

<b>Title:</b>	<b>Strategic Workforce Plan</b>
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<b>Appendices:</b>	1. <b>Strategic Workforce Plan 2019-22</b> 2. 3. 4.
<b>Consultation:</b>	<b>Board Reps (Anne Houston, Gavin Dyer), Partnership Forum</b>
<b>Resource Implications:</b>	<b>Yes</b>

## **EXECUTIVE SUMMARY**

Delivering our Corporate Plan 2019 – 2022 demands a confident, well-trained, empowered and aspirational workforce and we have a strong foundation on which to continue this journey.

Our Strategic Workforce Plan 2019-22 defines how the Care Inspectorate will share and provide improved outcomes for effective leaders and skilled people who support world class social care, social work and early learning and childcare in Scotland.

This Plan has been developed in partnership with our senior leaders, the Board and trade union representatives. We have listened to feedback from our staff through our employee survey and gathered intelligence to understand the challenges and opportunities we have as an organisation and how these may impact on our staff.

A clear and robust plan for action has now been developed which will help to ensure our staff are well developed, led and rewarded.

Five priority areas form the basis of this strategic workforce plan:

1. The Care Inspectorate will attract and retain people with talent and experience from a range of sectors and professional backgrounds.
2. The Care Inspectorate will continue to build career paths that encourage a breadth of experience and depth of expertise.
3. The Care Inspectorate will develop confident and skilled leaders who are inspiring and empower others.
4. The Care Inspectorate will aim to be an inclusive employer of choice with effective systems to support talent management and progression.
5. The Care Inspectorate will develop cost-effective and flexible reward structures that support the organisation to attract, retain and develop the very best talent.

The Strategic Workforce Plan sets out how we will deliver our five people priorities and how they will support us to achieve the strategic outcomes set out in our

Corporate Plan. Delivery of this plan will be supported through our Workforce Development Plan, which will set out our wider learning and development outcomes and priorities for our people.

**The Board is invited to:**

1. Approve the Strategic Workforce Plan 2019-22
- 2.
- 3.
- 4.

<b>Links:</b>	Corporate Plan Outcome	Y – Outcomes 1, 2 & 3	Risk Register - Y/N	Y	Equality Impact Assessment - Y/N	Y
For Noting		For Discussion		For Assurance		For Decision

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

**Reason for Confidentiality/Private Report:**

(see Reasons for Exclusion)

**Disclosure after:**

**Reasons for Exclusion**

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

# CARE INSPECTORATE STRATEGIC WORKFORCE PLAN

## 1.0 INTRODUCTION

This is the first Strategic Workforce Plan (2019-22) for the Care Inspectorate. It has been developed to support our new Corporate Plan (2019-22) and defines how we will support and develop our staff to deliver on our core purpose and the strategic outcomes.

### 1.1 Development of the Plan

We have followed the Audit Scotland workforce planning model to support the development of this plan. The plan has been developed in collaboration with the Executive Group, Board Representatives (Anne Houston and Gavin Dayer) and the Partnership Forum. We have also reflected the views of our workforce in the contents of the plan, based on our staff survey results and other evaluation and feedback activities. The Executive Group participated in two workshops to explore the challenges, issues and priorities for the organisation and how these impact on our staff and future workforce requirements.

Investment in the development of our staff is a central theme within the plan and will continue to be an organisational priority. Our employee development journey to date reflects the holistic approach that is taken to support our learning and development agenda.

The Strategic Workforce Plan identifies the key challenges and opportunities we require to consider as an organisation, including those arising from our workforce profile and demographic. When considering this plan, it is important to note the journey of our organisation which is reflected in the structure of the plan. Each of the five priorities is defined in terms of the importance to the organisation, what has already been achieved and where future efforts require to have a focus. The strategic actions defined in the plan will be incorporated into existing workplans.

We will continue to take a collaborative approach while delivering on this plan which will involve engaging with our staff to shape the supporting actions and initiatives.

#### 1.1.2 Consultation on the Plan

The plan has been developed in collaboration and feedback has been sought from key contributors at each stage of the drafting process. Dedicated consultation activities have taken place with both Board representatives, Partnership Forum representatives, Sponsor Branch and local authorities.

## 2.0 Delivery of the Plan – Measuring and Reporting on Progress

The delivery of the Strategic Workforce Plan will be monitored and progress measured through our employee survey, which we have committed to completing every two years. The plan defines the relevant indicators from the employee survey which we will use to measure our progress. Progress will be reported on annually to the Executive Group, Board and Partnership Forum.

To support our annual monitoring and reporting of progress against the plan, we will also consider relevant Corporate Plan performance measures and other human resource and learning and development metrics relevant to the priorities set out in the plan. As supporting workplans are developed to deliver the five priorities, we will identify and agree additional metrics to support our monitoring and reporting of progress.

### **3.0 IMPLICATIONS AND/OR DIRECT BENEFITS**

The plan provides clarity about how we will shape and develop our workforce to deliver our Corporate Plan 2019-22 and support our vision to contribute to world class care in Scotland.

#### **3.1 Resources**

Resource implications will be identified within the separate workplans scoped and agreed to support delivery of the strategic workforce plan.

#### **3.2 Sustainability**

The strategic workforce plan sets out opportunities for future employment and restates our commitment for equality, human rights and fair work practices in the context of our position as an employer of choice.

#### **3.3 Policy**

The Strategic Workforce Plan 2019-22 supports our Corporate Plan 2019-22 and as such contributes to the National Performance Framework for Scotland, which is designed to shape how the actions of the public sector will improve the quality of life for people in Scotland. A new National Performance Framework was launched in 2018, consisting of 11 National Outcomes and 81 National Indicators.

The period covered by the Strategic Workforce Plan will see the Care Inspectorate continue to have a key role in supporting the successful delivery of many policy drivers, many of which will need to be considered when supporting and developing our staff.

Major drivers will include ongoing implementation of health and social care integration and self-directed support, developments around workforce planning, human rights promotion, early learning and childcare expansion, as well as reform of both adult and children's social care.

Of note:

- The Scottish Government's Programme for Government 2019-20 notes plans to improve strategic inspection as part of work to increase the effectiveness of integration.
- A new implementation plan for the Self-directed Support Strategy for 2019-21 has been published alongside plans for local reform of adult social care.

- A three-year plan for improving support and protection given to vulnerable adults is expected by spring 2020 and will include a focus on how assurance and inspection activities are undertaken.
- The Health and Social Care (Staffing) (Scotland) Act requires the Care Inspectorate to work in collaboration with the care sector to develop and validate appropriate staffing methodologies and tools.
- The recently introduced Children (Scotland) Bill brings with it the possibility of a new duty on the Care Inspectorate to regulate child contact centres.

### **3.4 People Who Experience Care**

The Strategic Workforce Plan sets out how we will resource, support, develop and equip our workforce to deliver our core purpose and strategic objectives.

Ensuring our people are confident and competent in their roles will ensure our workforce is equipped and focused on service delivery. This sharper focus on practice and quality delivery can only benefit our people who experience care.

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

Our strategic workforce plan confirms our commitment to continue working collaboratively and in partnership with our internal and external customers.

## **4.0 CONCLUSIONS/NEXT STEPS**

The Board is invited to approve the Care Inspectorate's first Strategic Workforce Plan 2019-22.

Following approval the final draft attached to this report (8.1 - Appendix 1) will be designed and published. The intention is that the design will be similar to the new Corporate Plan.

Publication of the plan will be supported by an internal and external communication plan.