



A Meeting of the Care Inspectorate Board is to take place from
1.30 pm-3.30 pm on Thursday 11 August 2022 in Compass House, Dundee

Arrangements will be in place to enable attendees and observers to join by video-link.
 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.	Minutes of Board meeting held on 16 June 2022 (paper attached)
5.	Action Record of Board meeting held on 16 June 2022 (paper attached)
6.	Matters Arising
7.	Chief Executive's Report (verbal update)
	STRATEGY AND POLICY
8.	Quality Improvement and Involvement Strategy 2022-2025 – Report No: B-23-2022
	MONITORING AND GOVERNANCE
9.	Revised Code of Conduct for Members (presentation)
	OPERATIONAL ITEMS
10.	Care Inspectorate Staff Survey: Action Plan – Report No: B-24-2022 and presentation
	STANDING ITEMS
11.	Chair's Report – Report No: B-25-2022

12.	Identification of Risk
13.	Board Schedule of Business 2022/23 (paper attached)
14.	Any Other Competent Business
15.	Close of Public Meeting and Date of Next Meeting: Thursday 29 September 2022 at 10.30 am in Compass House, Dundee



Minutes

- Meeting:** Public Board
- Date:** 16 June 2022
- Time:** 10.30 am – 12.30 pm
- Venue:** Rooms 0.6/0.7, Compass House, Dundee
- Present:** Paul Edie, Chair
 Naghat Ahmed
 Charlotte Armitage
 Sandra Campbell
 Audrey Cowie
 Gavin Dayer
 Rona Fraser
 Ronnie Johnson
 Maria McGill
 Bill Maxwell
 Keith Redpath
 Carole Wilkinson
- In Attendance:** Edith Macintosh, interim Chief Executive (iCE)
 Kevin Mitchell, Executive Director of Scrutiny and Assurance (EDSA)
 Jackie Mackenzie, Executive Director of Corporate and Customer Services (EDCCS)
 Gordon Mackie, Executive Director of IT and Digital Transformation (EDIDT)
 Craig Morris, Interim Executive Director of Strategy and Improvement (iEDSI)
 Kenny McClure, Head of Legal Services
 Lisa Rooke, Head of Corporate Policy and Communications (HoCPC)
 Fiona McKeand, Executive and Committee Support Manager (ECSM)
 Ingrid Gilray, Intelligence and Analysis Manager
 Al Scougal, Senior Intelligence Analyst
 Marie Paterson, Chief Inspector – Adult Services (item 11 only)
 Marie McKerry, Chief Nurse (item 14 only)
- Observers:** Julia White, Acting Head of Customer Services
 Rachael Delaney, Solicitor, Legal Services
 Sarah McMaster, PA to Executive Director of IT and Digital Transformation
- Apologies:** Paul Gray and Rosie Moore (Board members)
 Fiona Birkin, Joint Chair, Partnership Forum (official observer)

Version: 2.0

Status: Approved 11.08.2022

Date: 03.08.2022

Item	Action
1.0 WELCOME AND INTRODUCTIONS	
<p>The Chair welcomed everyone to the meeting, in particular to the four new members of the Board, Audrey Cowie, Charlotte Armitage, Maria McGill and Rosie Moore, whose appointments had been made in April.</p>	
2.0 APOLOGIES	
<p>Apologies were received, as noted above.</p>	
3.0 DECLARATIONS OF INTEREST	
<p>There were no declarations of interest.</p>	
4.0 MINUTES OF BOARD MEETING HELD ON 22 MARCH 2022	
<p>The Board approved the minutes of the Board meeting held on 22 March 2022.</p>	
5.0 ACTION RECORD OF BOARD MEETING HELD ON 10 FEBRUARY 2022	
<p>The Board reviewed and approved the action record from the meeting held on 22 March, noting that all actions had been completed.</p>	
6.0 MATTERS ARISING	
<p>The Chair confirmed that Audrey Cowie would be the Board contact for the operational working group that had been set up to progress the Strategic Workforce Plan.</p>	
7.0 CHAIR'S REPORT – REPORT NO: B-16-2022	
<p>The Chair presented his report which provided information on the selection process for the new Chair, with his own term of office coming to an end on 31 August. The report also outlined the meeting held with the Minister for Mental Health and Wellbeing and the NHS Chairs' meeting with the Cabinet Secretary, both held during May.</p>	
<p>The Board noted the report.</p>	
8.0 CHIEF EXECUTIVE'S REPORT TO BOARD – REPORT NO: B-17-2022	
<p>The interim Chief Executive presented her report which provided the Board with information on key activities and engagements carried out since the end of March. Amongst these, the Board was pleased to</p>	

note, were discussions with the Chief Executive of Education Scotland in terms of education reform, which would initiate a series of regular meetings to take forward partnership working.

The report also covered some of the key developments and areas of work that the organisation had been involved in during the previous three months.

The Board was pleased to note the Care Inspectorate's achievement in winning the Proud Scotland Employer Award and congratulated staff who had worked on this. The organisation was the first regulator to ever achieve such an award, which gave recognition to employers who had led the way in creating a culture conducive to happiness and security within the workplace for employees who identify as LGBTQI+.

The Board was also pleased to note the positive outcome of the recent inspector recruitment campaign with a further campaign planned over the coming months.

In relation to the organisation's hybrid working trial, the Board was advised that, at this early stage, staff were continuing to provide feedback and there were varying levels of office-based working being undertaken. As well as business need, the trial was highlighting individual's wellbeing when taking into consideration home- and office-based working.

The Board noted the report.

MONITORING AND GOVERNANCE

9.0 MONITORING OUR PERFORMANCE

9.1 MONITORING OUR PERFORMANCE 2021/22 QUARTER 4 – REPORT NO: B-18-2022

The Intelligence and Analysis Manager presented the report, which provided a detailed account of the key performance indicators (KPIs) and work in support of the Care Inspectorate strategic objectives over the final quarter of 2021/22.

The Board was pleased to note that overall the Care Inspectorate had met or exceeded targets on four of its seven KPIs and were just slightly below target on the remaining three.

It was noted that with effect from the first quarter of 2022/23, performance reporting would focus on the new KPIs aligned to the new Corporate Plan, approved by the Board.

There was discussion on key outcome indicator (KOI) 2 – the average time a service continued to have a grade of less than adequate - and the complexity of control factors that made it difficult

Version: 2.0	Status: Approved 11.08.2022	Date: 03.08.2022
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to set a target. Whilst recognising the challenges of setting a timescale as a target, the Board agreed that some statement should be included alongside the KOI to indicate the Care Inspectorate's expectations of those services. It was agreed that a form of additional wording for KOI 2 would be considered and prepared in time for the September Board meeting.

I&A team/
EDSA/EDIDT

The Board noted the full report.

9.2 PERFORMANCE TARGETS 2022-25 - REPORT NO: B-19-2022

The report, presented by the Intelligence and Analysis Manager, set out the targets for each new performance measure aligned to the new Corporate Plan. The Board was invited to approve the new targets for each KPI, which were set out in a table along with details on the rationale for each.

Having discussed and received further clarification on the thinking behind the setting of some of the targets, the Board **approved** the new targets and noted that the more detailed Performance Framework would be shared with members through correspondence.

I&A team

10.0 REPORT OF AUDIT AND RISK COMMITTEE

On behalf of the Committee, the Convener reported that the previous meeting held on 19 May 2022 had been a very busy one, with three very positive internal audit reports on workforce planning, scrutiny and assurance and corporate planning having been discussed in detail.

The Board noted that the Committee had approved the annual internal audit plan.

The other main points of Committee business had included a session on cyber security and a presentation on assurance mapping, with the latter supporting the Committee's role in monitoring the strategic risk register. The Board was advised that an assurance mapping update would accompany the regular risk register monitoring item as part of Committee business, with effect from its September meeting.

The Board was advised that new member, Maria McGill, had accepted the vacant position on the Committee, bringing it to full complement.

11.0 COMPLAINTS ABOUT CARE SERVICES IN SCOTLAND, 2019/20 TO 2021/22 - A STATISTICAL BULLETIN – REPORT NO: B-20-2022

The Intelligence and Analysis Manager presented the annual complaints statistical summary "Complaints about care services in Scotland 2019/20 to 2021/22", which had been published on 9 June 2022.

Version: 2.0	Status: Approved 11.08.2022	Date: 03.08.2022
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The publication was the latest in a series on complaints about care services registered with the Care Inspectorate in Scotland. It included summaries of complaints received and investigated between April 2019 to March 2022, the three years over which both the organisation's new complaints procedure and new data collection system had been operating and therefore was based on consistent data.

The Board was pleased to note the section on supporting improvement following complaints.

The report showed that the number of complaints in relation to children services appeared low and it was acknowledged that more work was being done to identify the barriers involved and having better engagement with young people. This included working with Who Care Scotland? and the Care Inspectorate's young inspection volunteers and had involved roadshows to raise awareness amongst young people of the various ways of raising complaints or concerns.

The Board was concerned to note that specific healthcare issues formed the largest group of complaints in relation to care homes for older people, and which appeared to be a recurring theme. Members were advised that regular meetings with provider groups enabled oversight of the areas of most concern and initiated targeted improvement support.

The Board welcomed the high-quality report and acknowledged the work that staff had undertaken in its preparation.

12.0 2021-22 ANNUAL REPORT AND ACCOUNTS PROGRESS REPORT – REPORT NO: B-21-2022

The Head of Finance and Corporate Governance presented the report, which provided the Board with an update on the progress of the 2021/22 Annual Report and Accounts and the projected financial position for the year to 31 March 2022.

The Board was advised that good progress was being made on the preparation of the 2021/22 Annual Report and Accounts and that these were on track to submit to external auditors in accordance with the agreed timescales.

The report also set out a number of areas in relation to the Care Inspectorate's financial position, noting that the projected position was an underspend against revised budget of £1.337m. A summary was provided of the movement in the position since it was last reported to Board in March 2022.

The Board noted the report and that the annual report and accounts would be discussed in more detail at the meeting of the Audit and

Risk Committee being held on 11 August, to which all Board members were invited.

OPERATIONAL ITEMS

13.0 HR ANNUAL REPORT 2021/22 – REPORT NO: B-22-2022

The Executive Director of Corporate and Customer Services presented the annual report, which provided the Board with information on the HR activity and progress achieved during the period April 2021 to March 2022; the key priorities for human resources during 2022/2023 and the current workforce profile. With effect from September 2022, a quarterly HR report would be provided to each Board meeting.

The Board considered the report to be very informative and had no further questions

14.0 PRESENTATION: CHIEF NURSE UPDATE

The Board was presented with an update on the role of the Chief Nurse and an overview of the work plan during January to June 2022. Currently a temporary position, the post was being recruited to on a permanent basis and would be a pivotal strategic role within the Care Inspectorate.

The Board welcomed the information and update on the workplan.

15.0 PRESENTATION: CARE INSPECTORATE STAFF SURVEY HIGH LEVEL UPDATE

The Board agreed to postpone a more detailed discussion on the staff survey until its next meeting on 11 August 2022.

16.0 SHARED SERVICES UPDATE (Verbal report)

The Head of Finance and Corporate Governance updated the Board on the positive shared service working arrangements with the Scottish Social Services Council, noting the extensive governance framework and policies that had been put in place to support this.

Regular joint operational meetings were taking place and the Shared Services Review Board, involving both organisation's Chief Executives, met quarterly to monitor performance under the agreement. Additional assurance was provided to the Board through the Audit and Risk Committee, which also received quarterly reports as part of its monitoring role.

The Board welcomed the update and noted that it would receive an annual report, in line with the same report being submitted to the Scottish Social Services Council members.

Version: 2.0	Status: Approved 11.08.2022	Date: 03.08.2022
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STANDING ITEMS

17.0 IDENTIFICATION OF RISK

The Board agreed that no additional risks had been identified.

18.0 BOARD SCHEDULE OF BUSINESS 2022/23

The Board noted the schedule of business 2022/23.

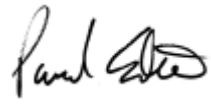
19.0 ANY OTHER COMPETENT BUSINESS

There was no other business.

20.0 CLOSE OF PUBLIC MEETING AND DATE OF NEXT MEETING

The Board noted the date of the next Board meeting as Thursday 11 August 2022 at 1.30 pm in Compass House, Dundee

Signed:



Paul Edie, Chair



BOARD ACTION RECORD

Item No	Title	Action	Responsibility	Timescale	Status/Comments
Actions from 16 June 2022					
9.1	Monitoring Our Performance 2021/22 Quarter 4 - Report No: B-18-2022	KOI 2 – review narrative to include statement around the maximum length of time we expect to see grades remaining as “inadequate”	EDITD / EDSA / Intel team	In time for 2022/23 Q1 report to September Board	Update 4/8/22 Drafting in progress. Proposed text to be shared and agreed prior to releasing the final MP report Sept Board.
9.2	Performance Targets 2022-25 - Report No: B-19-2022	Performance Framework doc to be issued to Board in correspondence.	Intel team / E&SM		Update 4/8/22 In progress – some additional clarification being added on the new measures. Due to be circulated in the next few weeks.

ICE: interim Chief Executive
 EDSA: Executive Director of Scrutiny and Assurance
 iEDSI: interim Executive Director of Strategy and Improvement
 EDCCS: Executive Director of Corporate and Customer Services
 EDITD: Executive Director of IT and Digital Transformation

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



Title:	QUALITY IMPROVEMENT AND INVOLVEMENT STRATEGY 2022-2025
Author:	Aidan McCrory – Interim Head of Improvement Support Sponsor - Craig Morris – Interim Executive Director of Strategy and Improvement
Appendices:	1. Quality Improvement and Involvement Strategy 2022-2025
Consultation:	Wide consultation on this strategy has taken place with internal and external colleagues including a Board member, OLT and SLT members.
Resource Implications:	None – this strategy will be delivered within the current resourcing structure.

EXECUTIVE SUMMARY

The Quality Improvement and Involvement Strategy 2022-2025 builds on our previous three strategies. Since the last strategy, the improvement support section has continued to expand, which has included the involvement and equalities team moving to the section (2020) and the inception of a health and social care improvement team (Spring 2021). Allied to this, is the further investment in specific national quality improvement programmes. This strategy sets out how, over the next three years, we will support the early learning and childcare, social care, and social work sectors in Scotland to improve the outcomes for people who experience care.

This strategy is built on four pillars, that describe how we aim to support the Care Inspectorate, early learning and childcare sector, social care services, providers, and health and social care partnerships, to build quality improvement, involvement, and equalities capacity and capability. We will achieve this by growing:

- Quality improvement capacity and capability
- Innovation
- Involvement and equalities
- Quality improvement support

We will build on the solid foundations built through the previous strategies, such as developing and delivering local and national quality improvement programmes and projects, providing equitable targeted and specialist quality improvement support across the life span and care sectors and building quality improvement capacity across the organisation and respective care sectors. In addition, we will continue to build on our highly successful Care Inspectorate volunteer programme and provide the leadership and direction to achieve the Equalities, Diversity and Inclusion Strategy.

BOARD MEETING 11 AUGUST 2022

Agenda item 8
Report No: B-23-2022

This strategy should be considered within the context of the current complex and fluid policy landscape, namely social care, and educational reform. As things change, this strategy may be reviewed and adapted to cater to a changing landscape.

The Board is invited to:

- | | |
|----|---|
| 1. | Discuss and approve the Quality Improvement and Involvement Strategy 2022-2025 for publication. |
|----|---|

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

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: Not applicable

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

QUALITY IMPROVEMENT AND INVOLVEMENT STRATEGY 2022-2025

1.0 INTRODUCTION

In the Care Inspectorate, we are in a unique position in that we provide scrutiny and assurance, and support improvement across social care. Scrutiny drives continuous improvement and acts as a diagnostic tool on which we can plan our improvement support activity. We have a commitment to collaborative improvement and working in partnership with our stakeholders and strengthening those relationships. Our quality improvement and involvement support is shaped by what people experiencing care tell us is working and not working well, alongside the intelligence that we gather.

This Quality Improvement and Involvement Strategy 2022-2025 continues to build on previous strategies with the notable inclusion of the Involvement and Equalities Team joining the Improvement section and the establishment of the Health and Social Care Improvement Team in 2021.

The strategy should be considered within the context of a complex policy landscape, with notable ongoing and upcoming developments with significant implications for the Care Inspectorate and the services we inspect, regulate and support.

2.0 IMPLICATIONS AND/OR DIRECT BENEFITS

2.1 Resources

Improvement support and involvement is not the responsibility or remit of one individual, team, or section but of the whole organisation. This is a key feature in all our strategic documents and is a key driver for our approach to improvement support, scrutiny and involvement. It is part of everyone's role and everyone has a part to play.

2.2 Sustainability

There are no direct suitability implications arising from this strategy.

2.3 Policy

The strategy should be considered within the context of a complex policy landscape, with notable ongoing and upcoming developments with significant implications for the Care Inspectorate and the services we inspect, regulate and support.

There are several areas of legislation, statutory guidance and policy, which inform our strategy, including:

- Review of Adult Social Care in Scotland
- The Promise
- Getting it Right for Every Child (GIRFEC)
- The United Nations Convention on the Rights of the Child
- Corporate Plan 2022-2025
- Health and Social Care Standards: My Support, My Life.

2.4 People Who Experience Care

This three-year strategy will have a positive impact on those who experience care across the life span. This impact will be seen directly through quality improvement support programmes at multiple levels with multiple stakeholders who co-ordinate and provide direct care to people through improved practice, tools, guidance, and networking across a range of topics and regions. By growing our involvement and equalities support, we will ensure people who experience care have their voice heard, and care across the life span is provided in an equitable and inclusive format.

2.5 Customers (Internal and/or External)

This strategy is far reaching. Through our engagement, improvement support and involvement activities it has potential to involve multiple stakeholders at all levels across health and social care.

Consultation on this strategy has taken place with internal and external colleagues including a member of the Board, OLT and SLT members over a four month period (February 2022 to May 2022).

3.0 CONCLUSIONS/NEXT STEPS

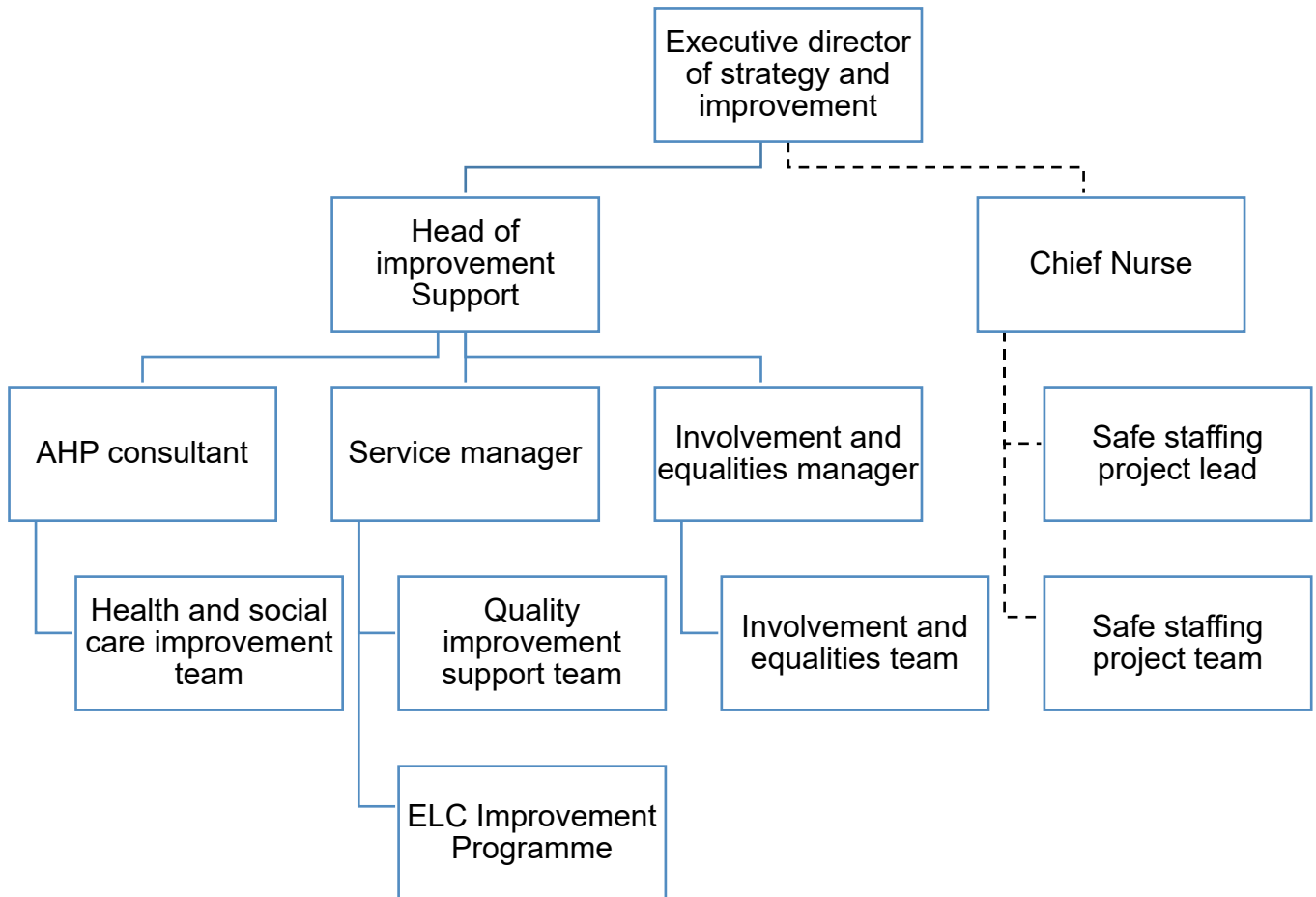
The Board is invited to discuss and approve this strategy for publication. On approval, the next stage would be to share this strategy widely internally and externally.



Quality Improvement and Involvement Strategy

2022-2025

Improvement and Involvement structure



Strategy and improvement directorate

The strategy and improvement directorate supports the Care Inspectorate to fulfil its remit to improve outcomes for people who experience care. The directorate develops and delivers quality improvement support, involvement, communications, organisational workforce development and supports policy development. We work with a wide range of internal and external stakeholders to ensure the voices of people experiencing care and their carers are sought, heard and taken into account. We provide quality improvement support to providers, services and partnerships to help improve the quality of social care and social work across Scotland.

Quality Improvement, involvement and equalities teams

Over the last five years, the quality improvement and involvement support function has evolved to meet the requirements of the social care sector. Quality improvement and involvement support comprises: quality improvement support; involvement and equalities and the health and social care improvement team. Since our first strategy was launched in 2017, we have expanded our capacity to develop our quality improvement offer locally and nationally to support improved outcomes for people experiencing care.

Our teams

Quality improvement support team

The quality improvement support team provides support to our staff and care providers to build confidence and develop their knowledge of quality improvement science and quality improvement tools. They provide quality improvement support to care providers and local partnerships in collaboration with local networks and other organisations to enhance the quality of life and care experiences for people.

Health and social care improvement team

The team, of senior improvement advisers, plays a critical role in supporting services to provide safe, high-quality care and support. This includes health-related clinical needs, alongside the safety and wellbeing of people experiencing care, while maintaining a human rights focus. They provide professional skills and knowledge in specific topic areas, such as infection prevention and control, dementia, pharmacy information, along with general health and wellbeing issues across the life span of people experiencing care. This will facilitate improvements in practice in care services and improve outcomes for people experiencing care.

Involvement and equalities team

The involvement and equalities team ensures quality improvement, co-production, equality and fairness are integrated into all our work across the organisation. Involvement and equality are at the heart of all we do and support the realisation of our vision for world-class care through positive outcomes and rights respected. This team support a cohort of Care Inspectorate volunteers. We have a duty to further improvement in the quality of social care and social work, and our volunteers and the involvement of people who experience care, many of whom will have protected characteristics or face disadvantage and exclusion, are critical to this work.

The Chief Nurse

The chief nurse is a member of the Strategy and Improvement directorate but works across all directorates to support our staff and provide advice on health care and nursing practice. They work closely with the Improvement Support teams to furthering improvement in the quality & safety of care and the health and wellbeing of the people of Scotland. As we progress toward the implementation of the National Care Service, the chief nurse will support collaborative, continual and sustainable activities that demonstrate the ways we make a difference to people who experience care. Externally, the chief nurse participates with partners on strategic groups and quality improvement projects established to influence and shape positive outcomes for people.

Quality improvement and involvement strategy objectives

This strategy is aligned to our [Corporate Plan 2022-25](#), which through our core purpose of providing scrutiny, assurance and quality improvement support we will contribute towards world-class care, support and learning opportunities in Scotland, where everyone, in every community, experiences high-quality social care and social work that is compassionate and tailored to their rights, needs and wishes.

The delivery of the strategic outcomes and key priorities outlined in the Corporate Plan will be supported through the activities outlined in this strategy.



Strategic outcome: high-quality care for all

This strategy will meet the following key priorities:

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

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

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

Our objectives to meet this outcome

We will sample and test out new ways of working, new approaches to tackling complex issues and work with partners across the health and care sector to influence policy. This includes using intelligence and the listening to the voices of those who experience care to guide our approach.

We are committed to strengthening our role in supporting the care sector to build quality improvement capacity and capability, so the sector has the knowledge and skills to identify and make quality improvements that are relevant for their area of work.

Agenda item 7
Appendix 2

Our quality improvement support functions are responsible for a range of quality improvement programmes and projects. We will continue to design and deliver local and national programmes of quality improvement.

We will provide quality improvement support at all levels, which includes targeted and specialist support, through our Quality Improvement Support and Health and Social Care Improvement teams.

It is vital that the voice of people who experience care, their families, and carers shape what we do and how we do it. It is critical that people have choice and control over their support and care. We will continue to listen to these views and act on them to review our approaches and identify good practice that improves the quality of care, support and early learning experiences for those who use services.



Strategic outcome: Improving outcomes for all

This strategy will meet the following key priorities:

We will collaborate with and support services to continually improve through robust and thorough self-evaluation and the provision of information, resources, guidance and quality improvement programmes based on lived experience.

We will ensure that the Health and Social Care Standards, ambitions of The Promise, equality and human rights are central to improving outcomes by listening to and supporting those experiencing care to influence their care and individual outcomes.

We will design and deliver national and local quality improvement programmes across Scotland, working with our improvement partners.

We will work collaboratively, both internally and externally, to build ongoing relationships with those experiencing care, services, partnerships, local communities, academic institutions and experts to improve care and inform our work.

We will advance and promote reflective practice and a culture of continuous improvement. This will include both learning from adverse events and disseminating and applying good practice.

Our objectives to meet this outcome

We will sample and test out new ways of working, new approaches to tackling complex issues and work with partners across the health and care sector to influence policy. This includes using intelligence and the listening to the voices of those who experience care to guide our approach.

Agenda item 7
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Strategic outcome: Everyone's rights are respected and realised

This strategy will meet the following key priorities:

We will support services and local communities to co-produce models of care with those experiencing care and support, ensure that they are protected, and their rights are upheld and respected.

We will collaborate with partners, including the Scottish Human Rights Commission and the Mental Welfare Commission, to promote and support human rights. We will constructively challenge situations when we find that rights are not being realised and respected.

We will promote and share an understanding of what those experiencing care have a right to expect according to their rights, needs and wishes.

We will make all our information and resources available to services and the public through our website and The Hub to ensure they are easily accessible.

We will continue to review the methods we use to encourage and facilitate feedback from as wide and diverse a group as possible of people experiencing care and the public about care and what needs to be improved.

We will implement a new Quality Improvement and Involvement strategy to continue to support the social care sector to spread and sustain quality improvement, effective practice and ensure people's voices are heard and acted on. We will build quality improvement capacity and capability internally and externally.

We will work with and encourage commissioners to support a human rights and outcome focused approach to commissioning services.

Our objectives to meet this outcome

We will continue to listen to these views and act on them to review our approaches and identify good practice that improves the quality of care, support and early learning experiences for those who use services.

Our Equalities, Diversity and Inclusion work will continue to promote an organisational culture where everyone feels included, respected, and valued. Similarly we will do this with the social care and early learning and childcare sectors.

We will support our volunteers who have personal experience of social care and social work services to deliver and shape our work. We will support all our volunteers to be involved in all aspects of organisational activities, to 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.

This three-year (2022-2025) quality improvement and involvement strategy will 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.



Strategic outcome: Our people are skilled, confident and well supported to carry out their roles

This strategy will meet the following 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 changes coming forward over the next three years, collaborating both internally and externally.

Our staff will have with the right skills, knowledge and experience to confidently and consistently use their professional judgement to support the delivery of our strategic outcomes and ultimately the delivery of high-quality care and support for those who need it.

We will prioritise staff and volunteer wellbeing to enable them to respond effectively to our changing internal and external environment.

We will champion our workforce and share their expertise and achievements widely both internally and across the sector supporting continuous quality improvement.

We will continue to support our volunteers and expand our volunteer programme.

Our objectives to meet this outcome

We will continue to support and develop a cohort of Care Inspectorate volunteers to support the successful delivery of our everyday work. We will continue to listen to the views of people who experience care and act on them to review our approaches and identify good practice that improves the quality of care, support and early learning experiences.

We are committed to strengthening our role in supporting our staff to build quality improvement capacity and capability, so they have the knowledge and skills to identify and make improvements that are relevant for their area of work.

Our quality improvement and involvement strategy 2022-25

The Care Inspectorate is the national body that provides scrutiny, assurance, and quality improvement support across social care in Scotland. The Care Inspectorate has a specific duty for improvement. Section 44(1) b of the Public Service Reform (Scotland) Act 2010 places upon us:

‘the general duty of furthering improvement in the quality of social services.’

Scrutiny drives continuous improvement and acts as a diagnostic tool for planning our improvement support activity. We have a commitment to collaborative quality improvement, working in partnership with our stakeholders and strengthening those relationships. Our quality improvement and involvement support is shaped by what people experiencing care tell us is working and not working well, alongside the intelligence that we gather.

This Quality Improvement and Involvement strategy 2022-25 builds on our previous strategies. Since the last strategy the involvement and equalities team has been integrated into our improvement support section and the health and social care improvement team has also been established.

This strategy sets out how, over the next three years, we will support social care and social work in Scotland to improve the outcomes for people who experience care. It should be considered within the context of the current complex and fluid policy landscape. As things change, this strategy may be reviewed and adapted accordingly.

We will support social care and social work in Scotland to improve the outcomes for people who experience care by focusing on our four pillars of quality improvement and involvement.

These pillars describe how we aim to support social care services, providers and partnerships to develop more skills to make lasting improvements and involve those who experience care and support throughout the process.

- Quality improvement capacity and capability
- Innovation
- Involvement and equalities
- Quality improvement support.

Our Scrutiny and Assurance plan 22/23 identifies that both scrutiny and quality improvement activities are key drivers in improving outcomes for people. We will partner with our colleagues across the organisation to further strengthen the work across scrutiny and improvement. Doing this collaboratively, using intelligence and a human rights assets-based approach we will develop pathways to enable care providers to access the relevant levels of quality improvement support for their needs.

All our scrutiny, quality improvement and involvement activity is informed by the ethos set out in the Health and Social Care Standards: My Support, My Life. These are the standards of care that everyone has a right to expect.

Changing policy context

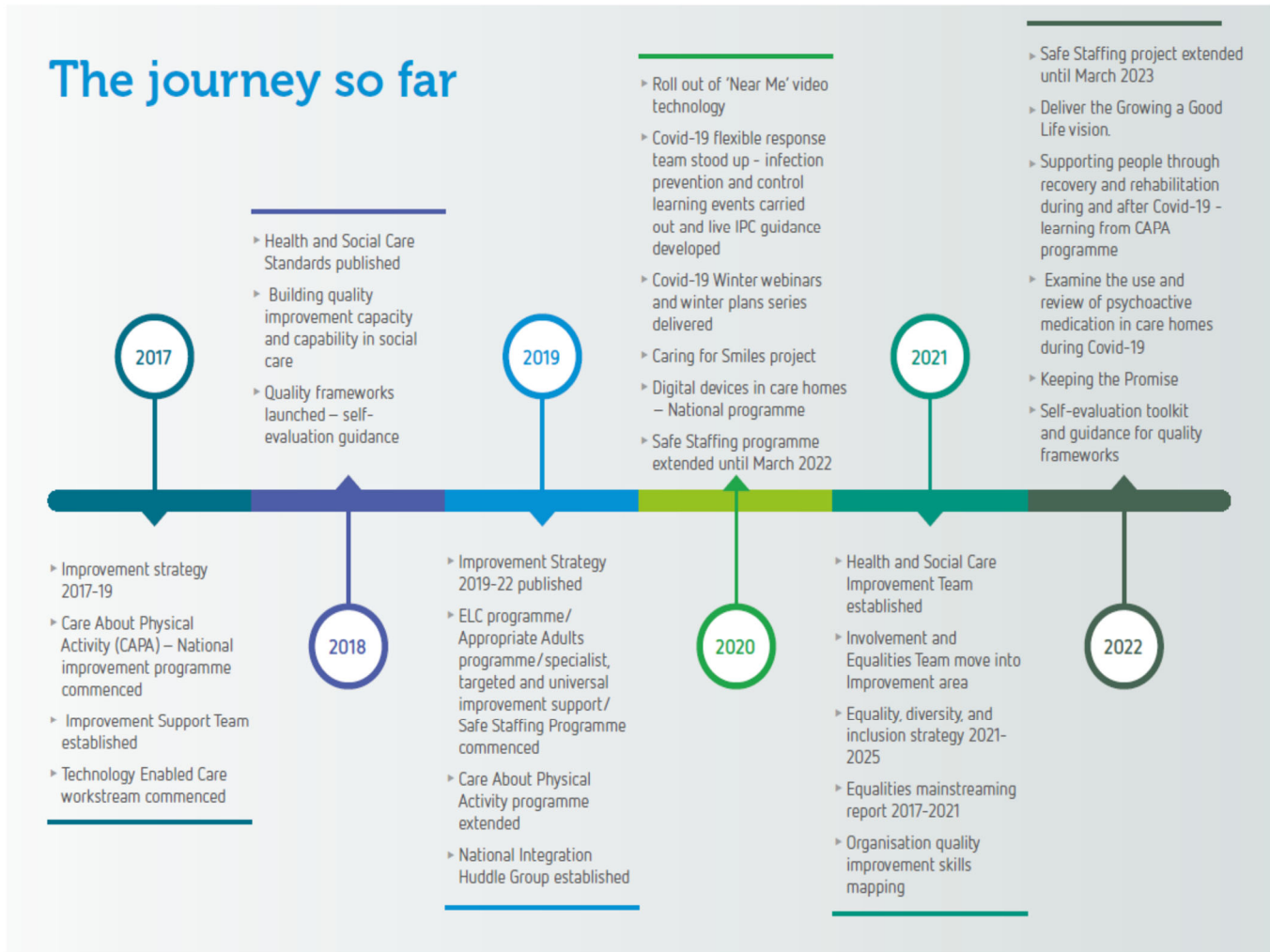
The strategy should be considered within the context of a complex policy landscape, with notable ongoing and upcoming developments with significant implications for the Care Inspectorate and the services we inspect, regulate and support.

The Covid-19 pandemic continues to impact all areas of the care sector. As this continues, a range of review and reform processes are underway across social care. For example, the Scottish Government's proposals for a National Care Service, following the Feeley review of Adult Social Care in Scotland in 2021, will impact upon the Care Inspectorate's work and the delivery of social care and social work services in Scotland. As the National Care Service is developed 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.

Depending on the scope of the National Care Service, it may need to interact and overlap with the ongoing process of reform underway through The Promise and its various workstreams.

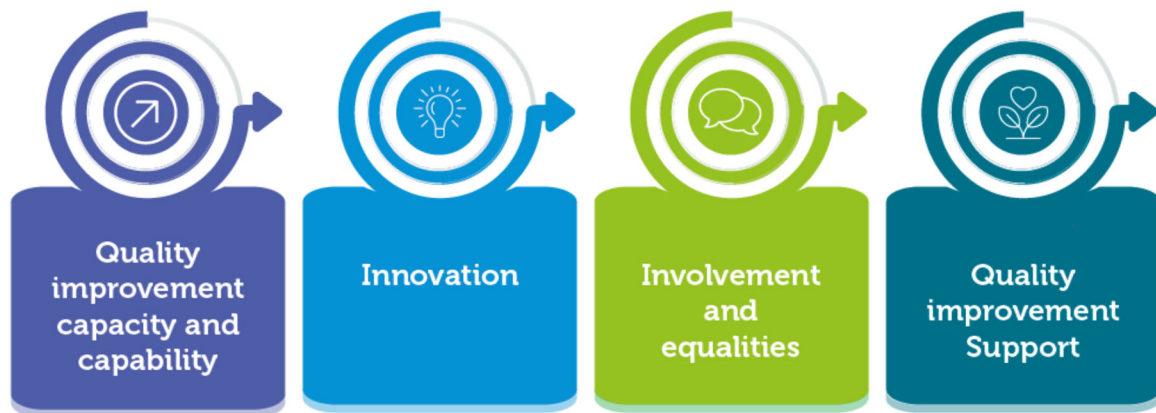
Professor Ken Muir's report to the Scottish Government on education reform will also likely have significant implications. Published in March 2022, it proposes the creation of three national organisations, including a new inspectorate body. The Scottish Government has broadly accepted the report's recommendations and will consider early learning and childcare recommendations in the context of the National Care Service reforms before consulting on specific proposals by the summer of 2022.

Our journey so far



Our objectives

The four pillars of quality improvement and involvement



Quality improvement capacity and capability

We are committed to strengthening our role in supporting the care sector to build quality improvement capacity and capability, to grow the knowledge and skills to identify and make improvements where required that are relevant for the diverse areas of work. We are also committed to supporting the care sector to identify and share strengths, spread good practice and support staff to feel valued.

We will:

- provide customised workshops that introduce quality improvement approaches to the care sector
- increase the knowledge and confidence in the sector to make positive changes in services to improve outcomes for people
- work with our national partners to coordinate quality improvement interventions and provide opportunities to further develop quality improvement practices across the care sector
- work directly with services and service providers to support the implementation of new standards and guidance
- explore skills pathways in partnership with our organisational workforce development team and colleagues across the organisation linking to our strategic workforce plan
- develop our workforce through the delivery of the devolved National Education Scotland's Scottish Improvement Facilitators (SIFs) programme
- support the delivery of the professional development award in scrutiny and improvement practice
- work with oversight teams in partnership areas to support adult social care with a consistent approach to quality improvement and sharing of good practice
- measure the impact of our approach using corporate key performance indicators and evaluations.

Innovation

Using a quality improvement approach, we will test out new ways of working and approaches to addressing complex issues and work with partners across the health and care sector to influence policy and practice. This includes using our intelligence and listening to the voices of those who experience care to guide us.

We will:

- engage with the [Centre for Sustainable Delivery](#) to support its expansion into the care sector - this a centre of excellence, promoting and embedding best practice through a 'Once for Scotland' approach and enabling redesign programmes to support a sustainable health and care system
- engage with [Improving Adult Care Together](#) (IMPACT) to explore opportunities for collaboration. IMPACT is an implementation centre drawing on knowledge gained from different types of research, the lived experience of people drawing on care and support and their careers, and the practice knowledge of social care staff
- test [PainChek](#) to measure and demonstrate the value that using a pain monitoring app, which uses automated facial analysis, supported by artificial intelligence, can have to people who are not able to verbalise their pain levels and the improvements this can have to their quality of life
- test and measure the impact of the Care Experience Improvement Model developed by Healthcare Improvement Scotland in social care - this is a framework that supports health and social care teams to make improvements that are directly related to feedback in a person-centred way
- use intelligence and engage with sector to explore regional quality improvement collaboratives with stakeholders to support improvements in care
- work with three health board areas to test out the contribution and measure the impact of Allied Health Professions supporting adult care homes
- contribute to and support the design phases of the National Care Home Contract Redesign
- measure the impact of our approach using corporate key performance indicators and evaluations.

Involvement and equalities

It is vital that the voices of people who experience care, their families, and carers shape what we do and how we do it. It is critical that people have choice and control over their support and care. We will continue to support and develop our cohort of Care Inspectorate volunteers to support the delivery of our everyday work.

Our Equalities, Diversity and Inclusion work will continue to promote an organisational culture where everyone feels included, respected, and valued. It is equally important to do this with care services and providers, to support the best possible outcomes for people who experience care.

In our Corporate Plan 2022 - 2025, our Corporate Parenting Plan 2021 – 2023 and our previous involvement strategy, Involving You 2018-2021, we have valued the voices of people who experience care in developing our work. We work with volunteers who have personal experience of social care and social work services, and they play a crucial part in our processes.

We will continue to listen to these views and act on them to review our approaches and identify good practice that improves the quality of care, support and early learning experiences.

We will:

- work towards our vision and strategic outcomes within [our Equality, Diversity and Inclusion strategy 2021-2025](#).
- review our progress after one year into the activities identified in our [Corporate Parenting plan 2021-2023](#) - this is our pledge that we will listen to our children and young people and will do our best to act to improve their life chances
- play a key role in pioneering and supporting necessary shifts in policy, practice, and culture so Scotland can [#KeepThePromise](#) it made to care experienced infants, children, young people, adults and their families – that every child grows up loved, safe, respected and able to realise their full potential
- maintain our commitment to the United Nations Convention on the Rights of the Child (UNCRC) implementation through representation on the national strategic implementation board and the development of our internal UNCRC reference group
- support volunteers of all ages to participate in and co-design our core scrutiny and improvement activity
- strengthen the way we work by continuing to involve and engage with people who experience care and those important to them in our plans and processes
- work with organisations that represent people who experience care to help improve the quality of care
- measure the impact of our approach using corporate key performance indicators and evaluations.

Quality Improvement support

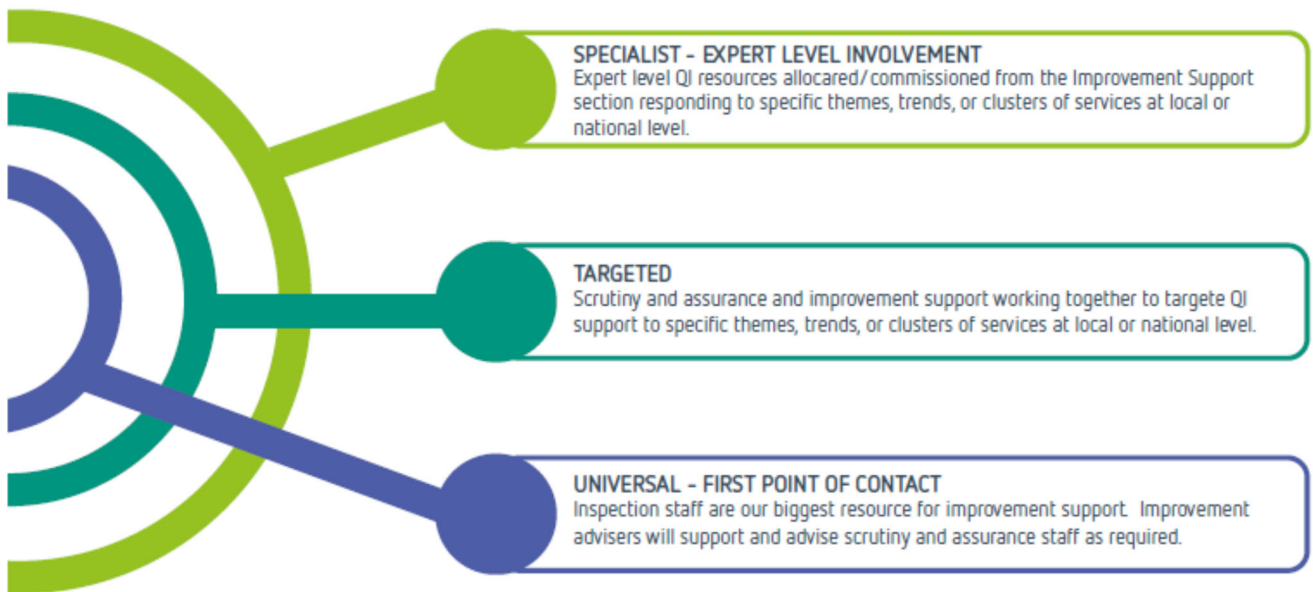
Our quality improvement support teams are responsible for supporting a range of quality improvement programmes and projects that differ in size, scale, scope, and have specific areas of focus. These include involvement and equalities, adults and older people, health, justice, children and young people and early learning and childcare. We also work on specific programmes of quality improvement, which are funded by the Scottish Government. We will design local and national programmes of quality improvement and respond, when appropriate, to requests for quality improvement support.

We will:

- continue to deliver, within funding timescales, the early learning and childcare (ELC) improvement programme that is supporting over 250 ELC settings across Scotland to achieve the Scottish Government National Standard for ELC expansion
- support the development of self-evaluation tools for appropriate adult services in Scotland - we have received funding to lead the development of a self-evaluation model with the primary purpose of building capacity for self-evaluation for improvement
- continue to deliver on the Safe Staffing Programme that has the vision of ensuring that for people in Scotland there are the right people, in the right place, with the right skills at the right time working to ensure people experience the best health and care outcomes
- continue to develop the role and contribution of the Health and Social Care Improvement Team, consisting of professionals from across nursing, social care, pharmacy, and allied health professionals that focus on specific areas of health and wellbeing topics through a quality improvement lens
- Continue to develop the role and contribution of the quality improvement support team - improvement advisors providing specialist, targeted and universal quality improvement support across a range of settings at multiple levels
- continue to develop the Technology Enabled Care workstream, which focuses on activities to support embedding technology and digital solutions to support positive outcomes for people experiencing social care
- measure the impact of our approach using corporate key performance indicators and evaluations.

Levels of quality improvement support

There are many ways which quality improvement support can be provided and tailored to support improvements within health and social care. We recognise that there are quality improvement assets at provider, local and national levels which can be utilised to strengthen and support quality improvement interventions. With the high level of skills, knowledge, and experiences across the quality improvement support section, there is a vital role to supporting colleagues across the organisation.



How we will work collaboratively to deliver this plan

As we develop a world-class approach to scrutiny and quality improvement, we continue to remain focused on the outcomes for people experiencing care.

Collaboration with many different partners is key to bringing different experiences and perspectives to the conversation. Through our joined up strategic approach our vision is for Scotland to have the most advanced system of care scrutiny and quality improvement support in the world that results in better outcomes for people experiencing care.

Quality improvement support and involvement is not the responsibility or remit of one individual or team, but of the whole organisation. This is a key feature in all our strategic documents and is a key driver for our approach to quality improvement support, scrutiny and involvement. It is part of everyone's role and everyone has a part to play.

We are committed to building on the strong foundations across the Care Inspectorate so that our expert workforce can continue to support services and people experiencing care to achieve better outcomes.

Quality improvement support and involvement is a key part of our business model and has a significant role to play across registration, inspection, complaints, and enforcement. We are involved in several successful collaborations with many stakeholders across social care. We have nurtured our relationships with national improvement bodies and agencies such as Healthcare Improvement Scotland, the Improvement Service and the Scottish Social Services Council. We connect regularly at the National Organisations Integration Huddle with organisations such as Education for Scotland, Public Health Scotland, National Services Scotland and Scottish Government to coordinate quality improvement support which is relevant for the social care sector. We work with communities to co-produce ideas and new ways of working and build alliances with national and international partners to identify opportunities to support quality improvement.



Continued collaboration at all levels is a core objective of the Care Inspectorate and the quality improvement support section as we move into the next phase to achieve our strategic aims and delivery of our business model.

We support quality improvement and want to empower services to evaluate their own performance. We believe that self-evaluation can be a powerful tool to identify what is working well and to identify and target efforts to support quality improvement. It is a dynamic and continuous process that leads to the development of improvement plans and identifies areas to take forward and test that lead to improvements.

We are committed to supporting the development of self-evaluation tools and guidance that complement the quality frameworks our inspectors use to evaluate the quality of care.

Agenda item 7
Appendix 2

This strategy sets out how over the next three years, we will work with partners to deliver our core objectives to grow quality improvement capacity and capability, innovation, involvement and equalities, and quality improvement support.

We are committed to measuring our progress in these areas through corporate key performance indicators and data collected through our local delivery plans.

The approaches we take will help providers and partnerships across Scotland to provide values-driven, world-class care which meets the needs, rights and choices of people to have the best quality of life that is possible.



Title:	CARE INSPECTORATE STAFF SURVEY: ACTION PLAN
Author:	Kirstine Rankin, Head of Organisation and Workforce Development
Appendices:	1. Care Inspectorate 2022 Employee Survey Timeline
Consultation:	Consultation has been completed with the Senior Leadership Team and Partnership Forum.
Resource Implications:	Yes - there is currently a resource implication for those staff supporting this work. This includes representatives from Partnership Forum, OLT, OWD, HR and internal communications.

EXECUTIVE SUMMARY

This report provides a progress update on work to develop the 2022 employee survey action plan. The survey plays an important role in supporting our work to build and develop a positive, supportive, and safe culture in which to work.

A response rate of **85%** was achieved which provides confidence that the results are robust and reflect the reviews of most staff.

Key strengths emerging from the results are that:

- 95% of staff reported that they are interested in their work
- 86% of staff feel sufficiently challenged in their work
- 84% of staff feel that they are trusted to carry out the job effectively

Taking a collaborative leadership approach, between May 2022 and September 2022, we are engaging staff at levels in the organisation to consider the employee survey results and identify priority areas to support positive improvement. The resulting action plan will be agreed by the end of September 2022, with the next pulse survey taking place in May 2023.

The Board is invited to:

1. Discuss and note the progress and next steps to take to progress the Care Inspectorate staff survey action plan outlined in this paper.

Links:	Corporate Plan Outcome	4	Risk Register - Y/N	N	Equality Impact Assessment - Y/N	Y
For Noting	X	For Discussion	X	For Assurance		For Decision

BOARD MEETING 11 AUGUST 2022

Agenda item 10
Report No: B-24-2022

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 report.
Disclosure after: Not applicable

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

CARE INSPECTORATE STAFF SURVEY: ACTION PLAN**1.0 INTRODUCTION**

This report provides a progress update on work to develop the 2022 employee survey action plan. The survey plays an important role in supporting our work to build and develop a positive, supportive and safe culture in which to work. The 2022 survey was our first staff survey since 2018. It was also our third full, jointly commissioned Partnership Forum employee survey. As per previous surveys, the survey was delivered in partnership with BMG, an external partner specialising in research services.

The survey was open over the period 14 March to 1 April 2022. With a response rate of **85%** we can draw confidence that the results are robust and reflect the views of the majority of our staff.

Board members received a presentation from our partners BMG in April 2022 where an overview of the staff survey results was shared.

A summary of the headline results is outlined below.

We had a response rate of 85% (525 out of 620 staff)		The overall Employee Engagement score is 62% This has decreased 2% points from 2019	
What is going well?		What could be improved?	
	% Agree		% Disagree
I am interested in my work	95%	Compared to people doing a similar job in other organisations I feel my pay is reasonable	48%
I am sufficiently challenged in my work	86%	I feel that my pay adequately reflects my performance	42%
I am trusted to carry out the job effectively	84%	I feel that change is managed well	40%
I am aware of the organisation's overall corporate plan	80%	I have the opportunity to contribute my views before decisions are made that affect me	35%
My work gives me a sense of personal accomplishment	79%	When changes are made I understand the rationale	33%
What one thing would most improve your employee experience at the Care Inspectorate? (Top comment themes)			
Better pay/ remuneration	19%		
Better workload management	11%		
Better management	10%		
Feel valued/ respected	9%		
More consultation/ listened to	9%		

This report focusses on the follow-up work to interpret the results and develop the supporting action plan.

The action plan plays a crucial role in our organisational and leadership response to the survey by:

- identifying the key priorities and actions that will make the biggest difference to support positive change and improvement
- evidencing the importance and value we place on the feedback and experiences of our staff
- demonstrating our strong leadership commitment to deliver change and improvement in response to the survey feedback, as well as
- reinforcing the message that all our staff and managers have a role to play in acting on the survey results and supporting delivery of the action plan and positive change.

2.0 OUR APPROACH TO DEVELOPING THE ACTION PLAN

Taking a collaborative approach, we have engaged all staff in a process to consider the employee survey results and identify priority areas to support positive improvement. The diagram below summarises the key stages in our approach to develop the action plan.



This approach has ensured a strong employee voice and we have achieved significant levels of engagement with our staff. All four directorate events were well attended, and the follow-up team discussions have generated a wealth of rich feedback to support the actioning planning process.

2.1 Action Plan

The action plan will be structured around two to three organisation-wide actions, as well as two specific actions per directorate. The final actions will reflect the priorities confirmed by our staff through the directorate sessions, as well as the priorities shaped through discussions across the leadership teams, partnership forum and managers forum.

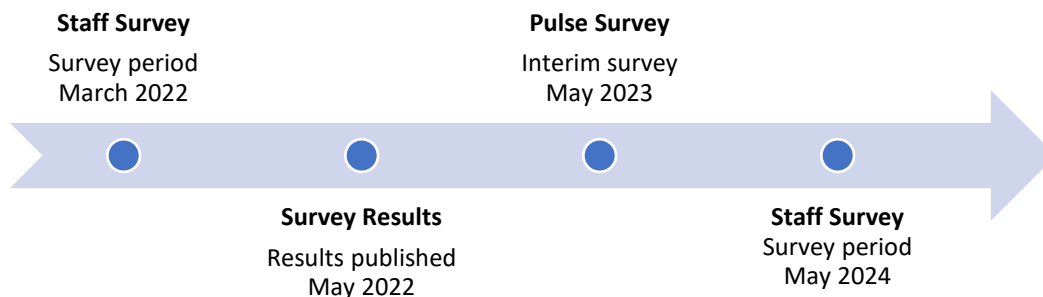
Actions within the plan will be defined using SMART principles, with identified owners, timescales and measures. To support delivery of the action plan in a sustainable and effective way we will also look to integrate actions into existing programmes of work as far as possible.

3.0 PROGRESS UPDATE AND NEXT STEPS

Good progress continues to be made against the plan outlined in the section above. As our collaborative action planning stage is completed, work has already commenced to collate the feedback gathered into an early draft action plan.

Recognising the key role of our managers in the successful delivery of the action plan, a managers forum meeting will take place on 7 September. Bringing together all leaders and managers from across the organisation, this session will support the final stage of shaping the action plan and ensure we have a shared understanding of our collective responsibilities in driving employee engagement and ownership and delivery of the action plan.

Over the summer months and beyond we will also focus on sustaining momentum and continue to share regular updates with our staff to report on progress. The timeline below summarises the key activities within our annual survey cycle. From 2023 we will undertake a bi-annual survey. Pulse surveys will be undertaken in between survey years to monitor our progress in the priority areas and the impact being achieved through our current survey action plan.



4.0 IMPLICATIONS AND/OR DIRECT BENEFITS

4.1 Resources

There is currently a resource implication for those staff supporting this work. This includes representatives from PF, OLT, OWD, HR and internal communications.

4.2 Sustainability

There are no sustainability implications.

4.3 Policy

There are no policy implications.

4.4 People Who Experience Care

By continually investing in our staff and continually listening to their views, as an organisation will be better equipped to deliver improved outcomes for people experiencing care in Scotland.

4.5 Customers (Internal and/or External)

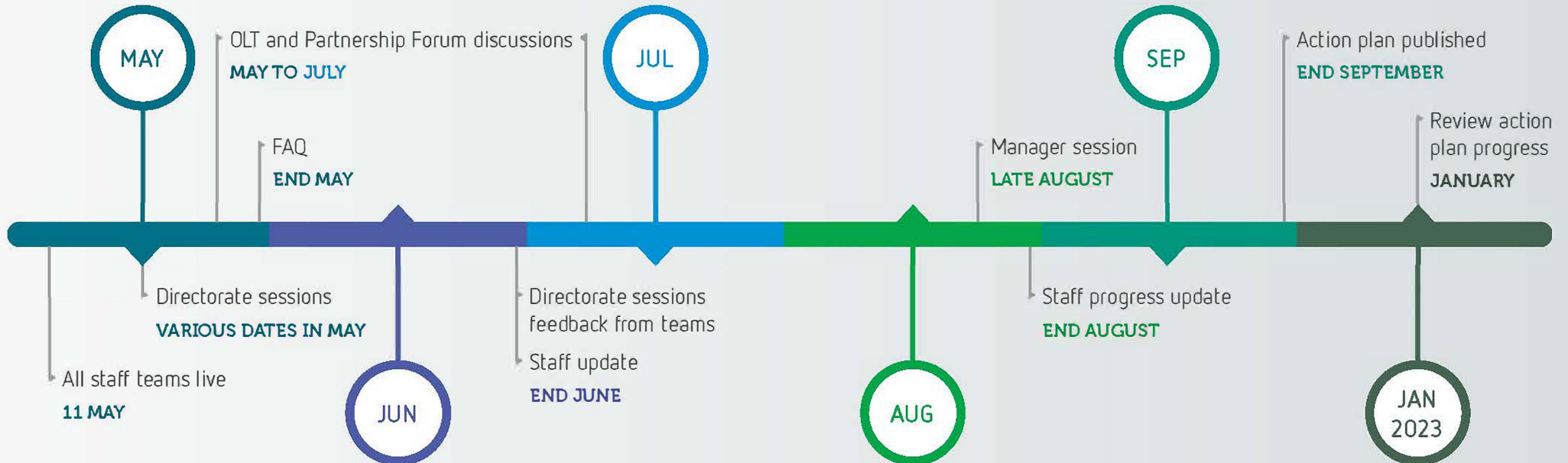
The employee survey has been jointly developed and delivered with our Partnership Forum. The survey results have been shared with the Partnership Forum, Senior Leadership Team, Operational Leadership Team, employees and the Board. A collaborative approach has been adopted to ensure a continued strong employee voice in shaping our action plan, with the emerging themes used to identify the priority areas for improvement to support the continued investment in and development of our workforce.

5.0 CONCLUSIONS/ NEXT STEPS

The Board is asked to note the details of this report and plans for the staff survey action plan.

Staff Survey: next steps

Agenda item 10
Appendix 1





Title:	CHAIR'S REPORT
Author:	Paul Edie, Chair
Appendices:	None
Consultation:	n/a
Resource Implications:	None
EXECUTIVE SUMMARY	
This is my 41 st and final report as Chair of the Care Inspectorate. For my final report, I thought it would be useful to highlight some of the key events and changes the organisation has undergone since 2013.	
The Board is invited to:	
1.	Note the information contained in this report.

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

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

Reason for Confidentiality/Private Report: Not applicable - this is a public board report.

Reasons for Exclusion	
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CHAIR'S REPORT

1.0 INTRODUCTION

This is my 41st and final report as Chair of the Care Inspectorate. Since becoming Chair in 2013 and first introducing the Chair's report, the organisation has undergone extensive transformation and seen significant developments in all areas of our work. More recently, of course, we have all faced the challenges of the Covid-19 pandemic. Without question, managing change and transition while continuing to support the sector and providing public assurance has been a key focus where we have adapted and responded to the changing environment.

Since being appointed as Chair, I have overseen the development of eight annual reports and four corporate plans. One of the most important roles of the Chair is to appoint the right chief executive and ensure they have the correct fit for the organisation, bringing perspective, experience and vision. I believe this will also be the case for our newly appointed Chief Executive, Jackie Irvine, who is due to commence her role in September 2022.

I am grateful to the many Board members I have worked with, for their valuable contributions to the leadership, governance and strategic planning of the Care Inspectorate. It was imperative to me as Chair that the Board reflected the make-up, not just of the sector we regulate but of wider society, including care-experienced people, their families and carers.

Over the years I have gradually refreshed the Board, adding members with different skills, backgrounds and experience that I thought would add value to the Board; I wanted members to add their unique perspective to a diverse mix of skills, expertise and experience across the Board. I am pleased to say that, as I leave the Care Inspectorate, we have a Board that not only brings a wealth of experience and wide-ranging skills, but also a passionate interest in social care.

I would also like to thank the Care Inspectorate's staff for the important work they do to ensure that hundreds of thousands of people across the country experience better quality care. They are dedicated and professional in their approach, and this dedication and commitment has shone through in these past difficult years. For my final report, I thought it would be useful to highlight some of the key events and changes the organisation has undergone since 2013. I hope you will find this report interesting and insightful and an opportunity to reflect on the organisation's journey over the past nine years.

2.0 ORGANISATIONAL RESTRUCTURE

One of the first significant changes that the organisation underwent during my tenure was a new approach to inspection planning and the implementation of a new structure to create specialist teams across our regulatory, inspection and administrative functions. These changes were designed to ensure that we

continued to strengthen our approaches to putting people who use care services and their carers at the heart of what we do.

The move to specialist teams meant that inspectors were primarily working in the subject discipline in which they had a practice background. This new approach focused on supporting and driving improvement. It continues to allow our inspectors to maintain and further develop their professional knowledge and expertise and – crucially – allows them to use these skills to help care services improve where necessary.

These changes put the focus of our scrutiny firmly on to the outcomes experienced by people who use care services.

3.0 AN EVOLVING APPROACH TO SCRUTINY AND QUALITY IMPROVEMENT

In 2014/15 we completed a significant methodology review. Excellence in Care – developing our methodology for scrutiny and improvement – was developed through extensive consultation with a range of stakeholders and partners, including providers and service users, and was the first phase of our work to review how we inspect and support improvement.

Focussing our scrutiny on outcomes has been at the forefront of our approach to regulation during my time as Chair. Our methodology has continued to evolve in response to policy developments and from our own scrutiny experience.

Inspections, both of individual services and strategic inspections, have become more targeted and risk based. Almost all inspections are now unannounced, we use intelligence and data from a wide range of sources to plan scrutiny, and self-evaluation has been embedded within our methodology through the introduction of the inspection frameworks.

Responsive regulation and targeting our scrutiny on services that present the greatest risk is not just proportionate; it is essential in protecting vulnerable people. That said, some types of services, by their nature, carry greater risks than others and we have put our time, effort and resources into in-depth inspections in these areas to ensure quality.

We also now have a comprehensive quality improvement support role and function, which is focussed on how we can further embed a culture of continuous improvement across the care sector, developing further a culture that supports improved outcomes for people who experience care. In addition, we have led highly successful national improvement programmes, such as Care About Physical Activity (CAPA) and the Early Learning and Childcare Improvement Programme.

4.0 DIGITAL TRANSFORMATION

The Care Inspectorate started a transformation journey over three years ago, implementing a stage one digital service for managing complaints about care services and replacing the paper registration form with a full end-to-end digital solution, including the creation of a new Care Inspectorate register and the functionality this supports.

Our proposals for stage two will support a new business approach to develop further our intelligence and risk led approach to scrutiny and quality improvement, by providing a digital platform to capture and consolidate intelligence so that scrutiny and improvement activities can focus further 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 enable the organisation to be more proactive in identifying areas for improvements, moving from remedial to preventative interventions, and being more flexible in response to changing circumstances and demands.

5.0 INVOLVEMENT AND EQUALITIES

Involvement and equality are at the heart of all we do and I believe will drive us towards our vision for world-class care that is characterised by individuals experiencing high-quality care, improved outcomes and having their rights realised and respected.

The Care Inspectorate exists to further improvement in the quality of social care and social work, and we can only do that with the involvement of people who experience care, many of whom will have protected characteristics or face disadvantage and exclusion.

Under the Public Services Reform (Scotland) Act 2010 we have a duty to involve people who experience care in the design and delivery of our scrutiny and improvement support functions. Primarily we do this through our involving people group and Inspection Volunteer Programme.

During my time as Chair, two of our young inspection volunteers were selected for prestigious roles in the First Minister's mentorship initiative. Working alongside staff they have also co-delivered workshops and were invited to the European Social Services Conference in Seville to speak about their role alongside an inspector.

We believe that the people who experience care are the experts in knowing what works for them and that using the information they share will ultimately strengthen the scrutiny and quality improvement work that we do. Their unique knowledge and skills lead to high quality, safe and compassionate care, which reflects the rights, choices and individual needs of people.

We are fully committed to advancing equality of opportunity and eliminating unlawful discrimination. We value, celebrate and embrace a supportive inclusive culture. During my time as Chair we have continued to develop our equalities role. This includes an equality, diversity and inclusion statement of intent signed by our Strategic Leadership Team, with a pledge to continue to raise awareness, provide advice, offer training and develop guidance in this area.

6.0 COMMUNICATION WITH THE SECTOR

As Chair, I was keen to encourage closer engagement and better communication with our service providers. In July 2014, I chaired the first 'Quality Conversation', which enabled senior officers from providers of care and the Executive Team to share ideas around quality and consistency of scrutiny. This successful event, the first of many, enabled us to introduce thinking around supporting change in our scrutiny and improvement methodologies.

In addition to the Quality Conversations programme of events, we have also in the past nine years held various professional best practice and knowledge exchange events. Just a couple of examples of these are the Involvement Conference, which I chaired in 2015, and the Care About Physical Activity (CAPA) Active 8: Keep on Moving Conference in 2019, which attracted more than 300 delegates from across the sector.

Since 2013 we have also developed The Hub, the Care Inspectorate's knowledge and improvement website, and introduced the email subscription provider updates.

7.0 POLICY DEVELOPMENTS

My time as Chair has arguably coincided with the most significant changes in social care policy in Scotland for decades: self-directed support has changed the way people choose and experience care services, and the way in which care is designed and delivered; as a result of the Public Bodies (Joint working) (Scotland) Act 2014 the social care and health sectors are working across the whole of Scotland in an integrated way for the first time; more children than ever have access to free childcare in the early years; and there is a commitment through The Promise to bring about radical change for the care of Scotland's children by 2030.

Another major policy development comes from the recommendations made in the Independent Review of Adult Social Care (Feeley Review). The Scottish Government has now introduced the National Care Service (Scotland) Bill, which will establish a National Care Service to plan and oversee the delivery of social care services. We welcomed many of the recommendations from the Feeley Review and look forward to engaging with the relevant committee as the Bill makes its way through Parliament and work progresses on creating a National Care Service.

Adult services

The focus of our scrutiny activity in adult services changed in line with the requirements of the Public Bodies (Joint working) (Scotland) Act 2014. Our strategic inspections of health and social care integration, carried out successfully with Healthcare Improvement Scotland since 2013, shifted to a focus on the effectiveness of strategic planning in 2018.

In 2022, we commenced a programme of themed inspections, scrutinising how integration of services positively supports people's and carers' experiences and outcomes. The first theme looks at integration from the perspective of people with physical disabilities and complex needs between 18 and 64 years of age.

The joint inspection of adult support and protection is led by the Care Inspectorate and delivered in partnership with Healthcare Improvement Scotland and Her Majesty's Inspectorate of Constabulary in Scotland.

Children and young people services

In 2014 the Children and Young People (Scotland) Act was passed, with significant impact on the sector. The Care Inspectorate is listed in the Act as a corporate parent, and we have duties to support care-experienced young people and promote their needs and interests. We recently published a report on how we have fulfilled our corporate parenting responsibilities [2017-20](#) and published our new corporate parenting plan [2021-23](#). We are also required under the Act to publish a report every three years of how our work supports the United Nations Convention on the Rights of the Child (UNCRC), which protects children's human rights. The most recent [report](#) was published in July 2020.

We have also provided support to the Scottish Government with their work on early learning and childcare to deliver more places for children under five, who go to nurseries, childminders and playgroups. We have published two progress reports to date, in [2016](#) and [2019](#).

More recently, The Promise was published in February 2020, setting out a commitment to Scotland's children that radical changes will be achieved by 2030. The Care Inspectorate has an important contribution to make in keeping The Promise and to do so we will need to make changes to how we approach our scrutiny, assurance and improvement work.

Furthermore, the Bairns' Hoose or 'Barnahus' standards have been developed since 2019 and recommendations have been made at the start of 2022. The Care Inspectorate along with Healthcare Improvement Scotland will continue to consult on the standards, which will benefit children who are victims or witnesses of abuse or violence. A consultation on the standards is scheduled for September 2022, with the standards being fully implemented by 2025.

8.0 DEVELOPMENT AND INTRODUCTION OF THE HEALTH AND SOCIAL CARE STANDARDS

In 2014 the Scottish Government launched a review into the National Care Standards. The Care Inspectorate responded in detail to this review, and we were vocal in our desire to see a new approach to care standards focused on a human rights agenda. We believed that this would allow care services to promote more person-centred care and allow our inspectors to exercise more professional judgement when assessing the quality of that care.

We were therefore delighted to be asked by Scottish Government to lead the review and development of these, in partnership with Healthcare Improvement Scotland, and working with a broad range of stakeholders from the public, private, voluntary and third sectors. The review of the standards exemplified effective and innovative partnership working and stakeholder engagement and participation, and involved the public, providers, professionals and, most importantly, people who experience care.

Rolled out in April 2018, the overarching quality standards were developed on human rights and wellbeing. They describe the elements of a quality care experience rather than the requirements that are specific to a particular service type. This also sits at the core of our new methodology for scrutiny and improvement.

I believe the [Health and Social Care Standards](#) are amongst the most progressive anywhere in the world and I was delighted to see their successful roll out across health and social care settings in Scotland.

Recently, the Scottish Government introduced two new Standards for Scotland's adult care homes as part of the delivery of Anne's Law. The Care Inspectorate has been involved in the development of the new Standards and we have published guidance for providers on how services should ensure they are meeting these Standards. The new Standards reinforce care and visiting rights of residents, and will be reflected in how we register, inspect and support adult care homes in Scotland.

9.0 INTERNATIONAL REPUTATION

I am also encouraged by the significant level of international interest in how Scotland has developed the Health and Social Care Standards. Much attention has been around how the Standards are embedded with a human rights and wellbeing focus and how they were developed through an inclusive and collaborative approach. It is encouraging to know that others are keen to learn from this approach.

More generally, during my tenure as Chair our international engagement has grown. We have been closely involved in the establishment of the International Network for Innovation on Regulation and Supervision of Care (SINC), with Peter

BOARD MEETING 11 AUGUST 2022**Agenda item 11
Report Number: B-25-2022**

Macleod our recently retired Chief Executive taking a term as Chair, and we continue to be part of the British Isles Health and Social Care Regulators' Forum.

In addition to speaker requests, we have also facilitated visits from international delegations to Care Inspectorate offices. Over the last few years this has included Malta, Japan and China, all of which have been a valuable exchange of learning, expertise and experience.

10.0 CORPORATE ACHIEVEMENTS

During my time as Chair, the organisation has also received a number of awards. In 2017/18 the organisation became the first public sector body in Scotland – and the first regulatory body in the United Kingdom – to achieve the Excellence in Governance award from Chartered Institute of Public Finance and Accountancy (CIPFA). This was a major milestone for the organisation, and I am immensely proud of this achievement.

We have also put a lot of emphasis on promoting a safer and healthier workforce during my time as Chair. Over the past eight years we have taken part in the Scottish Government initiative, the Healthy Working Lives Awards, achieving Gold, Silver and Bronze awards after a rigorous assessment programme. We are proud and very honoured to have won the [Proud Scotland Award](#) for large employers for our work supporting employees who identify as LGBTQI+. We were also reaccredited by Volunteer Scotland in 2020 for its Investors in Volunteers award scheme. This shows great commitment by our volunteers, and we really value them and their input.

11.0 COVID-19 PANDEMIC AND LOOKING AHEAD

For the health and social care sectors, particularly in care homes, the past two years have been the most personally and professionally challenging any of us have ever had to deal with.

The implications of Covid-19 began to impact on the work of the Care Inspectorate at the start of 2020 and we immediately focused our resources on supporting the sector. We changed our routine inspection cycle to limit the spread of the virus, in line with guidance, and focused on those services that presented the highest risk. We scaled up the frequency and intensity of our contact with services, often to daily, recognising the need for additional support. We trained our staff in the use of Near Me technology and where appropriate to do so we used this technology to carry out virtual visits to care services which allowed us to observe practice and the environment.

Looking ahead, we are committed to fulfilling our statutory duty to provide public assurance and support improvement in the social care sector and this remains our priority. We are entering another period of transition and change, as the Scottish Government looks to implement the recommendations of the

BOARD MEETING 11 AUGUST 2022**Agenda item 11
Report Number: B-25-2022**

Independent Review of Adult Social Care and progress its work on establishing a National Care Service.

The review talked about the value the Care Inspectorate brings to the sector and outlines the possibility of new opportunities for us within its recommendations. I have a strong sense of optimism about how we move forward, enable and shape the transformation of social care.

I am proud to have led this organisation for the past nine years and have no doubt that I leave the organisation well-placed to take on the challenges that lie ahead, while continuing to provide public assurance and support to the sector. I would like to reiterate my thanks to my fellow Board members and to all the staff at the Care Inspectorate for the support, wealth of knowledge and commitment that you have given to me during my tenure. I am confident that you will continue to provide this to my successor, and I wish you all the very best for the future success of the organisation.

The relationship with the Chief Executive is a necessarily close one and the Chair is there to help provide advice and support when needed, but also to provide constructive challenge when that is required.

I would like to extend my sincere thanks to our former chief executives: Annette Bruton who was Chief Executive when I started and put in place the Specialist Teams; Karen Reid, her successor, whose far reaching Transformation Plan did so much to change the focus of the Care Inspectorate towards a Human Rights based and improvement focused organisation; Gordon Weir who served as interim Chief Executive when Karen moved to Perth and Kinross Council - Gordon helped to keep the direction of travel moving in regard to transformation; and to Peter Macleod, who retired at the start of the year. Peter was with us for three years and during his time he steered the organisation through an unprecedented public health crisis, as well as driving forward our digital transformation journey through his leadership, ensuring our contribution to keeping The Promise, and leading the development and implementation of our new business model. Lastly, Edith MacIntosh has served so ably as interim Chief Executive since February and has shown tremendous leadership over the last few months.



BOARD

Schedule of Business 2022/23

BUSINESS TOPIC	16 June 2022	11 Aug 2022	29 Sept 2022	15 Dec 2022	9 Feb 2023	30 Mar 2023
Chair's Report (quarterly)	✓		✓	✓		✓
Chief Executive Report (quarterly)	✓		✓	✓		✓
STRATEGY AND POLICY ITEMS						
Approval of Care Inspectorate Strategies on a rolling/as required basis <ul style="list-style-type: none"> • Customer Service Strategy • Communications Strategy • Financial Strategy • Health and Safety Strategy • ICT Strategy • Improvement and Involvement Support Strategy and Delivery Plan (2022-25) • Information Governance Strategy • Intelligence Strategy • Legal Services Strategy • Shared Services Strategy • Workforce Strategy 		✓				
Scrutiny and Assurance Plan				✓ (Draft)		✓
Budget and Indicative Budgets						✓
Strategic Risk Register 2022/23			✓			
Approval of Risk Appetite and Risk Policy			✓			
Annual Review of Procurement Strategy			✓			

BUSINESS TOPIC	16 June 2022	11 Aug 2022	29 Sept 2022	15 Dec 2022	9 Feb 2023	30 Mar 2023
Customer Engagement Strategy – Refreshed <i>(to be added to the 2022/23 Board cycle – timing tbc)</i>						
MONITORING AND GOVERNANCE ITEMS						
Monitoring our Performance Quarterly Report	Q4 ✓		Q1 ✓	Q2 ✓		Q3 ✓
Minutes/Report of Audit and Risk Committee	✓		✓	✓		✓
Complaints Activity Report	✓ (annual)			✓ (mid-year)		
Annual Accounts 2021/22 Progress Report <i>(to 1st Quarter meeting of Board)</i>	✓					
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				✓ <i>(this year only)</i>		
Revised Code of Conduct for Members: Presentation		✓				
Budget Monitoring			✓			✓
Health, Safety and Wellbeing Strategy and Action Plan <i>(timing tbc)</i>						
Health and Safety Annual Report				✓		
Equality Duty Reporting – Annual Progress Report						✓
Annual Review of the CI's Financial Regs						✓
Annual Procurement Performance Report			✓			
OPERATIONAL ITEMS						
Chief Nurse Update	✓					
HR Annual Report <i>(normally first meeting of Board)</i>	✓					
NEW: HR Quarterly Update report			✓	✓		✓
CI Staff Survey 2022	✓ (High level presentation)	✓ (Detailed action plan)				
Board and Committee Cycle 2023/24 – proposed meeting dates			✓			

BUSINESS TOPIC	16 June 2022	11 Aug 2022	29 Sept 2022	15 Dec 2022	9 Feb 2023	30 Mar 2023
Shared Services Update Report	✓		✓ (Annual report)			
Corporate Parenting Plan Progress Update						✓
Approval of Pay Remit for submission to Scottish Government (tbc)						
Update on Significant Organisational Restructures <i>(when required)</i>						
Estates Update <i>(when required)</i>						
Approval of Compensation Payments <i>(when required)</i>						
STANDING ITEMS						
Identification of Risk	✓		✓	✓	✓	✓
Schedule of Board Business	✓	✓	✓	✓	✓	✓
CI Employee Relations Appeals <i>(standing item, but only when required)</i>						
PRIVATE AND CONFIDENTIAL ITEMS						