

## Developing the Strategic Workforce Plan 2019-22

**Report to:** Board

**Date:** 19 June 2019

**Report by:** Edith Macintosh, Interim Executive Director of Strategy and Improvement

**Report No:** B-20-2019

**Agenda Item:** 12

### **PURPOSE OF REPORT**

This report provides the Board with a progress update on the development of the Strategic Workforce Plan which will underpin the new Corporate Plan 2019-22

### **RECOMMENDATIONS**

That the Board:

1. Notes the progress update on the development of the Strategic Workforce Plan 2019-22 and the intention that the final draft will be submitted for formal approval by the Board at the September 2019 Board meeting.

**Consultation Log**

Who	Manager	Brief Description of Changes	Date
Partnership Forum Consultation (where appropriate)	CE Peter Macleod	Development session at Partnership Forum	January 2019
Executive Group	Janice Gibson Head of OWD	Paper setting out timetable and approach for developing the Strategic Workforce Plan	April 2019
<b>Equality Impact Assessment</b>			
Confirm that Involvement and Equalities Team have been informed	YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>	
EIA Carried Out	YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>	
If yes, please attach the accompanying EIA and appendix and briefly outline the equality and diversity implications of this policy.			
If no, you are confirming that this report has been classified as an operational report and not a new policy or change to an existing policy (guidance, practice or procedure)	Name: E Macintosh Position: Interim Executive Director of Strategy and Improvement		
Authorised by Director	Name:	Date: 28 May 2019	

## **1.0 INTRODUCTION**

The Corporate Plan 2019-22 has been developed and, subject to Board approval, will be published in July 2019. In order to support the aspirations of the Corporate Plan it is essential to develop a Strategic Workforce Plan for the organisation which is aligned to our strategic objectives. This work is a key workstream of the Strategic Workforce Planning Programme which is monitored through the Programme Board. Some preparatory work has already been done and the additional work will be completed in order to have a final draft Strategic Workforce Plan for Board approval in Sept 2019.

The Strategic Workforce Plan will support the Care Inspectorate to:

- Understand and plan for the impact on and the changing requirements for our workforce in line with the strategic direction of the organisation over the next three years including the changes in the political and policy landscape we operate in.
- Analyse our current workforce capabilities against our requirements, identify gaps and prioritise development needs.
- Identify workforce related risks, for example, recruitment and retention and internal and external talent gaps and develop strategies to address those.
- Through the intelligence made available support effective business and financial planning and evidence-based workforce planning.
- Have a focused and effective, strategic learning and development plan.

## **2.0 PROGRESS AND NEXT STEPS**

A significant amount of work has already started to analyse the workforce profile in the organisation. This allows us to identify current key strengths which can be built on, any current and future challenges and how to address those at a strategic level. There are two Executive Group workshops planned during June and July 2019 to consider the workforce profile information. The outcomes from these workshops along with any specific themes emerging in relation to workforce planning from the employee survey will develop the content of the Strategic Workforce Plan.

Consultation with the Partnership Forum and a cross representative sample from our workforce is planned for early August 2019.

It is planned that the final draft of the Strategic Workforce Plan will come to the September 2019 Board meeting for approval. Engagement with the Board would be valued and welcomed to support this work through the development phase. Once it has been approved by the Board it will be published and widely shared with the workforce. Actions related to the plan will be reflected in and monitored through directorate, team and individual workplans in order to support the strategic outcomes identified through the plan.

Version: 2.0	Status: <i>Final</i>	Date: 04/06/19
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#### 4.0 BENEFITS FOR PEOPLE WHO EXPERIENCE CARE

It is imperative that the Care Inspectorate's core purpose of scrutiny, assurance and improvement support is set out clearly through strategic plans and performance outcomes which are easily understood and very accessible to people experiencing care services and everyone we collaborate and work with. Our Strategic Workforce Plan will help do this and endeavour to ensure our critical work is carried out in a way designed to best achieve our core aim of realising world class care.

#### 5.0 POLICY CONSIDERATIONS

As with the Corporate Plan, the period covered by the Strategic Workforce Plan will see a continued focus on the implementation of health and social care integration and self-directed support, and how they are changing how people choose and experience care services and the ways in which services are delivered. The prominence of human rights will continue to increase, through the continued implementation of the Health and Social Care Standards and the Scottish Government's intention to incorporate the UN Convention on the Rights of the Child into domestic law.

Other major policy drivers over the period include the expansion of funded early learning and childcare to 1,140 hours from August 2020, the Independent Care Review, the Child Protection Improvement Programme and developments relating to the National Health and Social Care Workforce Plan and the Health and Social Care (Staffing) (Scotland) Bill. In addition, the UK is due to leave the European Union and the potential impact of this on health and social care in Scotland remains an issue that will continue to require attention.

#### 6.0 CONCLUSION

The Strategic Workforce Plan 2019 - 22 is being developed and will support our new Corporate Plan 2019-22. Much of the work to develop the content is underway and the final draft plan will be submitted to the Board for approval in September 2019. The plan will reflect the workforce we require, including skills and abilities, to support the delivery of our core purpose to provide scrutiny, assurance and improvement support and how we intend to achieve our objectives.

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