



**care**  
inspectorate

# Strategic Workforce Plan 2023-2026



HAPPY TO TRANSLATE

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**Jackie Irvine**  
Chief Executive



**Doug Moodie**  
Chair

# Strategic Workforce Plan

## 1. Foreword from our Chief Executive and Board Chair

Our workforce is at the heart of all we do. We have over 600 colleagues and volunteers and they are central to delivering our vision set out in our Corporate Plan 2022-25. This vision is for world-class social care and social work in Scotland, where everyone, in every community, experiences high-quality care, support and learning, tailored to their rights, needs and wishes.

We are proud of the contributions our staff and volunteers make every day to improving care and outcomes for all and ensuring the rights of those experiencing care are respected and realised.

This strategic workforce plan sets out how we will continue to navigate a complex and challenging environment. It recognises that we need to adequately equip and support our people to be agile, flexible and dynamic, and support them to embrace new opportunities, their personal development and the development of our organisation.

Through retaining, attracting and developing talent this will enable us to meet our vision and commitments. This is reflected in the new strategic outcome in our Corporate Plan 2022-25, which commits us to ensure our people are skilled, confident and well supported to carry out their roles.

Equality is a core value for us, alongside being person-centred, fair, respectful, efficient and acting with integrity. Our values demonstrate the importance and focus we place on our workforce and volunteers. We are committed to a positive and inclusive culture where our people are invested in, valued, listened to and fully represented across the organisation.

This Plan sets out our priorities for our workforce for the next three years and how we will use resources effectively and efficiently to deliver key areas of work. Amidst this complex and evolving picture, the wellbeing of our people will continue to be a key focus and priority.

We will promote a culture of learning and development, and encouraging our people to share their ideas, reflect and have a strong voice in all aspects of how we work. This will not only benefit our own organisation but those we work with across the social care, social work and education sectors.

Digital transformation is essential to our future success, to informing flexible and responsive business planning and underpins delivery of this Strategic Workforce Plan.

We have developed this plan in partnership with our staff, senior leaders, board members and trade union representatives. This is the second strategic workforce plan produced for the Care Inspectorate and, despite the challenges arising from the Covid-19 pandemic, we made significant progress delivering on the first plan.

There is much we aspire to achieve in response to the challenges ahead. Over the next three years, a number of developments in the sectors we work across will impact the Care Inspectorate and the work that we do. We will continue to actively contribute to any national developments and interpret the implications for our future workforce requirements. Alongside this, we will regularly review priorities and in turn reprioritise the actions in our strategic workforce plan to ensure it remains relevant and deliverable within current resources.

Our people are experienced and professional, and they are passionate about what they do. They are highly skilled and motivated and bring a vast range of knowledge and expertise to all they do across the Care Inspectorate and beyond. We will continue to champion them as we strive to achieve our collective vision.

**Jackie Irvine, Chief Executive**

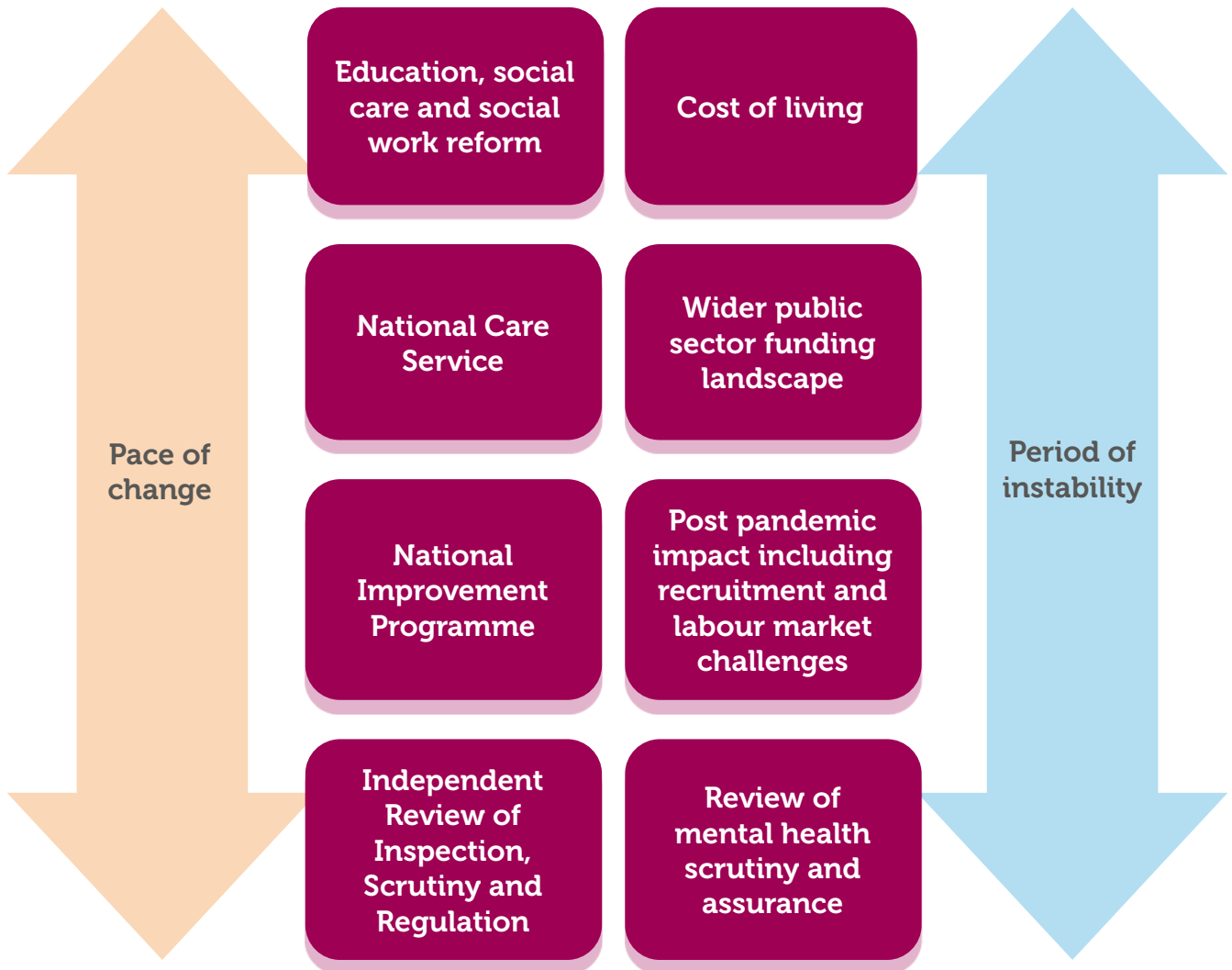
**Doug Moodie, Chair**

## 2. Our context and the challenges arising

### Our external landscape

The external landscape we operate within continues to change and evolve, with many unknowns. In developing our strategic workforce plan we have considered a range of external drivers.

Diagram 1: External drivers for change



As a scrutiny and quality improvement organisation, the Care Inspectorate requires to be prepared to respond and adapt quickly to external policy and any structural changes. At the date of publication of our strategic workforce plan, there is no clarity on how any changes related to external factors will impact our organisation and in turn our workforce. Therefore, as a dynamic strategy, the plan will continue to be reviewed and adapted as required. We are committed to developing our organisation's resilience and agility to ensure, no matter what changes may lie ahead, we deliver on our statutory role and functions effectively. We will continue to prioritise and invest in the development of our people and their wellbeing, so they are supported and equipped to navigate change and continue to thrive through any period of uncertainty. We are committed to working collaboratively across the organisation, developing an open, honest and trusting culture, working in partnership with our people and joint trade unions to shape our future together.

## Our organisational drivers for change

Understanding our organisational drivers for change, and what they mean for our future workforce requirements, has informed our work to identify the main priorities for this plan. Diagram 2 provides an overview of our key drivers for change. A more detailed description of these drivers is available in appendix 2.

Diagram 2: Organisational drivers for change



## The challenges arising

Through an assessment of our workforce profile, a review of our key strategies and plans and the external policy landscape, plus engagement with key stakeholders, we have analysed our external and internal environment. This has helped us to understand the key challenges we face.

**Leadership and management development:** Our leaders and managers have demonstrated their resilience through the Covid-19 pandemic. As we enter a period of uncertainty impacting on the future of the organisation, we recognise the need to invest further in our leaders and managers to develop new skills, and leadership styles to support the agility of our organisation and workforce.

**Digital transformation:** We have an ambitious and business critical vision for digital transformation that will impact on all aspects of how we work. The programme will mean further significant change for our workforce and we recognise the importance of taking a people and operationally focussed approach to managing and supporting this organisational wide change effectively.

**Capacity and wellbeing:** We recognise the challenge of balancing the expectations and demands of our organisation against the capacity of our workforce. We continue to promote further an environment that enables staff to prioritise their work life balance and wellbeing against a backdrop of on-going change, uncertainty and sustained workload pressures.

**Attraction and retention:** We aim to ensure we have the right people with the right skills and values in the right roles through our strategy to attract and retain talent. We recognise the changing expectations of employees and those in the wider labour market in relation to ways of working and the desire to have greater choice and control over how and where you work.

**Our values in practice:** Our values are well established; we have more work to do to improve how we effectively integrate them into our day-to-day work, to recognise and celebrate how our people live our values.

**Diversity and inclusion:** Our workforce profile highlights the scope to increase the diversity of the people we employ. We recognise the need to build on the positive work we do in eliminating barriers to inclusion and enabling our workforce and volunteers to realise their full potential regardless of their personal circumstances.

**Workforce profile:** Our workforce profile highlights that we have an ageing workforce with a significant proportion of staff eligible to retire over the next three years. Due to the specialist nature of our roles and the requirement for previous experience, we typically attract people at an advanced stage in their career and therefore tend to be older when they join the Care Inspectorate. We recognise the need to strengthen how we support talent management and succession planning.

**Capacity for workforce development:** We must ensure we support our workforce to have sufficient time, opportunity and capacity to maintain the currency of their knowledge, skills and expertise through high quality, prioritised, impactful learning, development and reflective practice.

### 3. Our corporate plan: vision, values, strategic objectives and outcomes

Our [Corporate Plan 2022-25](#) sets out our vision, values, strategic objectives and the outcomes we want to achieve.



#### Our Vision

The Care Inspectorate’s vision is for world-class social care and social work in Scotland, where everyone, in every community, experiences high-quality care, support and learning, tailored to their rights, needs and wishes.



#### Our Mission

We will provide public assurance about the quality of social care, social work and early learning services, promote innovation and drive continuous improvement. We will collaborate and take action where experiences and outcomes are not meeting individual needs.



#### Our Values

Our values are at the heart of all that we do. We practice and demonstrate these daily to build and maintain relationships and respect everyone’s human rights.

Our values are under regular review in consultation with staff to ensure they remain relevant and reflective of our work and purpose.

##### Person-centred:

we will put people\*, compassion and kindness at the heart of everything we do.

##### Fair:

we will act fairly and consistently, be transparent and treat everyone equally.

##### Respectful:

we will be respectful in all that we do.

##### Integrity:

we will be impartial and act to improve care for all those in Scotland.

##### Efficient:

we will provide the best possible quality and public value from our work.

##### Equality:

we will promote and advance equality, diversity and inclusion in all our work and interactions.

\*infants, children, young people, adults and older people



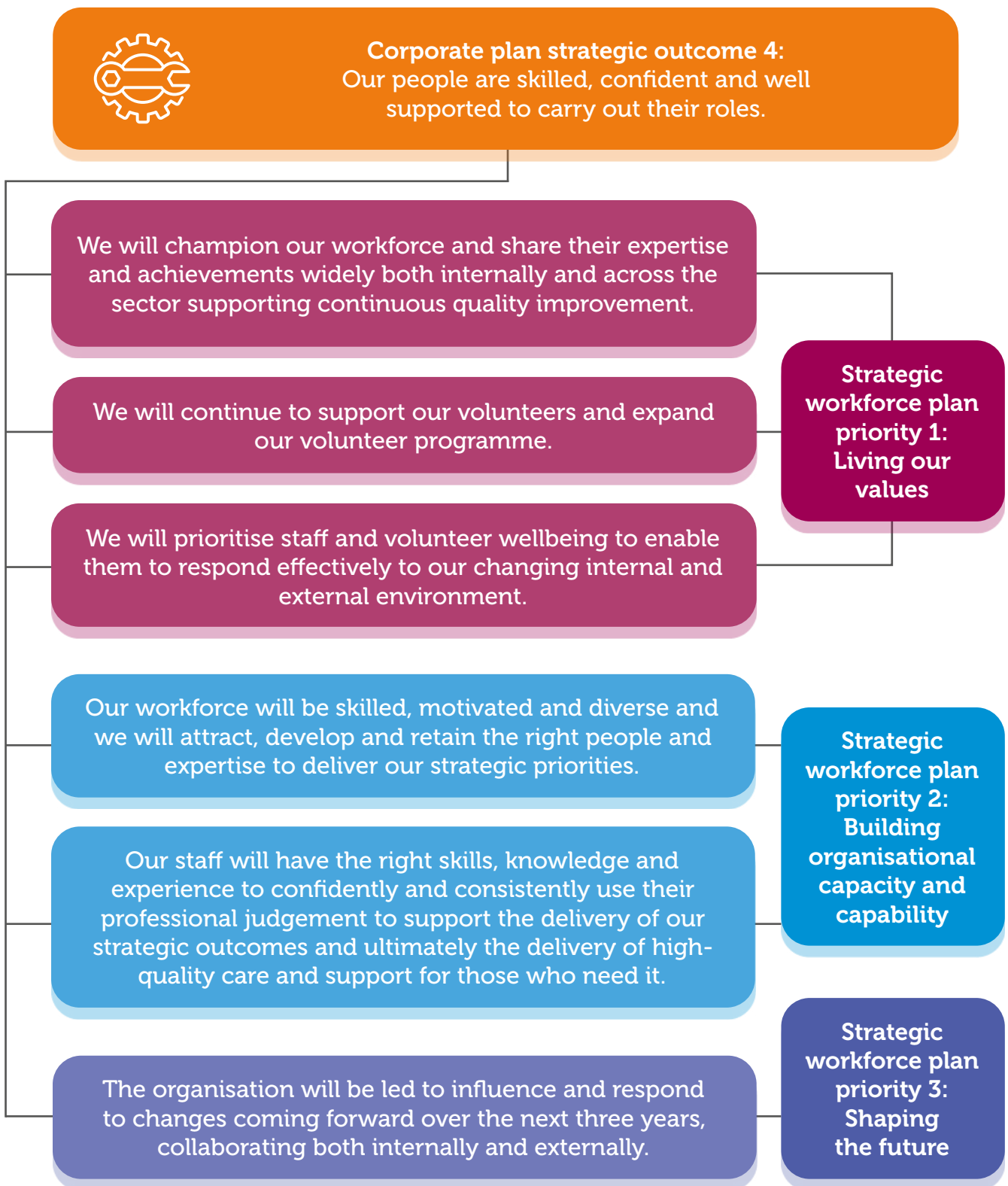
#### Our four strategic outcomes to achieve our vision

- High-quality care for all
- Improving outcomes for all
- Everyone’s rights are respected and realised
- Our people are skilled, confident and well supported to carry out their roles



## 4. Strategic outcome 4 and our workforce priorities for the future

The strategic workforce plan defines our future priorities and plans to support our organisation and workforce to deliver the strategic outcomes and objectives defined in our corporate plan. Through our strategic workforce planning activities, including engagement with leaders, joint trade unions, staff and other internal stakeholder groups, we have identified the workforce priorities that will support us to meet our commitments in the corporate plan and, in particular, strategic outcome 4.



## 5. Priority 1: Living our values

### Our aims are to ensure our:

- values are evident through all aspects of our work and working environment
- people feel valued, recognised and supported as part of our open, honest and trusting culture
- reputation as an inclusive employer helps to ensure our workforce is diverse and representative, with a more balanced age profile
- commitment to involvement and participation is at the heart of our work and our volunteer programme ensures that all aspects of our work involve people with personal experience of care.

### We will achieve this by:

1. working in partnership with our workforce to refresh the way that we articulate our values and related behaviours
2. supporting our people at all levels to consistently live our organisational values by further integrating them in our processes for recruiting, inducting, developing and managing our workforce
3. supporting our leaders to role model and champion our values and related behaviours through our leadership and management development activities
4. ensuring that there are clear mechanisms for recognising and sharing knowledge, expertise and good practice and celebrating positive examples of how our values are lived in practice and the positive outcomes that emerge
5. ensuring that all directorate project plans and strategies are informed through collaboration with key stakeholders across the organisation
6. meeting the outcomes of our Equality, Diversity and Inclusion strategy and our youth employment and race equality in employment plans to increase the diversity of our workforce
7. engaging with our people who have care/lived experience or life experience relating to, for example, gender, disability and caring responsibilities to understand any barriers and co-create solutions to address these
8. developing and implementing a wellbeing action plan that recognises all pillars of wellbeing and ensures that we proactively embed wellbeing considerations in all aspects of our work to provide impactful support to our people.

### We will measure our progress by:

Monitoring changes to response rates for the following employee survey indicators:

- I feel valued and recognised for the work I do.
- I believe the actions of our managers and leaders are consistent with the organisational values and lead by example.
- The Care Inspectorate is committed to creating a diverse and inclusive workplace.

Monitoring changes to our workforce profile, including the composition of our workforce by protected characteristics

## 6. Priority 2: Building organisational capacity and capability

### Our aims are to ensure our:

- employer brand is attractive and valued, enabling us to recruit and retain our highly motivated workforce
- leaders and managers are highly skilled and confident to lead our organisation, influencing and responding to the changes ahead
- staff are highly skilled and confident to apply their professional judgement and are well supported to ensure their knowledge and expertise remain current and relevant
- people and ways of working are agile so we can anticipate and respond quickly and flexibly to meet the changing expectations of us.

### We will achieve this by:

1. developing an employee centred strategy to promote our employer brand and the added value we offer to our people as part of our employment package, values and culture
2. developing a range of leadership and management development activities for leaders at all levels and aspiring leaders, designed to support our cultural objectives and values
3. developing and equipping our leaders and managers with tools and expertise to manage change and lead our people to embrace new opportunities and the development of the organisation
4. exploring and testing flexible models for resourcing and deploying our workforce to support our performance and delivery in an agile way
5. supporting and expanding our volunteer programme as part of our long-term commitment to involving people who experience care services in all our work to improve outcomes for people experiencing care
6. continuing to develop our strategic planning processes to support effective planning and prioritisation of resources and capacity against demand
7. continuing to develop the skills and confidence of our staff to adopt quality improvement approaches to ensure we support services to improve through our work
8. continuing to develop skill and knowledge frameworks for our core roles to ensure we support our staff to maintain their expertise through targeted development
9. continuing to develop our learning needs analysis process to ensure our learning and development strategies and programmes remain current and relevant to meet new and evolving knowledge and skill requirements for our people
10. developing mechanisms to share learning and knowledge between our people and to apply transferable skills, particularly those at different stages of their career, for example through a mentoring model
11. supporting our people to enhance and share their knowledge and skills through external engagement and collaboration across the sector and beyond.

### We will measure our progress by:

Monitoring changes to response rates for the following employee survey indicators:

- The managers and leaders in my directorate provide effective leadership
- I have the skills I need to do my job effectively
- I have an acceptable workload

Monitoring changes to our turnover and retention rates

## 7. Priority 3: Shaping the future

### We aim to ensure our:

- people collaborate widely to drive efficiency, effectiveness, share learning and support quality improvement
- culture of continuous learning means we are all open to new and different ways of working. We are committed to learning through experience and prioritise the gaining and sharing of knowledge across the organisation
- people are skilled and confident and have access to integrated technology, systems and business processes to support their work.

### We will achieve this by:

1. actively engaging and involving our people and joint trade unions in shaping new ways of working through for example working groups, tests of change and surveys, including the further development of our approach to hybrid working
2. working in partnership with our staff and joint trade unions to develop our vision for our digital transformation journey and enabling culture, which defines our collective responsibilities and behaviours to drive change at every level of the organisation
3. defining our future transformational capability requirements and investing significantly in equipping our people with the required skills
4. assessing our current capacity for transformational change and developing a targeted action plan to support staff development for the changes ahead
5. continuing to take a people and operationally focussed approach to organisational transformation
6. developing talent management activities that support the development and progression of staff at all levels of the organisation
7. scoping and developing career maps that support our staff to understand the different career development routes available to them based on their transferable skills, knowledge and experience
8. developing our approach to succession planning for business-critical roles across the organisation
9. continuing to develop and embed our learning culture where we empower our people to experiment and learn in a trusting and improvement focused environment
10. continuing to develop our organisational strategy to embed intelligence and risk led scrutiny, providing support and development to our staff as required.

### We will measure our progress by:

Monitoring changes to response rates for the following employee survey indicators:

- The people in my team are encouraged to come up with new and better ways of doing things
- I feel that change is managed well
- I have the support I need to adapt to our changing environment

## 8. The impact of our plan

The plans outlined will be regularly reviewed as the impact of structural and sector reform becomes clearer. We will continue to take a responsive and agile approach to ensuring our people are skilled, confident and well supported to carry out their roles.

While the next stage in our journey is unclear, through our strategic workforce plan, we will respond to the challenges and opportunities we face and prioritise the investment in our workforce. Supporting our people to live our values, build organisational capacity and capability and shape our future will ensure we are well placed to respond and adapt to our future path. We will measure our progress against a range of workforce outcomes that will support us to deliver our corporate plan.



## 9. Our action plan 2023-2026

The actions set out below will support us to deliver our three key workforce priorities over the next three years. A more detailed operational plan defines the specific delivery timescales and action leads.

Actions	Indicative Timescale	Corporate plan outcomes	Measures
<b>Strategic plan priority 1: Living our values</b>			
Work in partnership with our workforce to refresh the way that we articulate our values and related behaviours.	Year 1	We will influence and respond to changes coming forward over the next three years, collaborating both internally and externally.	Monitoring changes to response rates for the following employee survey indicators: <ul style="list-style-type: none"> <li>• I feel valued and recognised for the work I do.</li> <li>• I believe the actions of managers and leaders are consistent with the organisational values and lead by example.</li> <li>• The Care Inspectorate is committed to creating a diverse and inclusive workplace.</li> </ul>
Support our people at all levels to consistently live our organisational values by further integrating them in our processes for recruiting, inducting, developing and managing our workforce.	Years 1 to 2		
Support our leaders to role model and champion our values and related behaviours through our leadership and management development activities.	Years 1 to 2		
Ensure that there are clear mechanisms for recognising and sharing knowledge, expertise and good practice and celebrating positive examples of how our values are lived in practice and the positive outcomes that emerge.	Year 2	We will champion our workforce and share their expertise and achievements widely both internally and across the sector supporting continuous quality improvement.	
Ensure that all directorate project plans and strategies are informed through collaboration with key stakeholders across the organisation	Year 1	We will influence and respond to changes coming forward over the next three years, collaborating both internally and externally.	

Actions	Indicative Timescale	Corporate plan outcomes	Measures
<b>Strategic plan priority 1: Living our values</b>			
Meet the outcomes of our Equality, Diversity and Inclusion strategy and our youth employment and race equality in employment plans to increase the diversity of our workforce.	Years 1 to 3	Our workforce will be skilled, motivated and diverse and we will attract, develop and retain the right people and expertise to deliver our strategic priorities.	Monitoring changes to our workforce profile and in particular, the composition of our workforce by protected characteristic
Engage with our people who have care/ lived experience or experience of issues relating to, for example, gender, disability and caring responsibilities to understand barriers and co-create solutions to address these.	Year 2	Our workforce will be skilled, motivated and diverse and we will attract, develop and retain the right people and expertise to deliver our strategic priorities.	
Develop and implement a wellbeing action plan that recognises all pillars of wellbeing and ensures that we proactively embed wellbeing considerations in all aspects of our work and provide impactful support to our workforce.	Years 1 to 3	We will prioritise staff and volunteer wellbeing to enable them to respond effectively to our changing internal and external environment.	

Actions	Indicative Timescale	Corporate plan outcomes	Measures
<b>Strategic plan priority 2: Building organisational capacity and capability</b>			
Develop an employee centred strategy to promote our employer brand and the added value we offer to our people as part of our employment package, values and culture.	Year 2	Our workforce will be skilled, motivated and diverse and we will attract, develop and retain the right people and expertise to deliver our strategic priorities.	<p>Monitoring changes to response rates for the following employee survey indicators:</p> <ul style="list-style-type: none"> <li>• The managers and leaders in my directorate provide effective leadership.</li> <li>• I have the skills I need to do my job effectively.</li> <li>• I have an acceptable workload.</li> </ul> <p>Monitoring changes to our turnover and retention rates.</p>
Develop a range of leadership and management development activities for leaders at all levels and aspiring leaders, designed to support our cultural objectives and values.	Years 1 to 2	The organisation will be led to influence and respond to changes coming forward over the next three years, collaborating both internally and externally.	
Develop and equip our leaders and managers with tools and expertise to lead our people to embrace new opportunities and further development of the organisation.	Year 1		
Explore and test flexible models of workforce deployment to support our performance and delivery in an agile way.	Years 1 to 3	We will continue to support our volunteers and expand our volunteer programme.	
Support and expand our volunteer programme as part of our long-term commitment to involving people who experience care services in all our work to improve outcomes for people experiencing care.	Years 1 to 3		



Actions	Indicative Timescale	Corporate plan outcomes	Measures
<b>Strategic plan priority 2: Building organisational capacity and capability</b>			
Continue to develop our strategic planning processes to support effective planning and prioritisation of resources and capacity against demand.	Years 1 to 3	We will prioritise staff and volunteer wellbeing to enable them to respond effectively to our changing internal and external environment.	
Continue to develop the skills and confidence of our staff to adopt quality improvement approaches to ensure we support services to improve through our work.	Year 2	Our staff will have with the right skills, knowledge and experience to confidently and consistently use their professional judgement to support the delivery of our strategic outcomes and ultimately the delivery of high-quality care and support for those who need it.	
Continue to develop skill and knowledge frameworks for our core roles to ensure our staff are supported to maintain the currency of their expertise through targeted development.	Years 1 to 3		
Continue to develop our learning needs analysis process to ensure our learning and development programmes remain current and relevant to meet new and evolving knowledge and skill requirements for our people.	Years 1 to 3		
Develop mechanisms to share learning and knowledge between our staff, in particular those at different stages of their career for example through a mentoring model	Years 1 to 3		
Support our people to enhance and share their knowledge and skills through external engagement and collaboration across the sector and beyond.	Years 1 to 3		

Actions	Indicative Timescale	Corporate plan outcomes	Measures
<b>Strategic plan priority 3: Shaping the future</b>			
Actively engage and involve our people and joint trade unions in shaping new ways of working through for example working groups, tests of change and surveys, including the further development of our approach to hybrid working.	Years 1 to 3	We will influence and respond to changes over the next three years, collaborating both internally and externally.	<p>Monitoring changes to response rates for the following employee survey indicators.</p> <ul style="list-style-type: none"> <li>The people in my team are encouraged to come up with new and better ways of doing things.</li> <li>I feel that change is managed well.</li> <li>I have the support I need to adapt to our changing environment.</li> </ul>
Work in partnership with our staff and joint trade unions to develop our vision for our transformation journey and enabling culture, which defines our collective responsibilities and behaviours to drive change at every level of the organisation.	Year 1		
Defining our future transformational capability requirements and investing significantly in equipping our people with the required skills.	Year 1	Our staff will have with the right skills, knowledge and experience to confidently and consistently use their professional judgement to support the delivery of our strategic outcomes and ultimately the delivery of high-quality care and support for those who need it.	
Assess our current capacity for transformational change and develop a targeted action plan to support staff development for the changes ahead	Year 1		
Develop talent management activities that support the development and progression of staff at all levels of the organisation.	Year 3	Our workforce will be skilled, motivated and diverse and we will attract, develop and retain the right people and expertise to deliver our strategic priorities.	
Scope and develop career maps that support our staff to understand the different career development routes available to them based on their transferable skills, knowledge and experience.	Year 3		

Actions	Indicative Timescale	Corporate plan outcomes	Measures
<b>Strategic plan priority 3: Shaping the future</b>			
Continue to develop our approach to succession planning for business-critical roles across the organisation.	Years 2 to 3	We will influence and respond to changes over the next three years, collaborating both internally and externally.	
Continue to take a people and operationally focussed approach to organisational transformation.	Years 1 to 3		
Continue to develop and embed our learning culture where our staff are empowered to experiment and learn in a trusting and improvement focused environment.	Years 1 to 3		
Continue to develop our organisational strategy to embed intelligence and risk led scrutiny, providing support and development to our staff as required.	Years 1 to 3	Our staff will have with the right skills, knowledge and experience to confidently and consistently use their professional judgement to support the delivery of our strategic outcomes and ultimately the delivery of high-quality care and support for those who need it.	

## Appendix 1: Our progress delivering the 2019-2022 Strategic Workforce Plan

Despite the changing expectations, pressures and challenges facing the organisation as a direct consequence of the Covid-19 pandemic, we have achieved good progress delivering the 2019 -2022 strategic workforce plan. A summary of progress against the six priorities is outlined below.

### Priority 1: We will attract and retain people with talent and experience from a range of sectors and all walks of life.

#### What did we deliver?

- ✓ Reviewed our recruitment and selection approaches to ensure we are employing the right people, with the right skills, values and motivation.
- ✓ Piloted alternative approaches to competency-based recruitment and promotion.
- ✓ Tested a broad range of 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 apply internally or apply from outside the organisation.
- ✓ Continued to develop our flexible, creative and collaborative workforce model by exploring options for student placements and increasing the range of volunteer and secondment opportunities to encourage increased talent flow in and out of the organisation.
- ✓ Invested in the skills and confidence of our managers as recruiters through training and induction.
- ✓ Continued to develop our induction model to improve the experience of our new people and provide access to support and information before the start date through an online portal.

#### What outcome did this have?

- ▶ Following our review of our recruitment process, we continue to see improvements in the number of applications received and candidates appointed through our inspector recruitment campaigns.
- ▶ Following the continued development of our inspector induction programme, the evaluation of our programme continues to be positive and demonstrates its effectiveness in supporting our new inspectors to feel skilled and confident in their role.
- ▶ As a consequence of the Covid-19 pandemic, the Care Inspectorate, like many organisations, experienced higher turnover than usual. Our employee survey in May 2022 provides evidence of a more stable picture emerging regarding our employee's future intentions to continue working with us.

## Priority 2: We will continue to build career paths that encourage a breadth of experience and depth of expertise.

### What did we deliver?

- ✓ Worked with our joint trade unions to implement our lifelong learning agreement and expand the range of learning and development courses offered in partnership.
- ✓ Continued to develop our learning and development programme that includes core learning for all roles and specialist learning for specific roles.
- ✓ Developed our mentoring model and other mechanisms to share learning and knowledge between our staff, in particular those at different stages of their career.
- ✓ Continued to invest in our coaching framework to support the development of our leaders, managers and staff.
- ✓ Continued to invest in our professional development award (PDA) in scrutiny practice and explored opportunities for other similar bodies to take up our award.

### What outcome did this have?

- ▶ Our 2022 employee survey results provided evidence of significant progress in supporting our workforce to feel skilled and confident in their roles.
- ▶ Between the 2019 and 2022 surveys, improvements were seen across all indicators relating to learning and development, in particular an 18% improvement in response to the statement 'I can access the right learning and development opportunities when I need to' and a 16% increase in response to the statement 'I believe that the Care Inspectorate positively encourages learning and development'.
- ▶ Our coaching programme, which provides access to coaching support for all levels of staff, continues to be well evaluated with all participants consistently reporting increasing confidence levels as a direct result of coaching.

## Priority 3: We will develop confident and skilled leaders who are inspiring and empower others.

### What did we deliver?

- ✓ Develop a leadership strategy for leaders at all levels including aspiring leaders.
- ✓ Provided improved access for our managers and leaders to other external leadership development opportunities, including leadership exchanges, master classes and coaching.
- ✓ Develop a bespoke induction programme for new managers so they understand their responsibilities and the support that is available to them.

### What outcome did this have?

- ▶ Our 2022 employee survey results provided evidence of continued improvements in how our staff experience the support they receive from their manager.
- ▶ Between the 2019 and 2022 surveys, improvements were seen across the following indicators: a 6% improvement in response for 'my manager shows care and concern for me', a 4% improvement in response for 'my manager encourages me to provide my ideas and suggest improvements and a 7% increase in 'my manager gives positive and constructive feedback'.

## Priority 4: We will aim to be an inclusive employer of choice with effective systems to support talent management and progression.

### What did we deliver?

- ✓ Continued 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.
- ✓ Achieved the bronze level of the Stonewall LGBT Charter.
- ✓ Continued to develop our mentoring scheme to support induction.
- ✓ Continued to develop our LEAD process based on experience and feedback.

### What outcome did this have?

- ▶ Our 2022 employee survey results provide evidence of progress in supporting the development of our inclusive working environment.
- ▶ Between the 2019 and 2022 surveys, a 3% improvement in response was seen for the indicator 'I am treated fairly and with respect by the people I work with'.

## Priority 5: We will develop cost-effective and flexible reward structures that support the organisation to attract, retain and develop the very best talent.

### What did we deliver?

- ✓ Reviewed pay and grading for our inspector role to ensure this was commensurate with the skills and experience required for the role, as well as being competitive to attract the best talent from the external labour market.
- ✓ Continued to develop skills frameworks aligned to our core professions which define skills and knowledge to support development and progression.
- ✓ Provided 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.
- ✓ Continued 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.
- ✓ Continued to develop our approach to managing change and how we support our people through change.

### What outcome did this have?

- ▶ Our employee survey results from May 2022 provided evidence of improvement in the way colleagues view their reward and benefits package. Between the 2019 and 2022 surveys, an 8% improvement was seen for the indicator 'I am satisfied with my total benefits package' and a 15% improvement for the indicator 'I feel my pay adequately reflects my performance'.
- ▶ Our 2022 employee survey results also provided evidence of improvement in how staff believe change is managed across the organisation. Improvements were seen in several areas, including a 5% improvement in 'I feel change is managed well' and an 8% improvement in 'I have the support I need to adapt to our changing environment'.



**Priority 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.**

### What did we deliver?

- ✓ Continued to invest in and maintain our Healthy Working Lives gold award.
- ✓ Continued 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.
- ✓ Continued to support our people to feel respected, empowered and supported through our values and other activities supporting our culture and engagement strategy.
- ✓ Continued to invest in health and safety training for our managers, including mentally healthy workplace training.
- ✓ Continued to support the development of our people through our coaching scheme.
- ✓ Continued to support our managers and people to reduce work related stress and absence through our people management policies, healthy working lives initiatives and training.
- ✓ Provided support for our people with caring responsibilities through the introduction of a new carers group.
- ✓ Continued to develop our approach to managing change and how we support our people through change.

### What outcome did this have?

- ▶ Our 2022 employee survey results provide evidence that the majority of colleagues (95-96%) feel positively about both their mental and physical health..
- ▶ The 2022 employ survey results also provide evidence of improvement in employee perceptions around workload, with a 5% improvement for the indicator 'I can meet the requirements of the job without regularly working excessive hours.'

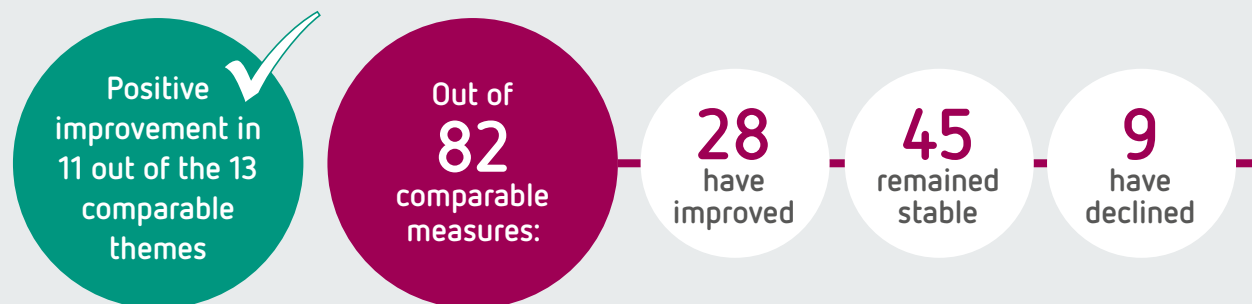
## Appendix 2: Our organisational drivers

### 1) 2022 Employee survey

Our people have a strong voice and we have listened to their feedback through our joint partnership employee survey, which 85% of our staff responded to. The results provide evidence of significant areas of progress since our last survey in 2019, particularly in relation to line management support, teamwork, collaboration across the organisation and access to learning and development opportunities that help to improve performance.



Significant number of areas of progress:



We took a highly collaborative approach to developing our employee survey action plan which focuses on the areas that matter most to our people. The following key priorities emerged from our 2022 employee survey.

**Employee recognition** – we will support our staff to feel valued and recognised for the work that they do. We aspire to share feedback actively and routinely with colleagues to celebrate our achievements and successes at all levels across the organisation as part of our day-to-day work.

**Leadership** – we will support staff to understand the role of our leadership teams and ensure that everyone can regularly access information to remain up to date with organisational priorities and decisions.

**Strategic workload management** – our leaders will continue to consider organisational capacity and workloads and take account of resource requirements when planning and agreeing new areas of work.

We have recognised these themes in the development of this strategic workforce plan.

## 2) Our Workforce Profile

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

### 2019 Workforce



### 2023 Workforce



The size of our workforce is broadly stable over time although since the previous strategic workforce plan the proportion of our staff working full time has increased slightly.

### Temporary and permanent posts



Almost 9% of our permanent staff are working in a temporary acting up role. In a competitive external labour market, with several hard to recruit posts, retaining our talent and supporting workforce stability will be a key priority over the next three years.

### Age profile

Our ageing workforce profile poses a significant challenge. Ensuring we have robust succession plans to limit the loss of knowledge and skills as well as effective strategies to attract and retain a more diverse workforce will continue to be critical.



**11.53%**  
of our employees  
are currently  
over our average  
retirement age

**18.22%**  
of our employees  
are eligible to  
retire with  
their LGPS  
(based on a retirement  
age of 60)

**11.53%**  
of our  
employees are  
due to reach  
our average  
retirement age  
in the next  
3 years

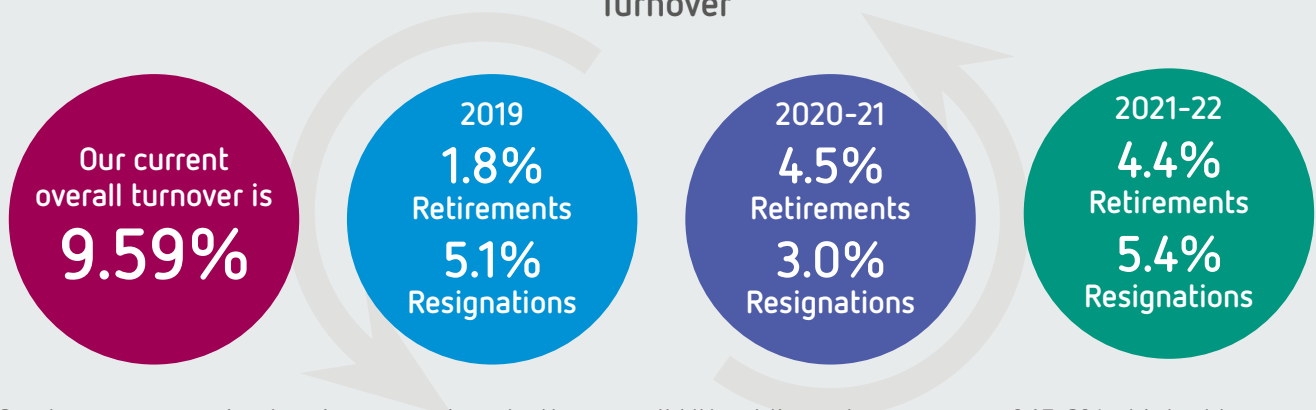
**1.09%**  
of our  
workforce  
are aged  
16 - 24

## Diversity profile

We aim to ensure that our workforce is more diverse and representative. We know that people can face particular challenges linked to their personal characteristics and backgrounds which can inhibit their ability to realise their full potential at work. We recognise the rich learning we can all derive from lived experiences of specific issues and that this can help us shape our work to enhance inclusion and accessibility for all. We will continue to build opportunities to listen, learn and support.



## Turnover



Our turnover remains low in comparison to the overall UK public sector average of 15.6%. Linked to our age profile, we continue to see an increasing trend for retirements and we anticipate this will continue for a number of years ahead.

## Wellbeing

Across both short and long-term sickness absence, psychological/mental health is in the top three reasons for absence.

We have made a significant investment in supporting the wellbeing of our staff over recent years. We recognise the importance of continuing our work in this area to support the health and wellbeing of our staff.

## Learning and development

As a knowledge-based organisation, we invest significantly in the learning and development of our staff. Creating the ideal environment to support effective learning, knowledge-sharing and reflective practice continues to be challenging as we try to create the space and time needed for this alongside the time required to deliver our core functions and responsibilities.

Taking a more targeted approach to learning, supported by robust skill and knowledge frameworks will support us to more effectively personalise learning to individual needs, taking account of existing knowledge, skills, learning and capacity to learn.

### **3) Corporate parenting, UNCRC and the Promise**

We will improve outcomes for infants, children, young people and adults by keeping The Promise, fulfilling our whole-organisation responsibility as corporate parents and by promoting and embedding the UNCRC in the work we do.

We are signatories to the National Trauma Leadership Pledge of Support and will support workforce learning and development in trauma informed practice. We will develop staff confidence and understanding in how to respond to psychological trauma, where required and to transfer their learning to their practice.

### **4) Digital transformation programme**

To meet the future needs of the organisation, we have created a business case for stage 2 of our digital transformation to drive progressive organisation-led transformation enabled by robust process re-engineering and advanced digital technology.

We will support the workforce to embrace and positively enable business transformation through involvement and participation, upskilling and support to manage change well.

### **5) Equality, diversity and inclusion strategy and associated plans**

Promoting a culture of equality, diversity and inclusion is at the core of what we believe. We respect and value the diversity of our staff and volunteers. We are committed to tackling the inequalities and exclusion experienced by many groups who have protected characteristics and other groups who face disadvantage and exclusion. As an organisation, we are committed to delivering our equality, diversity and inclusion strategy and we will equip our workforce and volunteers to deliver the ambitions and legal duties set out within it as these apply to their work.

### **6) Quality improvement and involvement strategy**

As a scrutiny and improvement organisation, our quality improvement and involvement strategy sets out how we will support social care and social work in Scotland to improve outcomes for people who experience care. The strategy focuses on building improvement capacity and capability, growing innovation, growing involvement and equalities; and providing equitable quality improvement support.

To support this strategy, we have mapped the quality improvement skills of our workforce and will deliver learning to ensure that all colleagues have as a minimum, foundational level skills in improvement.

## 7) Our investment in our workforce

The commitment and expertise of our staff to support our vision for world-class social care and social work in Scotland is our greatest asset. Our staff are at the heart of what we do and we make a significant investment to ensure they feel valued and recognised.

As part of our employer brand, we offer a range of benefits and commitments (as summarised below) to ensure we continue to attract, engage, develop and retain the very best talent. We are committed to developing our employer brand in response to the changing expectations of our staff and those in the wider labour market.



### Pay and benefits

- Competitive salary
- Up to 37 days annual leave based on length of service
- 6 public holidays per year
- Festive period closure
- Flexi scheme
- Flexible working opportunities
- Local government pension scheme
- Enhanced maternity package
- Shopping discounts offering wide range of savings
- Car lease scheme



### Values and culture

- Values driven organisation, where our values guide our actions, decisions and behaviours
- Inclusive organisation that values and welcomes diversity in backgrounds, identities and thinking
- Strong learning culture where ideas and reflection is encouraged
- Strong employee voice in all aspects of our work



### Wellbeing

- 24-hour Employee Assistance Programme
- Physical, mental and financial wellbeing resources and initiatives
- Cycle to work scheme
- Corporate gym membership deals
- Access to credit union membership
- Access to healthcare insurance plans

### Learning and Development

- Robust induction programmes
- Performance and development process
- Coaching programme
- Learning management system
- Self-directed online learning suite
- Annual L&D programme
- Financial support for further education qualifications and external conferences and events
- CPS support for professionally registered staff
- Secondment opportunities



### Work environment

- Opportunity to test how and where we work in future as part of our hybrid working trial
- Access to a nationwide network of offices and opportunities to work from home
- Modern IT equipment and systems to support hybrid working so you can have the same experience wherever you work

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