



Care Inspectorate

Draft Corporate Plan 2019–2022

(for consultation)

A Future Vision – Paul Edie, Chair

The corporate plan (2019-2022) sets out the vision and priorities for the Care Inspectorate over this three year period, to ensure a powerful organisation that develops talent, drives innovation and shares good practice. The Care Inspectorate is a modern, collaborative and values based organisation. Our core purpose is to contribute to the vision of world class care for Scotland, where every person, in every community, experiences high quality care and support, tailored to their rights, needs and wishes.

In doing that, our staff will continue to play a crucial role in protecting people who experience care and their carers.

The organisation has an ambitious, clear, strategic vision to ensure a focus on the things that matter most to people and communities. Through our work we will continue to support the integration of health and social care, to improve outcomes for people who experience care. We will do this by delivering on three high level strategic objectives to support our vision. We will also consider the impact of all we do on promoting equality and wellbeing for all.

What we have achieved – Peter Macleod, Chief Executive

Almost everybody in Scotland will use health and social care services at some stage in their life. We have supported services to embed a human rights-based approach across the sector, in consideration of Scotland's health and social care standards. Self directed support continues to change the way people choose and use care services and the way in which care is designed and delivered. We will continue to respond to these developments through collaboration, as well as to new technological advances that support innovative service provision. We will consolidate our role as an efficient and effective, high performing, learning organisation and our corporate plan will enable us to, work with others, to realise our vision of world class care, which is rights based and values driven.

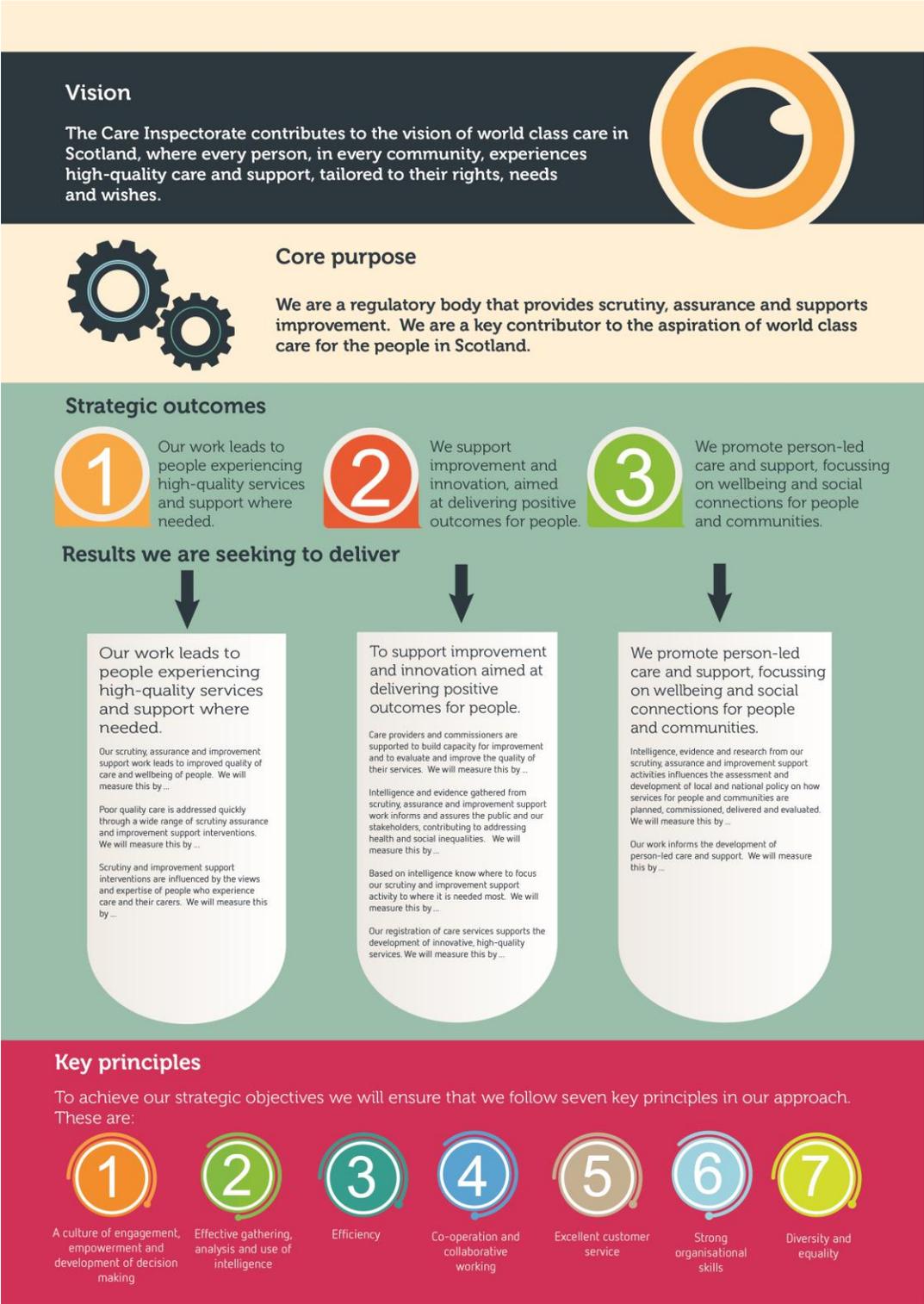
Everybody has a right to high-quality, safe and compassionate care that meets their needs and promotes their choices in order to live life well. It is important for people who experience care, their families and carers to be involved in the planning and delivery of services. We have actively listened to people's experiences, promoted and shared these to achieve positive outcomes for all.

Our evidence from inspections and thematic reviews shows that the quality of care has generally improved over the past few years. This is a significant achievement given the pace of change and financial challenges in the public sector. However, there are still services where performance is not good and does not support positive outcomes for people and, where this is the case, we will continue to support them to make the improvements that they require to. Our scrutiny approach is more intelligence-led, risk-based and proportionate than it was previously and this has a number of benefits. We are now able to take a more responsive and focused approach to regulation and, by doing so, we can more effectively direct our scrutiny and improvement support resources to those services that are not offering the quality of care, social work services and support we expect. This also means maintaining appropriate scrutiny of better forming services to ensure they meet the needs and wishes of people who experience care and their carers. Scrutiny drives continuous improvement and through our common purpose and commitment, we will deliver collaboratively through excellent partnerships with our stakeholders.

We have embedded the principles of the health and social care standards into all of our scrutiny frameworks. We continue our role to support the implementation of the standards and a move across the care sector towards a human rights and wellbeing based approach. I am keen that the Care Inspectorate continues to demonstrate good public value and through business and digital transformation, to deliver efficiencies and effective working, enabling innovation. In addition to our own outcomes focused approach, I am committed to working actively in partnership and collaborating with scrutiny and improvement partners, and others, to ensure that people experience the best care in the world. We have also shaped local and national policy using our experience and intelligence and been a credible voice on what our work reveals about the standards of care.

3 very brief conversational case studies will be added to demonstrate the power and impact of scrutiny, assurance and improvement support.

Care Inspectorate Corporate Plan 2019-2022



Please note that the performance measures are being finalised and will be added to the above diagram

Our focus

To deliver our three strategic objectives, and realise our ambitious vision, the Care Inspectorate will transform and be aware of changes in integrated health and social care. Our governance is robust and our workforce is highly experienced, dedicated and fully committed to improving outcomes for people who experience care. We will be flexible and dynamic in our approach to scrutiny and improvement, as we align to priorities across the public sector. We will evolve our role, from being an enforcer of rules, to an enabler of quality and improvement.

In order to realise our vision, the following priorities will be progressed over the next three years:

- We will strengthen the quality assurance of our work and practice. This will allow people who experience care, and their carers, to continue to place trust in our findings; and providers and commissioners of care to be supported with their own improvement journey.
- We will support the learning and development of our staff, to maintain and develop their professional skills, knowledge and expertise. We will develop a new strategic workforce plan to set out how we will continue to support our staff to deliver our strategic objectives.
- Through business and digital transformation, we will modernise our methodology and business processes, to deliver efficiencies and improve the customer experience.
- We will develop our approach to risk and intelligence to better target our scrutiny and improvement support activity.
- We will shape local and national policy using our intelligence and experience and be a leading voice within the public sector
- Through our long-term financial strategy we will prioritise and focus resources towards our core activities as a scrutiny body that supports improvement.
- We will ensure that our values are at the heart of all that we do – compassion, respect and dignity. We will demonstrate fairness and integrity in all that we do, with a person centred approach.

The delivery of our corporate plan will be supported by detailed Directorate plans and underpinned by a programme and management approaches to deliver our major change programmes.

We have embedded throughout all our work our Duty of Co-operation, Duty of user Focus and Public Sector Equality duty. ***2 Examples of this in action will be added as well as links to the 3 duties.***

Measuring our Corporate Plan 2019-2022

Our corporate plan sets out three strategic objectives, with each underpinned by key priorities, which will be aligned to a set of key performance and quality indicators. We will develop a series of monitoring measures so we can report publicly on emerging themes or trends which indicate changes to the quality of care being delivered across Scotland.

To support this plan, we will revise our directorate plans which will outline in more detail some of the specific change programmes. These programmes underpin our corporate objectives by building our capabilities and capacity. Each year we will review our business activities to ensure they remain relevant to achieving our strategic objectives. Although we operate independently and at arms' length from Scottish Ministers, we remain accountable to them.

Supporting the National Performance Framework

The table below table shows how the Care Inspectorate’s outcomes support the national performance framework and national outcomes

National Outcome	How will we contribute to this outcome?
<p>We grow up loved, safe and respected so that we realise our full potential</p>	<p>We will focus our scrutiny and improvement activities on providing assurance on the quality of early learning and childcare: by driving up improvement to ensure vulnerable people are protected and their needs and rights are reflected and promoted, to contribute to health and wellbeing.</p> <p>We will also work with partners to target our scrutiny model for joint inspection of services for children on those children and young people identified as most vulnerable, and to identify areas of risk or improvement. We will, through our improvement focus, support community planning partners to prioritise early intervention and prevention through targeted services for children, young people and families identified as most at risk. We will support delivery partners through regulation and inspection to deliver the objectives within the Children and Young People (Scotland) Act 2014.</p>
<p>We are healthy and active</p>	<p>We will focus our scrutiny and improvement activities on providing assurance on the quality of care: by driving up improvement to ensure vulnerable people are protected and their needs and rights are reflected and promoted, to contribute to health and wellbeing.</p> <p>We will also work with delivery and scrutiny partners to support and promote the design and delivery of integrated care pathways across health and social care so that people</p>

	receive streamlined services in acute and community settings that reflect their needs and promote their rights leading to positive outcomes.
We tackle poverty by sharing opportunities, wealth and power more equally	We will continue to build rigour and consistency in all our scrutiny and improvement activities. We will work with partners to ensure services are registered, designed, commissioned and delivered in ways that address accessibility, availability, choice, fairness, affordability and equity within and across communities to reflect individual needs and promote their rights. We will continue to address health and social care inequalities by delivering risk and evidence-based, targeted and proportionate scrutiny and assurance activities.
We value, enjoy and enhance our environment	We will support delivery partners and policy colleagues to develop innovative solutions to care provision by delivering a flexible, responsive, outcomes-focused approach across all our regulatory functions.
We live in communities that are inclusive, empowered, resilient and safe.	We will focus our scrutiny activities on holding integration joint boards and community planning partners accountable, through their own governance structures, for the delivery of positive outcomes for people in local communities. Through our improvement support activities, we will support and provide constructive challenge to community planning partners to develop capacity in building strong, resilient communities.
Our public services are high quality, continually improving, effective and responsive to local people's needs.	We will strive to evidently reflect our values in all that we do: person-centred, fairness, respect, integrity and efficiency; placing the voice of people who use services and their carers at the heart of our activities while being responsive and inclusive to our partners.

Please note that this will be shown as a diagram and links to the Health and Social Care standards and 9 Health and Care national outcomes will be added.