

STRATEGIC WORKFORCE PLAN: WORKING TOGETHER TOWARDS WORLD-CLASS CARE



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1. FOREWORD

Peter Macleod, Chief Executive and Paul Edie, Chair

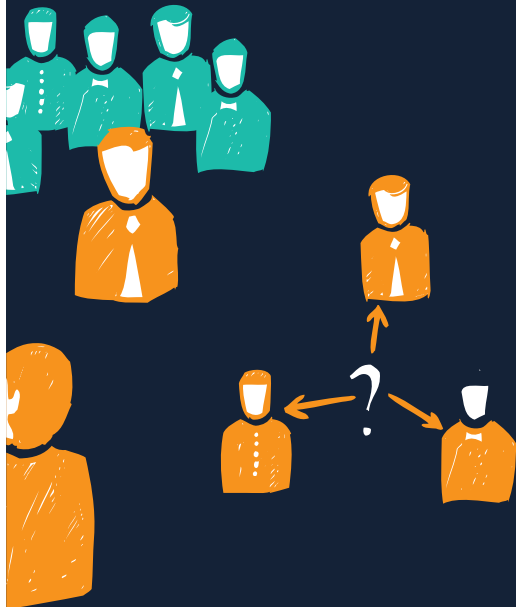
People who work for us are our most valuable asset and we have much to be proud of. Over 600 dedicated, talented and committed people support our vision and core purpose.

Our vision in our Corporate Plan 2019-22 is clear. We want world-class social care, social work and early learning and childcare in Scotland, where every person, in every community, experiences the best care and support, tailored to their rights, needs and wishes.

We are at the forefront of providing public assurance on the quality of care while supporting innovation and improvement across integrated health and social care, social work, early learning and childcare and community justice.

Our values drive everything we do, keeping us passionate and focused on person-centred care and our contribution to world-class care. Working together in an energetic and values driven way helps us to achieve our core purpose. We have five key values that we practice and demonstrate, these are:

- **person-centred**: we will put people at the heart of everything we do
- **fairness**: we will act fairly, be transparent and treat people equally
- **respect**: we will be respectful in all that we do
- **integrity**: we will be impartial and act to improve care for the people of Scotland
- **efficiency**: we will provide the best possible quality and public value from our work.





2. THE KEY DRIVERS THAT SHAPE OUR STRATEGIC WORKFORCE PLAN

We have considered a number of key drivers in the development of our strategic plan. Understanding these drivers, and what they mean for our future workforce requirements, has informed our work to identify the main priorities for this plan. The key drivers identified are outlined in the sections below.

Delivering our Corporate Plan 2019–22 demands a confident, well-trained, empowered and aspirational workforce and we have a strong foundation on which to continue this journey. Investing in the development and wellbeing of our people will continue to be a priority to support our corporate plan and ensure delivery of our key services is of high quality. At all times we will strive to maintain a stimulating, safe and compassionate environment in which to work and flourish.

Our strategic workforce plan defines how we will ensure that we support and equip staff members to be as effective as possible in all that they do. This will support world-class social care, social work and early learning and childcare in Scotland.

We have developed this plan in partnership with our senior leaders, board and trade union representatives. We have listened to feedback from everyone through our employee survey and we have gathered intelligence to understand the challenges and opportunities we face as an organisation and how these impact on all of us.

We have explored and prioritised these challenges and opportunities to develop a clear and robust plan for action which will ensure our people are well developed, led and rewarded to meet the challenges that lie ahead.

(1) Care Inspectorate Corporate Plan 2019-22

Our new corporate plan sets out our vision to respond to public reform changes within the wider care sector (public, private, voluntary and third sector). Our new business model shifts our focus to a stronger intelligence led, risk based and proportionate approach to scrutiny and improvement support. Self-evaluation is at the heart of this. The intelligence we gather about the sector, combined with self-evaluation evidence, will help us determine and target the most appropriate and proportionate scrutiny, assurance and improvement support interventions. This will support us to be more outcome focussed in our work, linked to the national performance framework and health and social care standards.

(2) Our new business model

Modernised methodologies and new inspection frameworks will support us to work in a more proportionate, targeted and flexible way. Self-evaluation will underpin our new model, and robust intelligence, will support us to target our interventions in a more risk based and proportionate way.

To support this, our methodologies and frameworks will define a range of scrutiny, assurance and improvement support interventions which can be targeted in response to the findings of intelligence and risk profiles. This new approach represents an opportunity to shape our staffing requirements to the new business model and the outcomes we seek to deliver.



OUR BUSINESS MODEL:



- We will keep people at the heart of everything we do, including the business model.
- We will deliver a targeted, proportionate, risk-based approach to scrutiny, assurance and improvement support.
- We will promote robust evidence-based self-evaluation aimed at improvement.
- We will promote the Health and Social Care Standards in all we do.
- We will target our scrutiny, assurance and improvement support interventions to where the need is greatest.
- We will achieve our ambition through collaborative working relationships.
- We will proactively shape and influence policy and practice.

(3) Enhanced collaboration and strategic partnerships

Strengthened collaboration will support us to achieve maximum impact in a challenging environment, where we must balance the pressure of increasing demands against diminishing budgets and resources. Creating efficiency and reducing duplication will support us to have a strong voice in the sector, where partners are clear on our role, responsibilities and relationships. New and innovative shared service models offer us an opportunity to achieve greater efficiency and cost savings.

As our intelligence model develops and becomes more sophisticated, we will continue to develop a more targeted and proportionate scrutiny model and refine our approach to using intelligence to support improvement across the sector. We will further enhance this through shared learning in good practice and innovation.

(4) Flexible, creative and collaborative workforce models

We are committed to creating a range of opportunities to work with our organisation including secondments from across sector partners and associates with experience and expertise to enhance our organisational capacity. We are fully committed to volunteers working alongside our staff and we recognise the significant benefits they bring through the experiences they have. We will continue to explore options to extend our range of flexible, creative and collaborative workforce models, including for example interns, apprenticeships, shadowing and student placements. This approach will also facilitate shared learning and experience between the Care Inspectorate and the wider care sector.

We will continue to develop partnerships with academic institutions, for example through exploring an improvement academy model to support the professional development of our own people and sector learning and improvement.

Where appropriate, we will consolidate and expand our work with the SSSC on shared services. Where possible, we will explore opportunities for sharing knowledge, expertise and skills through informal routes such as shadowing, mentoring and joint projects. We will continue to explore and agree opportunities for joint approaches between our organisation and across the sector to support efficiency, improvement and increased collaboration.

(5) Pace of change

We work in a dynamic environment where the pace of change is fast and constant. Our scrutiny and improvement roles continue to expand, and the flexibility and adaptability of our staff is key to meeting the needs of the sector to which we relate.

While our core purpose remains clear, public sector reform means we must respond appropriately to a changing environment and consider where and when we need to work in new and different ways. We need to be vigilant to these changes and respond proactively. To do this, our priority will be to understand the skills and capabilities required. In particular, ensuring that we have the right people, with the right core skills, to support the best outcomes for people who experience care.

Similar to other public bodies, we need to make efficiency savings and use the resources we have to best effect, while maintaining high quality public services in a time of unprecedented change and financial restraint. Harnessing the power of digital technology and strengthening our intelligence-led approach through our new business model will help us to provide risk-based and proportionate scrutiny, assurance and improvement support interventions.

Through working in partnership with our trade unions, we will continue to ensure our people have a strong voice in responding to these challenges. We have an effective partnership forum with a jointly agreed agenda covering matters relating to staffing and workforce issues.

(6) A confident, competent workforce

This is an exciting time for our organisation, with a new corporate plan and business model. We anticipate that our workforce needs will change over the coming years to support our new business model. We will support our people to develop the new skills, knowledge and experience required. This will include for example, confidence and skill in improvement interventions and applying improvement science. It will also support skills and knowledge around our core purpose. This will shift us towards being an organisation that is intelligence led with a focus on promoting good self-evaluation in the care sector. We will also provide further development for our staff to facilitate, and support, collaborative working relationships.

To be successful, we need to look ahead and keep pace with the changing political and policy landscape. As our transformation programmes progress new skills will be required to support these changes. We will continue to prioritise our investment in the learning and development of our people to grow our own skilled workforce and leaders for the future. We will align our learning and development activities to our Employee Development Model (pictured on the next page). This model outlines our approach and activities for supporting the development of our people at different stages of their career and life. It is represented as a development journey starting when people join our organisation through each stage of their career and progression.

These stages include:

- **Join** - the development and support we provide to new employees through induction and mentoring.
- **Develop** - the core learning activities we provide to support employees in their role. This includes compliance training such as health and safety, training to support professional registration requirements such as the Professional Development Award (PDA) and refresher training.
- **Perform** – our LEAD (learn, experience, achieve, develop) process is a supportive and development focussed framework for managing individual performance and development, based on a coaching model and open and direct conversations.
- **Progress** – the learning activities we provide to support employees with their personal and professional development. This includes our virtual learning environment, providing unlimited access to a range of formal and informal self-directed learning opportunities.
- **Transition** – the learning activities we provide to support employees plan for their future and move successfully between different stages of their career and life.

EMPLOYEE DEVELOPMENT MODEL



Virtual learning environment

Learning management system (LMS)

Book training, complete e-learning, record goals and 1 to 1 meeting actions, maintain record of learning.

KnowHow

Over 2,000 learning resources to support personal development.

PERFORM

Learn, Experience, Achieve, Develop (LEAD)

Within the LEAD process, you will define and agree development goals which are focused on what you want to achieve, how you want to improve and where you see yourself heading.



PROGRESS

TRANSITION

Career, life planning and development

- Coaching.
- Mentoring.
- Leadership development.
- Your skills your future.
- Lifelong learning.
- Pre-retirement.

PROGRESS

Formal development opportunities

Learning and development programme. Directorate and team development events. 1 to 1 coaching. Financial support to undertake a professional or academic qualification (further study). Financial support to attend external conferences, courses and events. Job specific development, for example PDA.



DEVELOP

Compliance and refresher training

Activities to support compliance training and professional registration requirements, for example health and safety and Professional Development Award (PDA).

JOIN

Induction

A robust induction programme, to provide an effective and supportive introduction to the organisation and your role.

Mentoring

When joining the organisation you will be allocated a mentor to support you through your induction period.

As an organisation, we will:

- empower you to take ownership of your development
- ensure you have access to appropriate and agreed development opportunities, advice and support
- encourage and support different ways of learning to open up new opportunities for collaboration and development with and across teams
- support you to recognise the different opportunities available to you to direct your own learning, growth and improvement
- provide opportunities for you to share learning and experiences
- support you to be proactive in meeting your own learning needs by offering access to a range of formal and informal development opportunities, which meet the needs of a dispersed and agile workforce.



As an employee, you will be supported to:

- actively seek and participate in opportunities to develop your skills, behaviours, knowledge and experience
- take responsibility for meeting your professional registration, development needs and supporting shared learning with colleagues
- actively seek opportunities to share personal knowledge, skills and experience in and across teams
- maintain an up-to-date record of your learning and development activities using the learning management system (LMS)

(7) Our values

In the pursuit of our core purpose, we are committed to continuing our journey to build a culture which supports our role and is strongly reflective of our values. We want any interaction with the Care Inspectorate and our people to be respectful, compassionate, collaborative and reflect our values. This includes interactions between our own people, as well as those with partners.

We are proud of building a culture of listening. This supports our development as an organisation, as well as the development of our people. Our people have a strong voice in our organisation and with other organisations. This is evidenced through the many ways we listen, involve and work in partnership. Collaborative and respectful leadership to support the professional judgement of our people underpins this.

(8) Defining the Care Inspectorate as an employer of choice

We aspire to be an employer of choice, where people from a broad range of backgrounds, professions and experiences will actively seek out and choose employment with us to build a successful career and achieve their full potential. We will continue to strengthen professional practice and skills, develop strong leaders and ensure we attract, retain, reward, develop and grow the finest talent from across a range of sectors. Our aim is to attract and retain the most capable and public-spirited people. We want to build a culture and ways of working that are as good, if not better, than anything on offer anywhere else in the public sector. We want to be a diverse and inclusive employer, offering a stimulating culture where challenge and innovation are prized and recognised.

To support our new business model, we need a flexible workforce, which includes a range of roles and skills operating at different levels to provide the right interventions at the right time.

We need to ensure we have an attractive employment offer, based on a cost effective and flexible pay and terms and conditions package that supports our vision as an employer of choice. This will be delivered within our budget settlement and consistent with Scottish Government policy direction.

Our recruitment and selection model needs to reach all sections of the labour market. It needs to be flexible and effective to ensure we attract, appoint and develop people with the potential, ability, behaviours and values to support our vision.

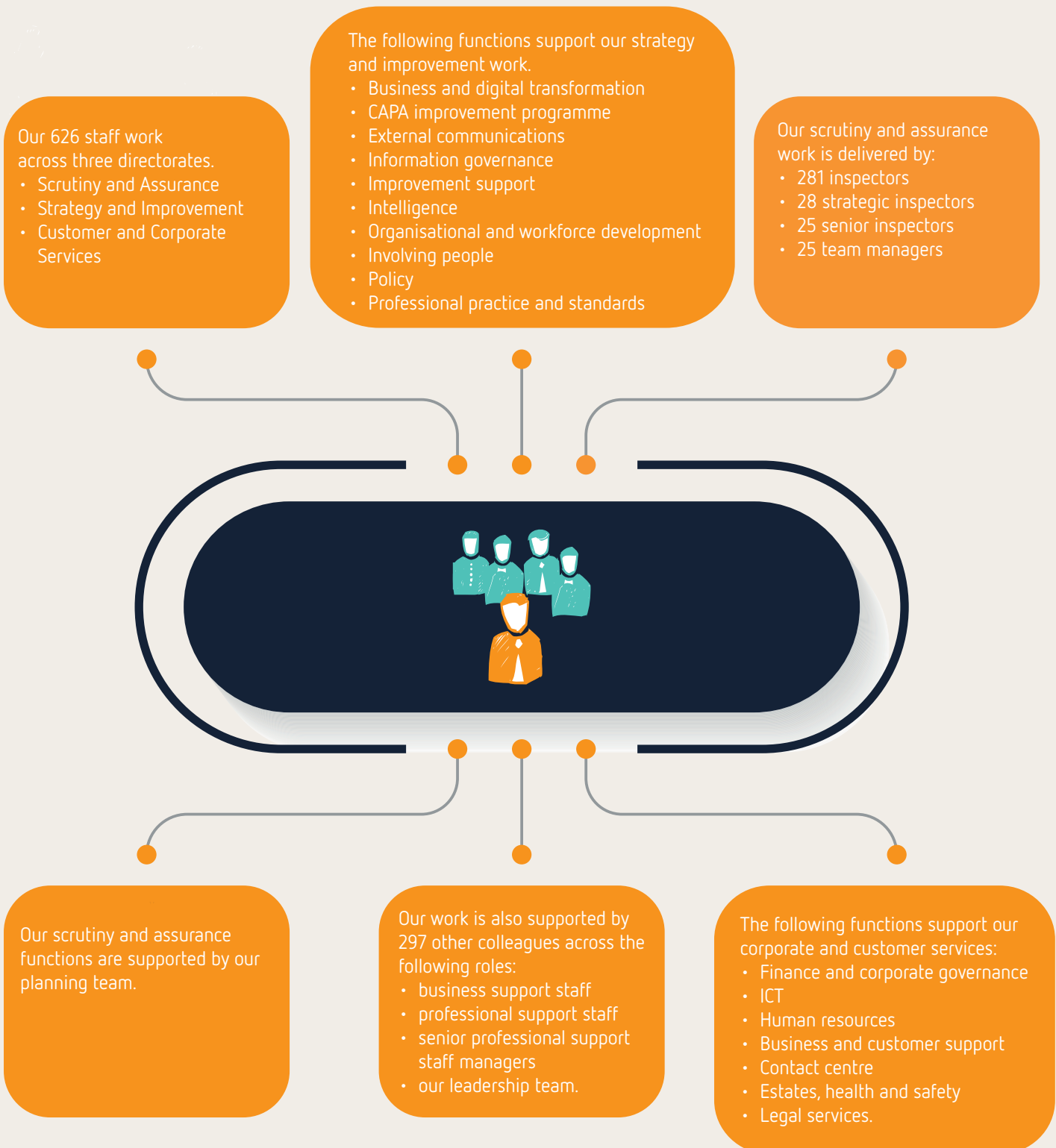


(9) Our workforce profile

To support the development of this plan we have reviewed our workforce profile. The key themes emerging from the analysis are summarised below.



Our **626** employees work across different functions to support our work.



We have a flexible workforce and support a range of flexible working patterns for our core workforce.

A large proportion of our workforce are aged 55 or above.



168 of our employees are classified as 'homeworkers'

Full-time



469
employees
(77.1%)

Part-time



139
employees
(22.9%)

Age	% of workforce
16-24	1.2%
25-34	6.9%
35-44	15.1%
45-54	39.1%
55-64	36.2%
65+	1.3%



Average employee age is

51
years

Our average retirement age is 61.5 years and approximately 15% of our workforce are eligible to retire with their LGPS (local government pension scheme) pension (based on a retirement age of 60).



82
employees are over the average retirement age

An additional 71 employees will be over the average retirement age in the next three years

We have a high level of retention, with low turnover. Our current resignation rate is 4.9% and this is relatively stable over recent years. Our retirement rate is also relatively low, although we expect this to increase based on our age profile.



Our timescale for our newly appointed people to take up their role with us also presents operational challenges. This is due to a combination of the time required for pre employment checks and notice periods. Pay levels are also another challenge as we seek to rebalance our pay and grading structure in line with other professionals across the wider sector.



It takes on average
87
days from a vacancy going
live to the employee's
first day

Our workforce is predominantly female, and this reflects the gender profile of the sectors we traditionally recruit from.



79.6%
female



20.4%
male

0
employees have identified as
undergoing gender reassignment

As outlined above, there are a number of significant factors that shape our current workforce. These include an ageing workforce, the impact of career pathways and new ways of working, as well as technology introduced through business and digital transformation. Supporting our people to adapt, while remaining current in their skills and knowledge to perform their developing roles, represents a significant focus for us all.

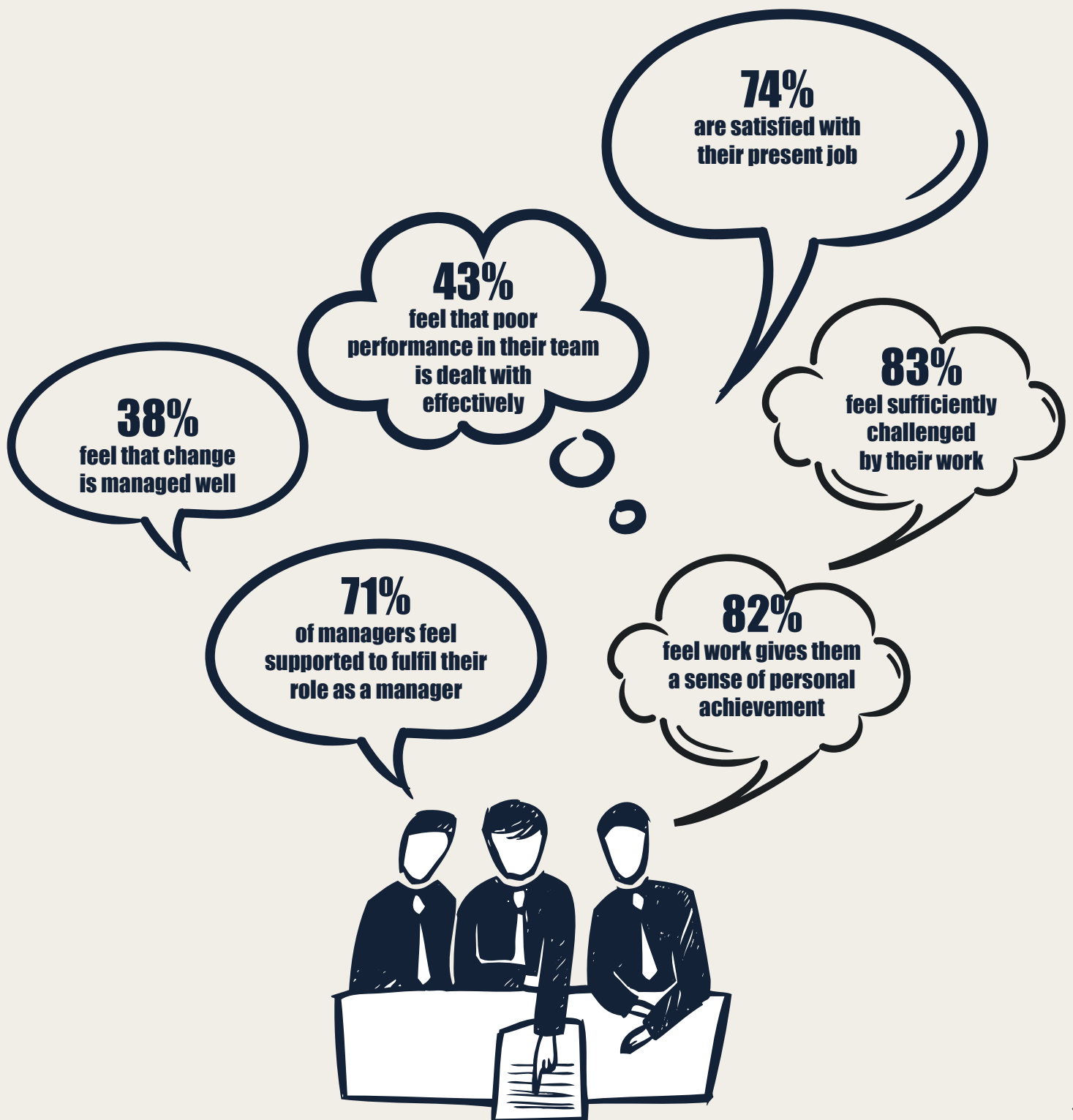
Our scrutiny role covers a diverse range of care settings. To support this, it's important that our people come from an equally broad range of experience and backgrounds. Traditionally we recruit experienced people who are typically older and female, which is representative of the sectors we recruit from. As we develop new roles to support our business model, we will look to create new opportunities to recruit people from different backgrounds to ensure we have a diverse and robust workforce. We will actively aim to balance our workforce age profile. We'll do this through a range of initiatives that will retain and value our existing staff, whilst increasing our appeal as an employer of choice for younger people. This will mean supporting our staff to progress in new roles as well as recruiting professionally qualified and experienced staff. Our youth employment strategy will support our work in this area. Our strategy, which is currently being updated, sets out our commitment to supporting the development of Scotland's young workforce by providing a wide range of employment opportunities for them across our organisation.

We will recognise and value equally all our people, whatever their stage in career or life. Our longer

...serving people have an important role to play in mentoring and developing our younger workforce and we will formalise this role through our learning and development strategy. This will enhance and strengthen our commitment to employ and develop modern apprentices, interns and volunteers.

(10) Employee survey

Our recent employee survey, completed in May 2019, provides a helpful benchmark for the current perceptions of our people. With a response rate of approximately 84%, the survey provides evidence of good progress since our last survey in 2014. There is good evidence of increasing levels of employee engagement and our managers feel well supported. Areas to improve include our approach to managing change, managing and supporting performance, internal communication and access to learning.



3. CHALLENGES AND OPPORTUNITIES

We have considered a number of challenges and opportunities arising from our workforce profile in the development of this plan. These are outlined below.

Challenges	Opportunities
<p>Our ageing workforce profile creates the potential for a significant loss of knowledge and experience from the organisation over the next three to five years (13% of our workforce are already older than our average retirement age of 61.5 years).</p>	<p>The expected increase in turnover will help us to re-shape our workforce structure and introduce new roles while meeting our policy of no compulsory redundancies. We have a huge amount of talent and knowledge in the organisation and we will continue to deliver a robust learning and development strategy designed to capitalise on this and support knowledge transfer.</p>
<p>Our workforce is specialist and highly skilled in their professional areas of expertise. More flexibility is needed to share this expertise across different areas of our business.</p>	<p>We will continue to build on our current pilot of new roles supporting career pathways. Developing new career pathways will help us to ensure our people develop breadth of experience and depth of expertise. We can apply this more flexibly to support the delivery of our core services. We will continue to support all our staff through our performance and development process LEAD (lead, experience, achieve, develop) and the development of our inspection staff through our PDA (professional development award).</p>
<p>We experience significant recruitment challenges for our core roles and in specific geographical locations. The lead time for new people joining our organisation is too long.</p>	<p>We have considerable scope to modernise and streamline our approach to recruitment. This includes exploring new ways of building our capacity and promoting shared learning with the sector. We will also review our reward package offered.</p>
<p>Our model for identifying talent prioritises 'ready now' candidates over those with potential.</p>	<p>Exploring and testing alternative selection approaches will help us to ensure we are employing the right people, with the right skills, motivation and cultural fit.</p>
<p>We continue to work towards developing a strong culture of kindness and compassion. Our employee survey suggests we still have work to do to strengthen this culture.</p>	<p>Our people are committed and engaged to deliver our vision. We will continue to develop our culture and business model through collaboration to ensure our people are involved and have a voice in the changes we make together. Continued investment in our managers will ensure we support and empower our people to adopt new ways of working.</p>
<p>We continue to create an environment that promotes health and wellbeing to impact positively on levels of absence.</p>	<p>We have achieved the gold healthy working lives award, which recognises our achievements promoting and supporting health and wellbeing for our people. We will continue to build on this and support our people and managers to achieve a positive work life balance.</p>

4. WORKFORCE PRIORITIES

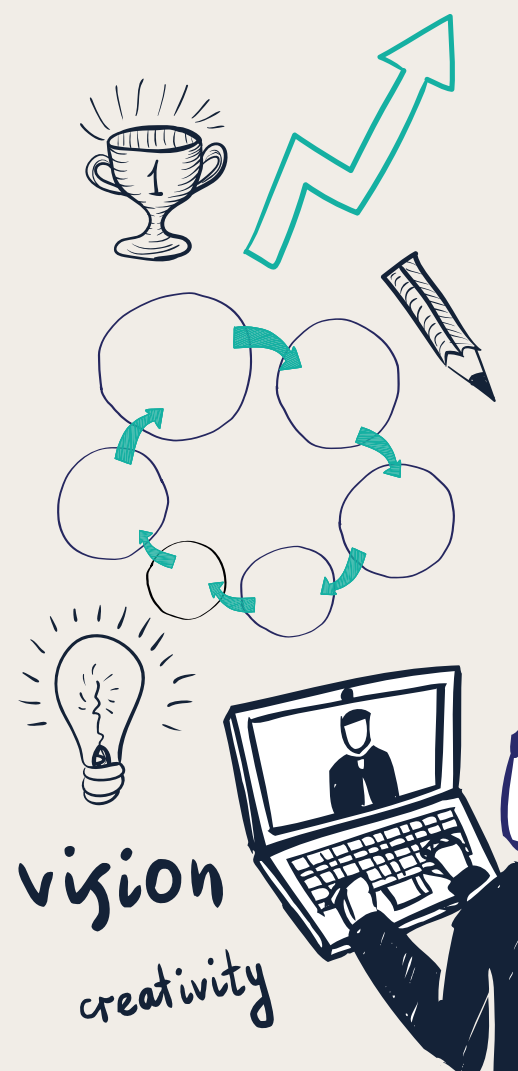
Through our exploration of the key drivers that have shaped our workforce plan, the analysis of our workforce profile and the challenges and opportunities we face as an organisation, we have identified six key priorities. This plan sets out how we will deliver these six priorities, which will support us to achieve the strategic outcomes set out in our corporate plan.

We will develop the action plan following publication of the strategic workforce plan. It will set out our learning and development priorities to support delivery of the strategic workforce plan outcomes. We will review these priorities each year and inform our annual learning and development programme.

The six priority areas which form the basis for this strategic workforce plan are:

- (1) We will attract and retain people with talent and experience from a range of sectors and all walks of life.**
- (2) We will continue to build career paths that encourage a breadth of experience and depth of expertise.**
- (3) We will develop confident and skilled leaders who are inspiring and empower others.**
- (4) We will aim to be an inclusive employer of choice with effective systems to support talent management and progression.**
- (5) We will develop cost-effective and flexible reward structures that support the organisation to attract, retain and develop the very best talent.**
- (6) We will strive to create a healthy working environment and actively encourage healthy working lives to enable our staff to flourish and achieve their full potential for the benefit of themselves and our organisation.**

The following section of the plan outlines each of the six priorities in detail. We have defined each priority in terms of why it is important, what we have already achieved and the focus of our future work.



(1) We will attract and retain people with talent and experience from a range of sectors and all walks of life

Why this is important to us?

Our first priority has central links to some of the key characteristics of our organisation in terms of resourcing, the successful operation of our new business model, new workforce models and the diversity of our workforce, as outlined below.

Resourcing

Our workforce is our most valuable asset and we are committed to ensuring we attract people with the right skills and behaviours, as well as those who are the right motivational and cultural fit. We face a number of recruitment challenges, linked to specific roles and geographical locations, and it is vital that we develop robust and effective strategies to respond to these. We need to think creatively about how we best resource our organisation to meet our statutory duties and respond to the expectations of our stakeholders.

Business model

Our priority is to ensure we flexibly deploy our workforce and our business model is refocused to support the delivery of our new corporate plan. Through our business, digital and intelligence transformation programmes, we will also re-shape our roles and enable smarter, more flexible working. We will continue to be responsive to reform in the public sector and be flexible in terms of new operating models that may emerge in the sectors that we have responsibility for.

Flexible, creative and collaborative workforce models

Our people must also be able to work confidently and collaboratively with our partners and stakeholders. Developing partnerships with other sectors will help develop these skills and also increase opportunities to work collaboratively. Secondments, placements and shadowing can be an invaluable opportunity to support career development and help our people to gain experience that they may not otherwise gain. As a good employer, we are committed to providing more opportunities for secondments, student placements, associates, interns, apprenticeships, shadowing and volunteers with our organisation. We know this benefits employees and employers. From an organisational perspective, these arrangements can help us to raise our profile and contribute to the wider care sector through sharing our expertise and knowledge in a different way. They can also help expose practitioners in the wider care sector to new ideas and approaches and help support learning and development for potential future employees. We recognise the special responsibility for working collaboratively across the public sector and know that investment in the learning and development of people in one part of the public sector can benefit all of the public sector.

Diversity

Increasing the diversity of our people will ensure that we have best practice from across all sectors and improve the quality of all our work to support world class care. This will also support us to achieve a more representative balance in our workforce profile in terms of all protected characteristics (age, disability, race, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation). We want to ensure every talented individual has the opportunity to apply and compete for our roles and make sure that we have the most skilled and capable people.

What are we already doing?

- ✓ Reviewing our approaches to recruitment and to reward and recognition.
- ✓ Exploring alternative strategies to address current and anticipated recruitment strategies.
- ✓ Reducing the time taken to recruit and join the organisation.
- ✓ Exploring all options for flexible, creative and collaborative workforce models; including apprenticeships, secondments, student placements, associates, shadowing, interns and volunteers.
- ✓ Focussing on our total reward package, including non-financial benefits, when looking to attract people.
- ✓ Reviewing our induction approach to ensure our new people are welcomed and integrated within our organisation as quickly and effectively as possible.

What else will we do?

To develop a modern and streamlined model for recruitment we will:

- ✓ review our recruitment and selection approaches to ensure we are employing the right people, with the right skills, values and motivational fit
- ✓ pilot alternative approaches to competency-based recruitment and promotion
- ✓ use all media channels and opportunities to promote our organisation as an employer of choice and ensure we are recruiting the very best people into roles, secondments, placements, apprenticeships and traineeships whether they are already in the Care Inspectorate or apply from outside
- ✓ continue to develop our flexible, creative and collaborative workforce model by increasing the number of apprenticeships, student placements, associates, shadowing, interns, volunteer and secondment opportunities to encourage increased talent flow in and out of the organisation
- ✓ invest in the skills and confidence of our managers as recruiters through training and induction
- ✓ continue to develop our induction model to improve the experience of our new people and open up access to support and information before the start date through an online portal.

(2) We will build career paths that encourage a breadth of experience and depth of expertise

Why this is important to us?

Our core activities are broad and range significantly. Our current structure provides us with scope to create more flexibility in terms of how we deploy our workforce.

To meet our challenges, we need our people to develop a breadth of experience and deep expertise in their professional field. We also recognise we will require clear career paths if we are to attract and retain talented people. Career paths, supported by a significant commitment to learning and development, will ensure we equip and train our people with the right expertise to deliver. As part of this commitment we will continue to develop clear professional development frameworks, and external accreditation of internal courses where appropriate, will help to gain recognition of our professional skills across the sector and attract and retain talented individuals.

To support this, we are currently piloting several new roles and career pathways. Through the pilot, we will evaluate the design, impact and effectiveness of these roles. We have scoped the pilot to open up a number of new career routes within the organisation and we will explore this for those from a social work, healthcare and business support background. We anticipate these roles will contribute to easing our short-term and long-term resourcing challenges. They will deliver a more flexible model enabling the organisation to recruit from a significantly wider range of sectors and levels. This in turn will also improve our sustainability for the future and build significantly on our capacity to adapt and flex to the changing regulatory framework at a national level. Above all though, better deployment of our workforce will have a positive impact on the care sector as a whole. We recognise the specific learning and development needs of people who are undertaking a career pathway and will work with managers and peers to support these in a structured way.

What are we already doing?

- ✓ Introduced a new role of senior inspector within our inspector career pathway.
- ✓ Piloting two new roles of practitioner inspector and inspection assistant within our inspector and business support career pathways.
- ✓ Exploring the possibility and scope of new roles within business support utilising existing skills, expertise and new technologies.
- ✓ Introduced the role of intelligence researcher, aimed at supporting business support people who wish to move into analytical roles.
- ✓ Implementing a new pathway to support the transition of people from regulated care scrutiny to strategic scrutiny following the evaluation of a successful pilot earlier this year.
- ✓ Introduced an SQA accredited professional development award (PDA) for our inspection staff. The award provides the foundation of all learning for our scrutiny and improvement staff and is recognised externally for the quality of content and teaching.

What else will we do?

To develop career pathways that support our new business model we will:

- ✓ scope and develop clear career paths across our staff groups, with structured opportunities for career progression, with competencies and experience used to assess readiness
- ✓ scope the possibility of an Improvement Academy to build and support improvement capacity and capability both internally and externally, as well as providing more opportunity for staff to move across teams and directorates
- ✓ develop a structured programme of learning and development opportunities linked to our career paths, which our people use to build capability and expertise
- ✓ work with our joint trade unions to implement our lifelong learning agreement and expand the range of learning and development courses offered in partnership
- ✓ develop our mentoring model and other mechanisms to share learning and knowledge between our staff, in particular those at different stages of their career
- ✓ continue to invest in our coaching framework to support the development of our leaders, managers and staff
- ✓ continue to invest in our professional development award and encourage other similar bodies to take up our award and promote this widely
- ✓ explore opportunities for other awards for our core professions which are Scottish Qualifications Authority (SQA) accredited
- ✓ develop a new leadership career pathway for employees looking to progress their careers as managers and leaders within our organisation.



(3) We will develop confident and skilled leaders who are inspiring and empower others

Why this is important to us?

We recognise that the quality of our leaders and managers, and the relationship between line managers and their teams, is key to our organisational effectiveness. Our recent employee survey highlighted that our managers feel well supported in their decision making and actions. We are committed to build on this further through providing a range of activities to develop aspiring and existing managers' leadership and strategic skills. We will focus on providing a common language and direction using our values, behaviours and kindness as a foundation. Learning from good practice across Scotland, and in particular the work of the Carnegie UK Trust, we will work with our leaders to embed kindness as a value in our organisation and work.

Investing in the strategic capabilities of our leaders, will support our strategic understanding of the wider sector, policy expectations from Scottish Government and how we align this to our vision for the future and strategic objectives. Through our leadership development programme, we will equip our managers with the skills, knowledge and focus to be champions for workforce development within their teams and directorates.

We will build on our already strong coaching leadership approach and develop a strong culture of collective leadership where there are leaders at all levels of the organisation. We will also work with the professional membership bodies so that leadership development aligns with vital continuous professional development to maintain professional registrations. We will promote an ethos of excellence, where leaders learn from each other. This will help develop leaders who are confident, inspiring and able to create a culture where people are empowered, listened to and valued. Our work with the SSSC and support for initiatives such as '23 things leadership' will provide our leaders and aspiring leaders with access to an expanding range of resources and tools to support their own self-directed learning and development.

What are we already doing?

- ✓ Developing our approach to workforce and resource planning so that we can better plan and anticipate our future requirements for manager posts and the skills needed.
- ✓ Investing in the collective strength of the senior management team, to define clear roles and responsibilities that will support new additions to it.
- ✓ Invested in the development of coaching skills for all managers and other people.
- ✓ Established the Engage in Change forum, which brings together managers from across the organisation to discuss and contribute to our shared vision, priorities and objectives.
- ✓ Equipping our managers with essential training for their role, for example health and safety and coaching conversations.
- ✓ Launched our leadership charter which sets out key behaviours from our leaders and what our people can expect.
- ✓ Working in partnership with key stakeholders to share good practice and access to leadership development programmes, such as the SSSC and NES.

What else will we do?

We recognise that developing collective leadership at all levels will be key to our success and to achieve this we will:

- ✓ develop a leadership strategy that supports our cultural objectives
- ✓ develop a leadership development programme, setting out clear competencies, values and behaviours, for leaders at all levels including aspiring leaders
- ✓ provide improved access for our managers and leaders to other external leadership development opportunities, including leadership exchanges, master classes and coaching
- ✓ review our recruitment approach for managers to ensure the right focus between technical skills, behaviours and potential
- ✓ develop a bespoke induction programme for new managers so they understand their responsibilities and the support that is available to them.

(4) We will aim to be an inclusive employer of choice with effective systems to support talent management and progression

Why this is important to us?

We want to attract the best talent and give every talented individual in our workforce the opportunity to progress. Tackling inequality is a strategic aim and, as an employer, we want to be fully representative of modern Scotland. Making sure our workforce represents different backgrounds with different experiences and attitudes will give us new approaches, more innovative solutions and better customer service. We need everyone to feel they can be themselves at work, so they thrive personally and perform at their best.

If we are going to succeed in improving the diversity of our workforce, we need to continue to broaden our reach in the sector to showcase the career opportunities that we can offer. This will support us to achieve a balanced workforce profile in terms of all protected characteristics, as defined under the Equality Act (age, disability, race, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation). We're committed to promoting equalities and have a number of strategies, plans and groups in place to support our work in this area. This includes championing inclusivity in our organisation and the wider care sector. Our groups supporting this work include corporate parenting group, LGBT group, carers network, faith group and equalities groups.

We are passionate and committed to supporting our learning organisation. We believe strongly that learning is at the heart of all we do and that we all have a responsibility for managing our own learning and development. We will continue to develop our virtual learning environment, which offers a range of formal and informal learning opportunities to support the needs of our diverse and dispersed workforce.

What are we already doing?

- ✓ Working to deliver our equality mainstreaming action plan which will support us to make progress in improving the diversity of our workforce.
- ✓ Achieved foundation level of the Stonewall LGBT Charter and have a thriving LGBT group working internally and externally to promote awareness of LGBT issues.
- ✓ Improving the accessibility of our learning and development programme so that we deliver key learning through a range of methods.
- ✓ Investing in modern apprenticeships and 'grow our own' initiatives and other strategies to open up opportunities for those at different stages of their career.
- ✓ Implementing our new model for supporting individual performance (LEAD – learn, experience, achieve and develop) which provides a supportive and development focussed framework for managing individual performance, based on a coaching model and open and direct conversations.

What else will we do?

To support our inclusive profile and systems for talent management and progression we will:

- ✓ conduct a review and develop an action plan to understand and overcome barriers to entry and progression
- ✓ continue to develop a robust induction programme for all new recruits, promoted people and colleagues returning from long term leave (secondment, career break, maternity or sickness absence) which provides an effective and supportive introduction to the organisation and their role.
- ✓ achieve the bronze level of the Stonewall LGBT Charter
- ✓ continue to develop our mentoring scheme to support induction and career development and progression
- ✓ continue to develop our LEAD process-based on experience and feedback
- ✓ continue to build on the learning and development programme to make sure it remains easily accessible to all needs and requirements
- ✓ develop talent management activities that support the development and progression of people at all levels of the organisation.



(5) We will develop cost-effective and flexible reward structures that support the organisation to attract, retain and develop the very best talent

Why this is important to us?

Our external environment is changing. Technology is transforming our ways of working and creating requirements for different sets of skills. Changes to our business opens up opportunity to develop different generic and specialist skills. The public sector reforms over the past 10-15 years have meant changes to pay and reward structures, such as single status in local government and agenda for change within the NHS. There is now a good opportunity for us to review our current reward structures and approaches to make sure these align with changes across the wider public sector.

We can provide excellent opportunities for our people in a challenging and rewarding environment. We also offer a modern range of terms of conditions, including all forms of flexible working that support our people at different stages in their lives. We want to improve our ability to attract talented people by providing structured career development and opportunities to progress with an attractive reward offer. This means that we need a reward offer that can compete more effectively with the external labour market. We will continue to work in partnership with our joint trade unions to build on our positive employee relations and respond to the challenges ahead.

What are we already doing?

- ✓ Undertaking a review of our pay and grading structure and systems.
- ✓ Promoting our total reward package, which includes generous annual leave entitlement, family friendly policies and all forms of flexible working.

What else will we do?

In our ambition to be an employer of choice we will:

- ✓ develop a new pay and grading structure
- ✓ develop competency frameworks aligned to our core professions which define skills, knowledge and behaviours and measures to support progression
- ✓ provide opportunities for our workforce to enrich their current roles and encourage new opportunities through secondments, or development, in and out of the Care Inspectorate as well as other career routes
- ✓ continue to benchmark against developments in other sectors which may impact on our ability to recruit from these sectors or our appeal as an employer of choice
- ✓ continue to develop our approach to managing change and how we support our people.

(6) We will strive to create a healthy working environment and actively encourage healthy working lives to enable our staff to flourish and achieve their full potential for the benefit of themselves and our organisation

Why this is important to us?

We are committed to providing a healthy working environment and improving the quality of working lives for all our staff. By integrating wellbeing in all our work, we can create a positive environment which supports improved staff engagement and performance.

Investing in the wellbeing of our people means trying to prevent work associated ill health, including physical, mental and social health. It also means recognising how culture and values, personal development and our day-to-day work contributes to a sense of wellbeing at work.

We have a highly committed and passionate workforce who are personally and professionally dedicated to supporting our vision. Our work can be challenging and pressured and we recognise the impact this can have in terms of the health and wellbeing of our people. We want to try to ensure our people feel heard, feel safe and are supported to achieve a good work life balance.

To support this priority we are committed to an integrated approach to staff wellbeing that promotes and helps to create:

- a sense of belonging
- an environment and culture-based on shared values and trust
- an environment where staff health and wellbeing is integrated into our day-to-day working practices
- an environment that recognises skills and encourages personal development.

Our work in this area will be delivered through our health, safety and wellbeing action plan.

What are we already doing?

- ✓ Supporting health and wellbeing through a range of activities offered through our healthy working lives programme.
- ✓ Supporting our people to feel respected and empowered through our values and other activities supporting our culture and engagement strategy.
- ✓ Achieving and maintaining our Healthy Working Lives gold award.
- ✓ Supporting personal development through our LEAD process.
- ✓ Providing access to a range of self-directed and classroom-based learning opportunities to support personal and career development.
- ✓ Providing access to our employee assistance programme which offers access to counselling and other advisory services.
- ✓ Improving working lives through our people management policies such as flexible working, maximising attendance and dignity at work.
- ✓ Creating a safe place to work through our health and safety policy and initiatives.
- ✓ Supporting periods of sickness absence and return to work through occupational health referral and advice.

What else will we do?

In our ambition to support staff wellbeing we will:

- ✓ continue to invest in and maintain our Health Working Lives gold award
- ✓ continue to offer a range of health promotion activities to our staff, including health and safety, occupational health, health in the community, employability, health and the environment, and mental health and wellbeing
- ✓ continue to support our people to feel respected, empowered and supported through our values and other activities supporting our culture and engagement strategy
- ✓ continue to invest in health and safety training for our managers, including mentally healthy workplace training
- ✓ continue to ensure our work to support this priority is aligned to our health and safety strategic action plan
- ✓ continue to support the development of our people through our coaching scheme and the launch of a new mentoring scheme
- ✓ involve staff in a range of initiatives to support joy in work
- ✓ continue to support our managers and people to reduce work related stress and absence through our people management policies, health working lives initiatives and training
- ✓ provide support for our employees with caring responsibilities through the introduction of a new carers group
- ✓ continue to develop our approach to managing change and how we support our people through change.

*lifelong
learning*

5. HOW WE WILL DELIVER THE PLAN

We will deliver the plan in the spirit of collaboration, consultation and involvement across the workforce. We have established strong and effective partnership working with our trade unions to successfully deliver our change and improvement programmes. This includes for example, our employee survey, career pathways pilot, the development of our new employee performance and development process (LEAD) and our lifelong learning agreement.

Our focus on collaboration and partnership working will ensure an influential employee and trade union voice in all aspects of our work and delivery of this plan.

Through delivery of this plan we expect to achieve the following outcomes.

1. We are an employer of choice for people working in the wider care sector. Our people are representative of the sector and our recruitment model supports our managers to appoint the best candidates.
2. We offer clear and attractive career opportunities internally. Our people feel supported and developed to progress in their careers.
3. Our leaders are confident, skilled, inspiring and we support them to empower their people.
4. Our workforce profile is representative of society and inclusive of all talent and potential which is well managed with accessible opportunities for progression and promotion.
5. Our people feel rewarded in line with their role and the wider sector and value the terms and conditions we offer.
6. We provide a supportive work environment and people feel supported to achieve a positive work life balance. Levels of work-related stress and absence are low.



6. MONITORING THE OUTCOMES FOR THE PLAN

We will monitor and measure delivery of this plan through our employee survey. We will complete a full employee survey every two years. We will also use annual temperature check surveys to review progress in agreed sample areas.

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, health and safety and wellbeing and learning and development metrics relevant to the priorities set out in the plan.

As we develop supporting workplans to deliver the six priorities, we will identify and agree additional metrics to support our monitoring and reporting of progress.

We will measure our success in delivering this plan through the following indicators in our employee survey.

Outcome one

- I am proud when I tell others I am part of the Care Inspectorate.
- I would recommend the Care Inspectorate as a great place to work.
- I feel a strong personal attachment to the Care Inspectorate.
- Future intentions – how long I want to continue working for the Care Inspectorate.

Outcome two

- I can access the right learning and development opportunities when I need to.
- I believe that the Care Inspectorate positively encourages learning and development.
- Learning and development activities I have completed in the past 12 months have helped improve my performance.
- There are opportunities for me to develop my career in the Care Inspectorate.
- Learning and development activities I have completed while working for the Care Inspectorate are helping me to develop my career.
- I am encouraged to share my skills, knowledge and expertise with others.

Outcome three

- The managers in my directorate provide effective leadership.
- I believe the actions of our managers are consistent with the organisational values.
- My manager treats me with dignity and respect.
- My manager respects confidentiality and treats me fairly.
- My manager shows care and concern for me.
- My manager encourages me to provide my ideas and suggest improvements.
- My manager gives positive and constructive feedback.
- My manager effectively deals with poor performance in my team.



Outcome four

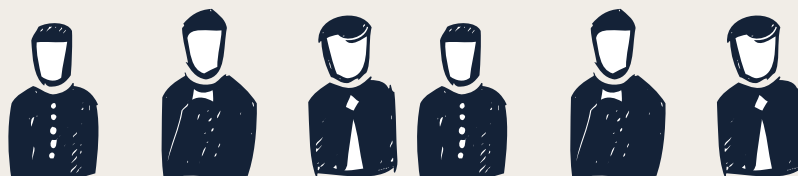
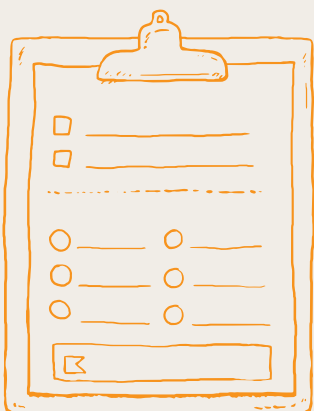
- I am treated fairly and with respect by the people I work with.
- I think the Care Inspectorate respects individual differences.
- My organisation is committed to creating a diverse and inclusive workplace.

Outcome five

- I am satisfied with my total benefits package.
- I feel my pay adequately reflects my performance.
- Compared to people doing a similar job in other organisations I feel my pay is reasonable.

Outcome six

- I can meet the requirements of the job without regularly working excessive hours.
- I am supported to strike a home and work life balance.
- My own personal morale at work is positive.
- I have choice in deciding how I do my work.
- I have an acceptable workload.



7. DELIVERY ACTION PLAN 2019-22

Priority 1. The Care Inspectorate will attract and retain people with talent and experience from a range of sectors and all walks of life

Actions	Timescale
Review our recruitment and selection approaches to ensure we are employing the right people, with the right skills, values and motivation.	Year 1
Pilot alternative approaches to competency-based recruitment and promotion.	Year 2
Use all media channels and opportunities to promote our organisation as an employer of choice and ensure we are recruiting the very best people into roles, secondments, placements, apprenticeships and traineeships whether they are already in the Care Inspectorate or apply from outside.	Year 1
Continue to develop our flexible, creative and collaborative workforce model by increasing the number of apprenticeships, student placements, associates, shadowing, interns, volunteer and secondment opportunities to encourage increased talent flow in and out of the organisation.	Year 2
Invest in the skills and confidence of our managers as recruiters through training and induction.	Year 2
Continue to develop our induction model to improve the experience of our new people and open up access to support and information before the start date through an online portal.	Year 1

Priority 2. The Care Inspectorate will build career paths that encourage a breadth of experience and depth of expertise

Scope and develop clear career paths for our staff groups, with structured opportunities for career progression, with competencies and experience used to assess readiness.	Year 1 and 2
Scope the possibility of an Improvement Academy to build and support improvement capacity and capability both internally and externally, as well as providing more opportunity for staff to move across teams and directorates.	Year 2
Develop a structured programme of learning and development opportunities linked to our career paths, which our people use to build capability and expertise.	Year 1, 2 and 3
Work with our joint trade unions to implement our lifelong learning agreement and expand the range of learning and development courses offered in partnership.	Year 1, 2 and 3
Develop our mentoring model and other mechanisms to share learning and knowledge between our staff, in particular those at different stages of their career.	Year 2 and 3
Continue to invest in our coaching framework to support the development of our leaders, managers and staff.	Year 1, 2 and 3
Continue to invest in our professional development award and encourage other similar bodies to take up our award and promote this widely.	Year 1, 2 and 3
Explore opportunities for other awards for our core professions which are SQA accredited.	Year 2 and 3
Develop a new leadership career pathway for employees looking to progress their careers as managers and leaders within our organisation.	Year 2

Priority 3. The Care Inspectorate will develop confident and skilled leaders who are inspiring and empower others	
Develop a leadership strategy and development programme for leaders at all levels including aspiring leaders.	Year 1
Develop a skills, knowledge and behaviour framework for our managers, which clarifies the expectations of all our managers and leaders.	Year 2
Develop a management and leadership programme, which we will tailor to our cultural objectives and values. We will base this on our skills and knowledge behaviour framework.	Year 2
Provide improved access for our managers and leaders to other external leadership development opportunities, including leadership exchanges, master classes and coaching.	Year 2
Review our recruitment approach for managers to ensure the right focus between technical skills, behaviours and potential.	Year 1
Develop a bespoke induction programme for new managers so they understand their responsibilities and the support that is available to them.	Year 2
Priority 4. The Care Inspectorate will aim to be an inclusive employer of choice with effective systems to support talent management and progression	
Conduct a review and develop an action plan to understand barriers to entry and progression and challenge thinking to develop strategies to remove or mitigate their impact.	Year 1
Continue to develop a robust induction programme for all new recruits, promoted people and colleagues returning from long term leave (secondment, career break, maternity or sickness absence) which provides an effective and supportive introduction to the organisation and their role.	Year 1 and 2
Achieve the bronze level of the Stonewall LGBT Charter.	Year 1
Continue to develop our mentoring scheme to support induction and career development and progression.	Year 2 and 3
Continue to develop our LEAD process based on experience and feedback.	Year 1, 2 and 3
Continue to build on the learning and development programme to make sure it remains easily accessible to all needs and requirements.	Year 1, 2 and 3
Develop talent management activities that support the development and progression of people at all levels of the organisation.	Year 2
Priority 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	
Develop a new pay and grading structure.	Year 1 and 2
Develop competency frameworks aligned to our core professions which define skills, knowledge and behaviours and measures to support progression.	Year 2
Provide opportunities for our workforce to enrich their current roles and encourage new opportunities through secondments, or development, in and out of the Care Inspectorate as well as other career routes.	Year 1, 2 and 3
Continue to benchmark against developments in other sectors which may impact on our ability to recruit from these sectors or our appeal as an employer of choice.	Year 1, 2 and 3
Continue to develop our approach to managing change and how we support our people through change.	Year 2

Priority 6. The Care Inspectorate will strive to create a healthy working environment and actively encourage healthy working lives to enable our staff to flourish and achieve their full potential for the benefit of themselves and our organisation

Continue to invest in and maintain our Healthy Working Lives gold award.	Year 1, 2 and 3
Continue to offer a range of health promotion activities to our staff, including health and safety, occupational health, health in the community, employability, health and the environment, and mental health and wellbeing.	Year 1, 2 and 3
Continue to support our people to feel respected, empowered and supported through our values and other activities supporting our culture and engagement strategy.	Year 1, 2 and 3
Continue to invest in health and safety training for our managers Health and Safety, including mentally healthy workplace training.	Year 1 and 2
Continue to support the development of our people through our coaching scheme and the launch of a new mentoring scheme.	Year 1, 2 and 3
Involve staff in a range of initiatives to support joy in work.	Year 2
Continue to support our managers and people to reduce work related stress and absence through our people management policies, healthy working lives initiatives and training.	Year 1, 2 and 3
Provide support for our employees with caring responsibilities through the introduction of a new carers group.	Year 2
Continue to develop our approach to managing change and how we support our people through change.	Year 1, 2 and 3

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