



# **BOARD DEVELOPMENT STRATEGY**

The Chair and the eleven members of our board steer the strategic direction of the Care Inspectorate, taking into account legislation and policy guidance set by the Scottish Government. Each member of the board brings a wealth of experience and wide-ranging skills, along with a passionate interest in social care. Board members play a key role in supporting the success and development of the Care Inspectorate. The Care Inspectorate has already been recognised for its corporate governance by CIPFA and Quality Scotland, but it is important that we continually seek to enhance and improve our approach to supporting our people, including our Board.

We want to support our board members to feel competent, confident, empowered, enthusiastic and invigorated to support the delivery of our vision. Our board development strategy summarises our strategic objectives and high level approach to provide and arrange professional development opportunities for our board members. We recognise that the key to the success of this strategy is ensuring that all learning styles are supported through the creation of a fully blended range of development opportunities which meet the needs of all individual board members.

## **Strategic objectives**

Through the delivery of our board learning and development programme, our board members will feel:

- confident, competent and clear in their role
- supported to meet the skill, knowledge and mind set expectations required of effective board members
- able to share and apply their experience and knowledge to support the strategic work of the Care Inspectorate
- they have a common language and foundation of understanding to apply in their role, both individually and collectively
- they have access to up to date, comprehensive and relevant learning and development which supports them to fulfil their role and meet their personal and professional development needs.

## Competency Framework

Our board development programme has been designed to support individual board members develop, enhance and apply the skills, knowledge and mind set expectations of all board members.

The competency framework to the right summarises these expectations. The Chair will be able to use this framework when recruiting new Board members, recognising that all these are areas where the organisation will be able to provide development opportunities to enhance individual skills and experiences.

### Skills

- Strategic thinking
- Decision making
- Communication
- Team working
- Influencing
- Leadership
- Analysis and use of information

### Knowledge

- Scottish Government
- External/ national policy framework
- Social care sector
- CI activities and policies
- Strategy
- Finance
- Corporate Governance
- Stakeholder relationships

### Mind-Set

- Aware of self and others
- Independent
- Performance oriented
- Professional
- Ethical

## Board development programme

Our board development programme and all supporting development activities will be designed and delivered against the following five areas.



## Induction

We will provide a robust induction programme for all new board members. Led by the Chair and other key staff in the Care Inspectorate, this will provide an introduction to the Care Inspectorate, the role of board members, expectations of board members, and support and development available. It will support the Scottish Government's On Board guidance, and play an important foundational role in equipping Board members with the knowledge, skills and mind-set to excel as board members.

## Strategic planning

The Board will engage in up to three events each year to support skills development and involve board members in strategic planning processes. The topic of these events will be agreed by the Chair, depending on the strategic issues facing the Care Inspectorate and the skills and knowledge development needs of the board. These events will provide a dual role, supporting the organisation in its strategic planning and organisational thinking, and also supporting board members in their individual development. The topics might include corporate planning, performance planning, financial planning and business and digital transformation.

## Knowledge seminars

The Board will arrange for two annual events, aligned to organisational priorities or key developments at a national policy level which impact on the sector. These may feature external perspectives and will be driven by the policy and legislative landscape.

Topics might include innovation in the care sector, adult and child protection, expansion of early learning and childcare, the reform of adult social care, or community empowerment approaches.

### **Self assessment and personal development plans**

The Chair will work with each Board member to complete the LEAD process to support the performance and development of individual board members. Self assessment, reflective learning logs and one-to-one meeting outcomes will be used to agree individual personal development plans, and provide access to targeted development, as required. The purpose of this will be to support Board members in their skills, knowledge and mind-set.

### **Access to self directed online learning resources**

All Board members will have unlimited access to a web based learning portal including e-learning, podcasts, videos and other learning resources covering a broad range of management topics to support self directed learning. This can be allied to the personal development plans for Board members, or accessed independently. The topics will be driven by the Care Inspectorate's suppliers in this area which have already been selected to be of relevance to a wide range of staff in strategic and operational roles.

### **Evaluation**

We will evaluate the quality, effectiveness and impact of our board development programme after one year through board effective sessions and other mechanisms to be agreed by the Chair. In addition, we will use feedback from board members to continually develop and enhance our board development programme to ensure it meets the strategic objectives set out in our board development strategy and contributes to the excellent governance of the organisation.