTS, CHILDREN AND YOUNG PEOPLE

### The Promise

The Promise is responsible for enabling and growing the work of change demanded 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** to ensure that care-experienced infants, children, young people, adults and their families - that every child grows up loved, safe and respected, 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 to 2024. We have established six workstreams to help us to achieve these. 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 voice. 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.

**INSERT GRAPHIC OF HOW WORKSTREAMS FIT TOGETHER WITH PROMISE LOGO**

### Our role as a Corporate Parent

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 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 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 \(2021-2023\)](#) 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.

**DELIVERING WORLD CLASS SOCIAL CARE AND SOCIAL WORK**  
**OUR FOUR STRATEGIC OUTCOMES TO ACHIEVE OUR VISION**

**HIGH-QUALITY CARE FOR ALL:**

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

Our scrutiny, assurance and improvement support activity will improve the quality of care that infants, children, young people and adults 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 support self evaluation, continuous quality improvement and the sharing of good practice.

**Our key priorities:**

- We will listen to the voices of those experiencing care and support across all sectors, acting upon feedback and demonstrating how these views influence our approach.
- We will build upon our flexible, risk and intelligence-led approach to ensure our scrutiny, assurance and improvement support activity is risk-based, proportionate and intelligence-led.
- 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.
- We will work with 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.
- We will develop a market oversight capacity and capability and use intelligence on financial risk in the social care market to provide oversight on the sustainability of services to further improve care and public assurance.
- We will seek to implement further powers to strengthen our enforcement action to improve the health and wellbeing of those experiencing care.
- We will share information on the quality of care within services and highlight areas that have been identified as requiring improvement.
- We will promote and share an understanding of what those experiencing care have a right to expect according to their rights, needs and wishes.

**Our key measures:**

Being developed.

## **OUR FOUR STRATEGIC OUTCOMES TO ACHIEVE OUR VISION**

### **IMPROVING OUTCOMES FOR ALL:**

**Our activity will support services and partnerships to improve experiences and outcomes for infants, children, young people and adults. We will promote and support high quality self-evaluation, shared learning and innovation.**

Our activity will be focussed on providing improvement support across the social care and social work system and influencing the policy landscape. Ultimately this will result in improved outcomes for those experiencing care, support and early learning opportunities.

#### **Our key priorities:**

- We will support services to continually improve through honest 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, 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 care, support, 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 support and promote reflective practice and a culture of continuous improvement. This will include learning from adverse events and dissemination and application of good practice.

#### **Our key measures:**

Being developed.

## OUR FOUR STRATEGIC OUTCOMES TO ACHIEVE OUR VISION

### EVERYONE'S RIGHTS ARE UPHELD AND RESPECTED:

**Infants, children, young people and adults experience tailored, outcome-focused care and support which 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 HSCs and all other relevant standards 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. Our scrutiny and assurance work will continue to report on the extent individuals' human rights are supported, and how our scrutiny and delivery partners are promoting personalisation.

#### **Our key priorities:**

- We will support services and local communities to co-produce care with those experiencing care and support, ensure that they are protected, and their rights are upheld and respected.
- We will collaborate with the Human Rights Commission and the Mental Welfare Commission and follow their guidance. We will challenge situations when we find that rights are not being upheld and respected.
- We will review the information and resources we make available to services and the public through our website and The Hub to ensure all resources are available and easily accessible.
- We will continue to review our methods 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 encourage commissioners to support a human rights and outcome focussed approach to commissioning services.

#### **Our key measures:**

Being developed.

## 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 are effectively led, developed and supported to deliver our vision and respond to the challenges ahead. We are committed to a culture where our people are invested in, valued, listened to and represented across the organisation.

*“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 that will help us as we continue our journey to achieve our vision.”*

We are committed to a positive culture and ensuring the Care Inspectorate is an innovative, 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.

#### Our key priorities:

- 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 our change journey over the next three years, collaborating both internally and externally.
- Our staff will have with the right skills, knowledge and experience to confidently 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 celebrate our workforce and share their expertise and achievements widely both internally and across the sector supporting continuous improvement.
- We will continue to support our volunteers to undertake their roles. We will expand our volunteer programme to ensure that the involvement of people who experience care and support can help direct improvement support to where it matters most.

#### Our key measures:

Being developed.

## 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 underway. 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, other stakeholders and the wider social care ecosystem, and improve the efficiency of data collection and management.

***“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. (Measure is achieving a cyber security maturity score of 3.0 or more across every dimension and no significant issues or outages.)
- We will deliver transformation and service delivery, through good practice across all our directorate functions. (Measures are satisfaction in our capability across the organisation, value added, and timeliness.)
- We will be recognised as a leading partner in collaboration by sharing information about quality of care. (Measure extent of engagement and sharing of information with partners.)
- 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 – [to be updated]**

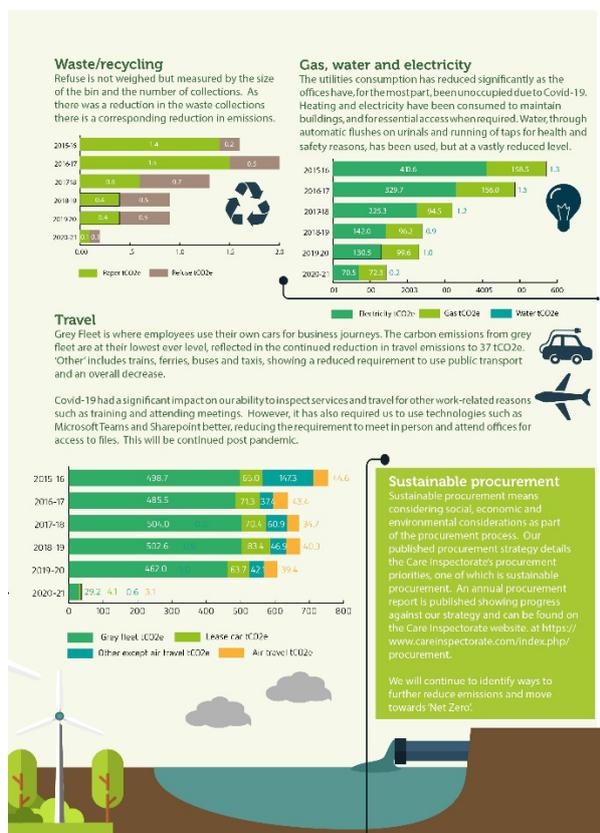
**Sustainability information from Annual Report and Accounts 2020-21**

A Carbon Management Plan covering the period 2018-2023 was launched in 2018. This plan identified a target reduction of 28% from the 2015/16 baseline data to 956 tCO<sub>2</sub>e. The objectives of the plan are considered annually alongside the sustainability report.

As a regulatory body, our core business is to inspect social care and social work services throughout Scotland, leading to high travel related CO<sub>2</sub> emissions. We also have a presence in 14 locations from as far north as Shetland to as far south as Dumfries. These properties are of varying sizes, from 30m<sup>2</sup> to 2,819m<sup>2</sup> on a variety of lease terms, making control of our stationary CO<sub>2</sub> emissions difficult.

We have continued to exceed our target across all scopes. In response to the Covid-19 pandemic, our staff have largely worked from home and our offices have remained closed for all but essential requirements. This means there has been a considerable reduction of carbon emissions for 2020/21. Although this has been an exceptional year, we expect some of the positive actions taken because of the pandemic to continue and do not expect the CO<sub>2</sub> emissions to return to previous levels post Covid-19. We continue to aggregate our direct energy consumption and costs across all our estate.

<https://careinspectoratecloud.sharepoint.com/sites/Intranet/Library/Forms/AllItems.aspx?id=%2Fsites%2FIntranet%2FLibrary%2FEstates%2C%20Health%20and%20Safety%2FCarbon%20Management%20Plan%2018-2023%2Epdf&parent=%2Fsites%2FIntranet%2FLibrary%2FEstates%2C%20Health%20and%20Safety>



**OUR JOURNEY TO 2025**

**INSERT DIAGRAM TO EXPLAIN CHANGES THAT WILL TAKE PLACE AS A RESULT OF THIS CORPORATE PLAN**

DRAFT

## 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 and 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.

### Add risk to diagram



**RESOURCING OUR BUSINESS MODEL – [to be updated]**

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.

This is important in an environment of increasing pressure and demand on public services, 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 the best care in the world.

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## **HOW WE WILL COLLABORATE TO ACHIEVE OUR VISION**

Throughout the pandemic, collaboration was key to build and deliver a robust, comprehensively informed response both nationally, locally and at individual service level.

We are committed to taking forward this multi-disciplinary approach to ensure the combined skills, knowledge and experience from different professions can support social care and support, social work, and early learning services.

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 - SSSC**

In 2021 the SSSC and Care Inspectorate published a new partnership agreement which set out how both bodies work together to improve the experience and outcomes of people for people who use social services in Scotland. The agreement sets out several priority areas of work for the SSSC and Care Inspectorate. For example, we need to ensure that themes from scrutiny, 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 continue working together to involve people who use service and carers throughout our work.

Both organisations need to 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 which meets the need of our stakeholders.

### **REFERENCES:**

#### **DEFINITIONS**

- **person centred**
- **outcomes**

#### **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>



## BOARD

### Schedule of Business 2021/22

BUSINESS TOPIC	17 June 2021	12 Aug 2021	23 Sept 2021	16 Dec 2021	10 Feb 2022	22 Mar 2022
Chair's Report	✓	✓ Expanded to cover whole term of office	✓	✓		✓
Chief Executive Report	✓	✓ (Verbal)	✓	✓	✓ (verbal)	✓
<b>STRATEGY AND POLICY ITEMS</b>						
<b>Approval of Care Inspectorate Strategies on a rolling/as required basis</b> <ul style="list-style-type: none"> <li>• Financial Strategy</li> <li>• Customer Service Strategy</li> <li>• Legal Services Strategy</li> <li>• ICT Strategy</li> <li>• Intelligence Strategy</li> <li>• Shared Services Strategy</li> <li>• Information Governance Strategy</li> <li>• Communications Strategy</li> <li>• Improvement Strategy</li> <li>• Health and Safety Strategy</li> <li>• Workforce Strategy</li> </ul>	Financial Strategy			Interim Improvement and Involvement Strategy		
Corporate Plan		✓ (Update/ Framework)		✓ (first draft and performance measures)	✓	✓

BUSINESS TOPIC	17 June 2021	12 Aug 2021	23 Sept 2021	16 Dec 2021	10 Feb 2022	22 Mar 2022
Financial Strategy	✓ Private item					
Scrutiny and Assurance Plan	Revised 2021-22					✓
Budget and Indicative Budgets						✓
Strategic Risk Register 2021/22	✓					
Approval of Risk Appetite and Risk Policy	✓					
“The Promise” Scotland Plan 2021-24	✓					
Annual Review of Procurement Strategy			✓			✓
Customer Engagement Strategy – Refreshed <i>(to be added to the 2022/23 Board cycle)</i>						
<b>MONITORING AND GOVERNANCE ITEMS</b>						
Monitoring our Performance Quarterly Report	Q4 ✓		Q1 ✓	Q2 ✓		Q3 ✓
Minute of Audit and Risk Committee	✓		✓	✓		✓
Complaints Activity Report	✓ (annual)			✓ (mid-year)		
Revised Counter Fraud, Bribery and Corruption Framework	✓					
Annual Accounts 2020/21 Progress Report <i>(to 1<sup>st</sup> Quarter meeting of Board)</i>	✓					
Board Self-Evaluation Action Plan (arising from Board Governance Review)	✓					
Shared Services Update Report	✓					
Annual Report and Accounts - Audit and Risk Committee Annual Report - Draft Annual Report and Accounts 2019/20 - Combined ISA260 Report to those Charged with Governance and Annual Report on the Audit			✓			
Budget Monitoring			✓	✓ (+ MOWG report)		✓ (+ MOWG report)

BUSINESS TOPIC	17 June 2021	12 Aug 2021	23 Sept 2021	16 Dec 2021	10 Feb 2022	22 Mar 2022
(Report from MOWG: Budget Development to be presented to December and March Board)						
Health, Safety and Wellbeing Strategy and Action Plan						✓
Health and Safety Annual Report				✓		
Equality Duty Reporting – Annual Progress Report				Race Equality Progress report		✓
Corporate Parenting Report						✓
Annual Review of the CI's Financial Regs						✓
Annual Procurement Performance Report			✓			
<b>OPERATIONAL ITEMS</b>						
Digital Programme Update Report	✓ (Appendix to Audit & Risk Committee report)		✓		(+ Stage 2 Business Case update – in Private)	
Chief Nurse Update	✓					
Remobilisation Update (Future Working Group)	✓					
Shared Service Update	✓					
HR Annual Report ( <i>normally first meeting of Board</i> )				(postponed to March)		✓
Board and Committee Cycle 2022/23 – proposed meeting dates			✓			
Hybrid Working and Remobilisation (presentation)				✓		
Approval of Pay Remit for submission to Scottish Government ( <b>tbc</b> )						
Update on Significant Organisational Restructures ( <i>when required</i> )						
Estates Update ( <i>when required</i> )						

<b>BUSINESS TOPIC</b>	<b>17 June 2021</b>	<b>12 Aug 2021</b>	<b>23 Sept 2021</b>	<b>16 Dec 2021</b>	<b>10 Feb 2022</b>	<b>22 Mar 2022</b>
Approval of Compensation Payments ( <i>when required</i> )						
<b>STANDING ITEMS</b>						
Identification of Risk	✓		✓	✓	✓	✓
Schedule of Board Business	✓	✓	✓	✓	✓	✓
CI Employee Relations Appeals ( <i>standing item, but when required</i> )	✓ (none)		✓ (none)	✓ (none)		✓
<b>PRIVATE AND CONFIDENTIAL ITEMS</b>						
Financial Strategy	✓					
Formal Request Of Establishment: Digital Transformation and IT Directorate and Executive Director Post	✓					
Inspection Of Care Homes – Proposals For Joint Inspection With Healthcare Improvement Scotland	✓					
National Care Service – Care Inspectorate response to Scottish Government Consultation			✓			
Care Homes Design Guides			✓			
Digital Transformation Update – Full Business Case, Stage 2					✓	
Budget Matters – verbal update					✓	