



**Equality Outcomes and Mainstreaming Report
2017-19**

Annual Progress Report 2018

1. Introduction

This report provides an update on progress made in relation to delivering our Equality Outcomes 2017-19. The report also provides information on the actions we have taken to support the mainstreaming of equality across all of our functions since April 2017.

2. Who we are and what we do

- We are a scrutiny body that supports improvement in care and are developing world-class approaches to rights-based scrutiny.
- We make sure every local authority, integrated joint board and community planning partnership meets the highest standards in respect of the care and support they provide.
- We are on a journey moving from compliance to collaboration, building effective relationships to better support high quality care for everyone.
- We work with 14,000 care services across early learning and childcare, integrated health and social care, social work and community justice.
- We're changing how we work, to focus on evidencing outcomes for people who experience care, their families and carers, detailed within the new Health and Social Care Standards
- Last year we carried out over 7,000 inspections and published all our reports online. Our findings help people choose care and provide public assurance.
- We also checked that 1,000 new care services were fit to operate and looked at 4,000 complaints about care and formally investigated half of them.
- We spend thousands of hours supporting improvement, but if people are at risk of harm, we have robust powers to require change or take enforcement action.
- Our evidence and experience informs national and local care policy.
- In everything we do, we put the views, choices and rights of people who use care and their carers, first.

3. Equality Legislation – Our Specific Equality Duties

In April 2011, the Equality Act 2010 introduced a positive general duty on public authorities in Scotland, in the exercise of their functions to give due regard to the need to:

- eliminate discrimination, harassment victimisation or any other prohibited conduct
- advance equality of opportunity
- foster good relations, by tackling prejudice and promoting understanding

Scottish Ministers introduced specific duties to support the better performance of the general duty. The specific duties require public bodies in Scotland, including the Care Inspectorate to:

- publish a report on the progress made on mainstreaming equality across all functions of the organisation by 30 April 2013 and then every 2 years thereafter;
- set and publish equality outcomes by 30 April 2013 and report on their progress every four years based on evidence and involvement of equality groups and communities;
- Equality impact assess all new and existing policies (including decisions e.g. financial) taken by public authorities; (from 27 May 2012)
- gather and publish employment data on the make-up of the organisation by protected characteristic
- publish statements on equal pay between equality groups and on occupational segregation from equality groups in particular grades and particular occupations
- consider award criteria and conditions in relation to public procurement
- publish equality documents (impact assessments, equality outcomes etc.) in a manner that is accessible.

4. Our Approach to Meeting the Equality Duties

We have developed four Equality Outcomes based on evidence gathering, research, consultation and engagement. These are:

1. People from and across all protected characteristics find us accessible, have opportunities to get involved and influence our work by telling us about the care and social work services they experience and want in future.
2. We work with the care service providers we register and regulate to improve awareness and understanding of equality issues for people using care services.
3. Our workforce is well informed and engaged around equality issues and are representative of Scotland’s diverse population.
4. We will work in collaboration with external networks and equality organisations to promote awareness of equality issues in care and social work services and raise awareness in these areas.

In 2016/2017 we carried out a review of our existing equality outcomes which were in place from 2013, and reported against annually. After a period of evidence gathering, research and engagement with equality organisations and consultation with other stakeholders, we decided to develop and work towards four new equality outcomes. These were published in April 2017 in our 'Equality Outcomes and Mainstreaming Report 2017-19', and later in 2017 we supplemented this by adding occupational segregation information on our website.

The Equality Outcomes and Mainstreaming Report also provided details on our approach to mainstreaming equality as well as information on our commitment to employee equality.

5. Progress Made on delivering our Equality Outcomes

A detailed action plan to support the delivery of our Equality Outcomes was developed and published in 2017. This has been reviewed and updated on a regular basis by the Involvement and Equalities Team and is supported by the wider staff group, with regular input and leadership from our senior managers and board members. The detailed review of progress made on the action plan is set out at appendix 1. Here we have highlighted some of the main areas of progress on each of our outcomes.

Equality Outcome 1: People from and across all protected characteristics find us accessible, have opportunities to get involved and influence our work by telling us about the care and social work services they experience and want in future.

❖ Promoting our work at Cultural and Community Events

Lots of work has taken place over the past year to promote the work of the Care Inspectorate with our diverse communities. In July we attended Pride Glasgow (LGBT festival) and also participated in Pride Edinburgh. We spoke with hundreds of people at each of the events and gave out information about our work in a range of formats, including details of our Inspection Volunteer programme. We also gathered information by carrying out a survey both in person, and via a web link which we gave out on the day. Our internal LGBT Charter Group (working group) considered the information given in response to this when developing our outcomes for 2018/19. We will be promoting our work and engaging with communities again at similar events this coming year.



Our stalls at Pride Edinburgh (left) and Pride Glasgow (right) in 2017

❖ **Working with involved people – our volunteers**

Involving People Group meetings

We work with a group of involved people, who have lived experience of a range of care settings and protected characteristics, to shape and influence the work that we do. We meet with up to 30 people on a quarterly basis, from a wider pool of up to 90, in different geographic locations to ensure accessibility across most of mainland Scotland. Over the past year we have discussed issues including the launch, content and implications of the new Health and Social Care Standards: My Support, My Life, the Care Inspectorate's Business Transformation programme, the structure and content of our Involving People Group meetings, creating opportunities for wider involvement in our work, and other topics.

Inspection volunteers

During 2017/18 we carried out two induction training courses following a rolling programme of recruitment with a focus on building our geographic reach and spread of inspection volunteers. Our pool of Inspection Volunteers grew from 50 to 70 over this time.

From January 2017- January 2018, our volunteers participated in 541 inspections, speaking to 3450 people experiencing care, and 1495 carers. Volunteers were also involved in speaking to people experiencing care at home as part of 153 telephone inspections, over the same period.

Inspection volunteers participate in regular development meetings with Inspection Volunteer Coordinators to increase their skills, benefit from peer support and keep in regular contact with the Involvement and Equalities Team. One to one support is also offered as required.

Young Inspection Volunteers

During 2017/18, our Young Inspection Volunteers, who represent many of the protected characteristic groups, took part in 27 regulated service inspections, 6 strategic inspections and a range of work sharing learning about their experiences of involvement. This includes attendance at and participation in:

- [Scottish Institute Residential Child Care](#) conference
- Scottish Care Leavers Covenant
- 1000 Voices Care Review
- Scottish Throughcare and Aftercare Corporate Parenting training

Members of our Young Inspection Volunteer scheme also met with a delegation of care regulation professionals from Malta as part of a visit to the Care Inspectorate, and co-produced Learning Logs to record their experiences and personal/professional development while participating in our work.

A small subgroup of Young Inspection Volunteers supported Scotland Excel in redeveloping its procurement services for all regulated care for young people in

Scotland, and their successful involvement has supported them to increase engagement with their stakeholders in other areas.

We were able to offer formal employment to a former Young Inspection Volunteer as a Modern Apprentice, via an open recruitment process. In 2018/19, plans are underway to meet with care professionals from Sweden, and participate in an international social care conference in Seville to showcase our successful and inclusive programme internationally.

❖ **Listening to the views of the communities we serve**

During 2017/18, we co-led the development of the new national care standards which will stretch across health, social care, social work, children's services, and early learning and childcare. These world-leading standards are based on human rights and wellbeing principles and set out what people should experience from and as a result of their care and support.

As part of the process of developing the new Health and Social Care Standards: My Support, My Life, a broad range of organisations led by people experiencing care were included in the development process. Different approaches were used at different stages of development, and views sought in meaningful and timely ways. For example, the Development Group for this work was extended, with groups like Scottish Older People's Assembly, Who Cares? Scotland and National Parent Forum joining. The proactive work of the Review Team in reaching out to organisations and networks, such as Homeless Action Network, the Care Inspectorate's Involving People Group, SNAP (Scottish National Accounts Project), and LGBT organisations, ensured that feedback could be given directly by people experiencing care at a critical moment in development where their views and feedback could have a meaningful impact on the shape and content of the final publication.

Equality Outcome 2: We work with the care service providers we register and regulate to improve awareness and understanding of equality issues for people using care services.

❖ **Health and Social Care Standards: My Support, My Life**

We worked with others to ensure that the standards explicitly reference non-discrimination, including:

- 1.1 I am accepted and valued whatever my needs, ability, gender, age, faith, mental health status, race, background or sexual orientation.
- 1.2 My human rights are protected and promoted and I experience no discrimination.
- 4.1 My human rights are central to the organisations that support and care for me.
- 4.3 I experience care and support where all people are respected and valued.

These standards have been agreed by the Scottish Government and will be used from April 2018. They are already informing the Care Inspectorate's scrutiny and improvement work.

To support and engage the care service providers we register and regulate, with a view to increasing awareness and understanding of how equality issues and human rights principles are a core focus of the new standards, we have produced a number of films and shared them on the microsite www.newcarestandards.scot. These show people speaking about their care experience, and include the contributions of Davie, with experience of the criminal justice system, homelessness and addictions services, Brooke, who has experience of being looked after, Nicky, who identifies as transgender, and Archie, who is living with dementia.

❖ **Care About Physical Activity**

Care about Physical Activity (CAPA) is an improvement programme led by the Care Inspectorate to help older people in care to move more often. This ranges from little things like encouraging older people to post their own letters or walk up the stairs instead of using the lift. It's about staff, people experiencing care and their friends and family working together to increase health, wellbeing and mobility. It's about making things easier so that people can do things for themselves. CAPA currently focuses on older people & activity across 8 partnerships and over 150 care settings, with major improvements in experiences for older people, bringing joy to many. It has its own website at www.capa.scot which brings together resources, case studies and news updates about the programme and its outcomes.

❖ **4th National Dementia Ambassadors Conference**

People working in the provision of care services are able to take on the role of Dementia Ambassadors within their workplace, to ensure that the needs and preferences of people with a diagnosis of dementia are considered in their organisation's work. The Involvement Team, including an Inspection Volunteer with a diagnosis of dementia, were invited to present at the latest Conference in February 2018. Our involvement volunteer talked to a group of around 40 people attending the conference about how he is involved in our inspections and the unique contribution that people with a diagnosis of dementia can make to the process. Staff members also went on to talk about how the principles of equality are embedded in our work, from our strategic plan, which is underpinned by our role in reducing inequalities in Scotland, and the Health and Social Care Standards: My Support, My Life, which are underpinned by Human Rights principles, as well as individual examples of how we have been inclusive in our approach.

A two-year long study into the experiences of people living with dementia in 145 care homes found some excellent practice, and important areas for improvement. Over half of care homes were performing at a good or better level in terms of meeting the needs, rights and expectations of people living with dementia. Inspectors stressed that it is possible to live well with dementia, and care services play a crucial role in supporting people to do so. Key findings were that:

- there was inconsistent and variable post-diagnostic support when someone in a care home is diagnosed with dementia
- more than a third of people living with dementia (35%) had no access to independent advocacy to help them express their needs and expectations

- while 55% of care homes had provision for ongoing, organised activities every day of the week, 10% of care homes did not provide any opportunities for people to keep active and engaged.

Informed by this, the Care Inspectorate will now develop resources which are designed to improve experiences for people living with dementia, and their families.

Supporting LGBT older people

We encourage and support our colleagues to deliver key messages about our commitment to equalities in all their interactions with services and people experiencing care. For example, one inspector attended a meeting of providers, local authority representatives and national care organisations discussing sexuality and dementia and training and awareness, at which our dedicated LGBT leaflet was shared, a third party resource for LGBT people with dementia was shared, and an invitation made to further discuss our work in this area.

Short Observational Framework for Inspection (SOFI)

The Care Inspectorate is piloting the use of a tool known as SOFI across some of the daycare of children's services including nurseries and playgroups during 2017/18. Designed for inspectors to record their observations of the impact of staff interactions on the quality of outcomes for young children. Initially the tool was designed for use in care homes where people have dementia or severe learning disabilities and therefore lack the capacity to verbally communicate their views but this tool has now been adapted to support the evaluation of quality interactions in children's settings.

As well as learning from our experience with services for older people, the tool takes into consideration the Scottish Government's Getting it Right for Every Child framework as it puts children's experiences at the centre and serves to improve outcomes for children. SOFI is an opportunity for the Care Inspectorate to make sure that people using services have their experience of care represented. SOFI sits within the value base of person-centred approaches, echoing that of the new Health and Social Care Standards: My Support, My Life.

Equality Outcome 3: Our workforce is well informed and engaged around equality issues and are representative of Scotland's diverse population.

❖ **Meeting our responsibilities – our equality groups**



LGBT Charter Champions

Our LGBT working group have been meeting over the past year to consider the actions, learning and changes required to meet the requirements of LGBT Youth Scotland Charter Mark (picture above). We achieved the Foundation level award in January 2018 and our group are now continuing this work onto the Bronze level. As part of our achievement, our Board members took part in LGBT awareness training provided by LGBT Youth Scotland, which will be made accessible to many of our staff members as we work towards our Bronze award.

Corporate Parenting

With a focus on planning and reporting, our Corporate Parenting Group considered the practical implementation of our legal responsibilities as well as the involvement of young people and staff around these areas. We achieved our Investors in Young People's accreditation award in May 2016 and this is currently being reviewed for reaccreditation purposes, and to ensure we remain at the forefront of effective practice.

Faith Groups

As a result of funding from our new Innovation Fund, a self organised faith group has been set up in our Edinburgh offices. This has a focus on faith issues, faith in the workplace and encourages employees to get together as a community in a social setting.

❖ **Year of Young People**

2018 has been designated by the Scottish Government as the Year of Young People, and we as an organisation we are participating in a programme of events to celebrate the contribution of young people to our work (as Young Inspection Volunteers) and more broadly, to the cultural and social landscape in Scotland. We

are joining up with other organisations, including CELCIS, The Children and Young People's Commissioner's Office , Move On and others, to share our experiences and success, and to bring focus to our work with young people under the age of 26.

❖ **Leadership and equality initiatives**

On International Women's Day, which celebrates the contribution that women make to society and to our communities, socially, politically, economically and culturally, our Chief Executive Karen Reid published an article for our intranet site talking about her experiences as a mentor and how she is supporting the Scottish Government's joint initiative with Young Scot, 'First Mentor'.



Mainstreaming our approach through our policies and procedures

The OWD change team are responsible for drafting, developing, producing and reviewing all people management policies. We have a three year policy review programme up until 2021.

Before we write a policy or a piece of guidance we will research current best practice and find out what is working well for other similar employers.

We have a policy review methodology that is centred on consulting with colleagues across different teams and offices. We meet with our policy review group twice a year and they get a chance to tell us what's working well and what might work better. We value consultation and capture all feedback in our consultation log and share this with our approval groups (Executive Team, Partnership Forum and Resources Committee). This helps us to know how things work in practice and to identify supports that can help us work more effectively.

Our policies are written in plain English. We want every employee to understand our policies and their roles and responsibilities.

We impact assess all new policies (and policies that have changed significantly) in terms of equalities. This is to ensure that our policies do not disadvantage anyone with a protected characteristic. In 2017 we reviewed and implemented the following policies:

- Discipline
- Grievance
- Relocation
- Retirement and early severance
- Secondment and placement
- Business travel and subsistence

All policies are approved by Partnership Forum and some also go to Resources Committee.

Induction and ongoing training

In addition to the training provided by LGBT Youth Scotland for our staff and board members, we also include equalities information and awareness raising training sessions as part of our induction programmes for new staff and volunteers.

For certain staffing groups, additional targeted training is provided for particular equalities issues which must be considered in the work they do. For example, a session focused on better engagement and interaction with people experiencing care who have additional communication needs associated with a learning disability was developed in 2017. This covers language, open and closed questions, non-verbal communication, written communication and environmental considerations. It was delivered via a mix of theory, video, and group discussion and developed in partnership with the **Scottish Commission for Learning Disability (SCLD)**. Another example is the briefing sessions held for all managers around human rights principles and the new standards, which they went on to cascade to team members.

We will build on this experience, including the feedback given by those attending the training session, and delivering briefing sessions as part of our revised induction and ongoing training programmes for 2018-19.

Equality Outcome 4: We will work in collaboration with external networks and equality organisations to promote awareness of equality issues in care and social work services and raise awareness in these areas.

❖ Equality articles in Care News



Regular articles on equality issues have featured in Care News, a quarterly publication for people who use care services, carers, care providers and all those who share an interest in care provision in Scotland. It carries news, advice, best practice and special features on care sectors and the work of the Care Inspectorate so that people can be kept up-to-date on issues affecting the care industry in Scotland. Care news is developed by the Care Inspectorate and distributed to all care providers in Scotland.

As the publication moves online, we will be sharing news of our Year of Young People events and experiences, and our success in achieving the LGBT Youth Scotland Charter Mark.

❖ **Joint working across the public and third sector**

We meet regularly with colleagues as part of working groups and on a one to one basis to ensure that we can promote awareness of equality issues in care and social work services, learn from our peers, and pool our resources in terms of providing better outcomes for all people in Scotland. We are part of the **NDPB (non departmental public bodies) equality working group** and work together in a number of subgroups around achieving timely and high quality work towards our Public Sector Duty as part of the Equality Act 2010. We participate in a national group looking at our Corporate Parenting Duty, hosted by the **Children and Young People's Commissioner**, and taking any opportunities for collaborative work that arise. We are also engaged in work to develop Leadership in Inequalities with **Health Scotland**, which initially focused on Health Inequalities but has now extended its remit to look at inequalities on a broader scale. This is partly due to the wide range of diverse organisations, including our own, who have come forward to participate in this work.

We are working in partnership with **Zero Tolerance** to produce a resource to support Gender Equality in Early Learning and Childcare. This resource will be part of a suite of practice resources promoting improvement across early learning and childcare (ELC). These practice resources complement the resources being produced to support improvement in the care of older people, such as My life, my care home. The ELC resources produced to date are:

- My World Outdoors
- Space to Grow (on behalf of Scottish Government)
- My Childminding Experience
- Our Creative Journey

My Childminding Experience and Our Creative Journey specifically include practice examples of children with additional support needs, looked after children and young people, as well as children from minority ethnic backgrounds and disadvantaged communities.

❖ **LGBT Health and Wellbeing**



We have continued to build on our relationship with the organisation **LGBT Health and Wellbeing** to participate in and attend some of their events and meetings in 2017/18, and give feedback on our use of their LGBT Age tool, which we have trialled as a way to inform how we carry out inspections to ensure they are inclusive of LGBT people's experiences and needs.

❖ Learning from Equalities Monitoring Data

We are still committed to collating and analysing our employee equalities monitoring data to identify patterns and areas for development. The table below indicates our organisation in protected characteristic groups:

February 2018 – employee profile	February 2017	Feb 2017
80.2% are female	78.6%	Increase of 1.6%
69.6% are 40 to 59	71.7%	Decrease of 2.1%
6.2% have a disability	6.1%	Increase of 0.1%
65.4% are married/in a civil partnership	65.5%	Decrease of 0.1%
1.5% are of black or minority ethnic (BME) ethnicity	1.7%	Decrease of 0.2%
39.7% had no religion	37.9%	Increase of 1.8%
4.7% were lesbian, gay or bisexual	3.7%	Increase of 1%

We are aware that this information does not provide a full picture of our employees and some employees have not disclosed information on all of their protected characteristics. This has decreased slightly over the past year, and we will work to understand the reasons for this change, and encourage more people to provide the appropriate information so we can better understand the needs and diversity of our workforce.

Question	17 Feb 2017	17 Feb 2018
Disability	296 (48.7%)	289 (47.2%)
Ethnicity	411 (67.6%)	391 (63.9%)
Marital status	397 (65.3%)	379 (61.9%)
Religion	393 (64.6%)	375 (61.3%)
Sexual orientation	381 (62.7%)	364 (59.5%)

We will continue to promote our online employee equalities system and encourage a culture where everyone feels able to disclose this information confidentially. Full details on how we are meeting our equality duties in relation to “gathering and publishing employment data’ will be published in April 2019.

6. Mainstreaming the Equality Duty

As set out in our Equality Outcomes and Mainstreaming Report 2017-2019, mainstreaming the Equality Duty simply means integrating equality into our day to day work. This means taking equality into account in the way we exercise our functions. In other words, equality should be an integral part of everything we do. As well as the information set out above in relation to equality outcomes, we have also attempted to mainstream equality into our work in the following ways:

❖ Formal training and education on Equality issues

All employees and inspection volunteers who are new to the organisation undergo training in equality and diversity, which focuses on our legal, business and ethical reasons for engaging with people from across the Scottish population, regardless of their background and life experiences. This is delivered in a range of ways, by

members of staff, volunteers and electronically. Equality issues will form an integral part of the new PDA tool being developed for the professional development of our inspections staff, and will be accessible to all Care Inspectorate employees who wish to increase their knowledge and competency in this area.

From time to time, we engage external providers of training to give specialist input for staff with an identified need to increase their awareness of specific equality issues. This year we have received specialist training on LGBT issues, domestic abuse, British Sign Language, meeting our Equality Duty and Human Rights principles, case law and benchmarking, in both individual and group settings, hosted internally and externally. Our Board members have also received Equality Awareness and bias training.

❖ Awareness Raising of Equality Issues

It is important that our Board members and employees are aware of equality requirements and issues so that they can be considered in decision making and the delivery of our functions. As such, a range of equality information is made available on the Care Inspectorate website or provided directly to employees and Board Members. The following list highlights the main ways that information on equality issues has been provided internally over the past 12 months:



- Regular updates to employees via the Social Media Platform 'Yammer' (pictured right)
- Articles on equality within the employee intranet site People Like Us
- Articles in our newsletter for involved people, Involve (pictured above)
- Information on national equality dates and commemorations are shared on our Intranet along with suggestions on how staff can get involved (e.g. LGBT History Month, Holocaust Memorial Day, International Women's Day.)

We also provide information on our equality work externally via the following mechanisms:

- Regular articles on equality issues and resources within Care News
- A dedicated equality page on the Care Inspectorate website
- Regular engagement and involvement with equality organisations and networks including the Non Departmental Public Body (NDPB) Equality Forum.

We consider mainstreaming of equality and implementation of our equality outcomes to be a journey of continuous improvement. As such we will continue to work with our colleagues in other organisations to identify and consider additional projects that will help enhance our approach to mainstreaming equality.

7. Reporting, Monitoring and Review

We will publish a full review of the progress we have made in meeting our equality outcomes and our approach to mainstreaming equality in April 2019, in line with our legislative obligations. The Board and Executive Team, supported by a dedicated Involvement and Equalities Team, will continue to be responsible for driving progress on our equality activity. This report and future reports on progress will be published on the Care Inspectorate website and provided in alternative accessible formats on request.

8. Further Information

Information on the Care Inspectorate's approach to equality and meeting the requirements of the Equality Act 2010 and subsequent regulations can be found on our website at www.careinspectorate.com. Further information is also available from our Involvement and Equalities Team: email enquires@careinspectorate.com or call 0345 600 9527.

Appendix 1

Equality Outcomes Action Plan Progress Review

	Outcome	Action(s)	Timescale	Progress
1	People from and across all protected characteristics find us accessible, have opportunities to get involved and influence our work by telling us about the care and social work services they experience and want in future.	Develop more links with community groups and equality organisations to provide information on our Inspection Volunteer programme and Involving People Group, and encourage wider and deeper involvement for a range of people.	2017-19	Colleagues from across the organisation have met with a wide range of organisations, including but not limited to: <ul style="list-style-type: none"> • LGBT Youth Scotland • SSSC Dementia Ambassadors • Local libraries (Dundee, Edinburgh) • LGBT Health and Wellbeing • CELCIS • Move On • Who Cares? Scotland • Scottish Throughcare and Aftercare (STAF) • Open Secret • Fife 2B Heard • SCVO (Edinburgh) • Mermaids • The Children and Young People's Commissioners Office • Healthcare Improvement Scotland • PrideScottish Council on Deafness • Zero Tolerance
		Further engage the Involving People Group in advising on key policies and plans	2017	During 2017 we engaged with this group on Business Transformation and the introduction of Health and Social Care Standards: My Support, My Life. We also engaged the group in refreshing its own purpose and function, with an aim of being more inclusive, which we have increased in 2018.
		Review the website, printed materials, and communication channels and consult with our stakeholders to ensure	2018 – 19	This work is scheduled for 2018/19

		that all members of the community are able to access information.		
		Develop a plan for equality briefing sessions at stakeholder events.	2017	This is being finalised and was trialled in February 2018 at the Dementia Ambassadors Conference.
		Report annually on what people who use care services are telling us in relation to equality issues.	2018	This work is scheduled for 2018
2	We work with the care service providers we register and regulate to improve awareness and understanding of equality issues for people using care services.	Use the HUB to develop regular briefings for care providers on equality issues as they arise and share with all services	2017	The HUB website continues to provide a wealth of information, signposting and advice for care providers.
		Consider how we can provide equalities improvement support to care services as part our overall improvement strategy for the care sector – signposting, inspection focus areas etc.	2017-18	This has been trialled in 2017 with the LGBT age tool and will be further developed in 2018.
		Use quality conversations with large care service providers and umbrella bodies to highlight any areas of concern, discuss equality issues and to feed back what people who use care services are telling us about their experiences.	2017-18	This work is in development.
		Develop proactive ways of engaging with care providers around equality issues for people using their services	2018	This work is in development.

	Outcome	Action(s)	Timescale	Progress
3	Our workforce is well informed and engaged around equality issues and are representative of Scotland's diverse population.	Ensure that equality issues are fully considered and incorporated as part of our on-going review of Scrutiny and Improvement	2017-19	Regular engagement from the Involvement and Equalities Team with the Business Transformation team and Scrutiny and Improvement colleagues is supporting this action.
Identify training opportunities for staff in relation to particular equality issues and provide on a regular basis, as part of the agreed OD strategy. Plan for more specific and targeted equalities training on particular protected characteristics e.g. LGBT		2017-18	Targeted specific workshops on LGBT inclusion, identifying domestic and elder abuse and communicating with BSL users will be delivered in 2018.	
Develop internal protected characteristic support groups and other mechanisms with staff to allow specific focus and action in the organisation		2018	In development for delivery in 2018/19	
Promote equalities dates and commemorations to staff through internal communications channels		2017	Delivered via New Today and Yammer. To be further developed in 2018 with the new intranet facility	
Encourage staff from all areas of the organisation to get involved in strategic equalities project work e.g. LGBT Charter Champions Group and mainstreaming this in the organisation		2017	We regularly share updates on our progress with colleagues via a range of mechanisms, and encourage broader membership of the linked working groups, particularly the LGBT Charter group and the Year of Young People work.	
Ensure that equalities issues are linked into the OD strategy, with a blend of learning and awareness opportunities for staff and emphasis on the internal and external customer experience		2017-19	This is reflected in the new OD structure which has combined the wider OD team and Involvement and Equalities Team together to ensure a unified perspective and focus on external and internal customers.	

		Develop active online discussion forums around equality issues.	2017	Progressed via Yammer, and to continue during 2018-19
		Develop an action plan to promote job opportunities to under-represented groups and ensure that the current review of recruitment takes into account equalities issues	2017-18	We have developed a Youth Employment Strategy to support our broader aims in this area.
	Outcome	Action(s)	Timescale	Progress
4	We will work in collaboration with external networks and equality organisations to promote awareness of equality issues in care and social work services and raise awareness in these areas.	Better link with community groups and organisations to provide information on the role of the Care Inspectorate and on how people can contact us	2017-19	Ongoing – please see the list of organisations under Outcome 1.
Engage with equality organisations to consider how best to publish our equality information in accessible and engaging formats		2017	During 2017 we met with the Equality and Human Rights Commission, Scottish Government, the Non Departmental Bodies Group and engaged in sessions delivered by Scottish Council on Deafness regarding access to our work in BSL.	
We will work with a wide variety of equality groups to raise awareness of key equality issues for people using care services, for example by working with LGBT Age to deliver awareness raising seminar on issues specific to LGBT older people.		2017-19	Ongoing, including LGBT Age, the Commissioner for Children and Young People, LGBT Youth Scotland, Scottish Council on Deafness and more.	

	We will identify and work with disability organisations to develop information guides and training opportunities for staff, ensuring staff are confident about their improvement role around equalities in the workplace.	2017-18	This work was begun in 2017 and will be delivered in 2018.
	We will identify and work with organisations who engage with particular community groups, including Scottish Gypsy/Travellers, to develop information guides for staff.	2018-19	This work is scheduled for 2018/19.
	Work with the SSSC to consider equalities issues in the care sector more widely	2017	The Senior Involvement and Equalities Adviser meets regularly with their SSSC counterpart and participates in joint working as part of the NDPB and independently to identify opportunities for collaboration and support.
	We will undertake actions to meet the requirements of the LGBT Charter mark in conjunction with LGBT Youth Scotland	2017	This has now been achieved and in 2018 we will celebrate our success in this area, and maintain our good practice.