



A Meeting of the Care Inspectorate Board is to take place at
11.00 am on Thursday 9 February 2023 in Compass House, Dundee

Arrangements will be in place to enable observers to join by video-link.
 A public notice has been placed on the Care Inspectorate website.

AGENDA

PUBLIC SESSION

| Item | | Time |
|------|--|-------|
| 1. | Welcome | 11:00 |
| 2. | Apologies | |
| 3. | Declarations of Interest | |
| 4. | Minute of Board meeting held on 15 December 2022 (paper attached) | 11:05 |
| 5. | Action Record of Board meeting held on 15 December 2022 (paper attached) | |
| 6. | Matters Arising | |
| | STRATEGY AND POLICY | |
| 7. | Draft Scrutiny and Assurance Directorate Strategy and Plan 2023/24 - Report No: B-46-2022/23 (This report will be taken in private session prior to the commencement of the public Board meeting) | 11:10 |
| | OPERATIONAL ITEMS | |
| 8. | Keeping The Promise – An Overview of Activity 2021/2022: Report No: B-47-2022/23 | 11:15 |
| 9. | Strategic Workforce Plan – Report No: B-48-2022/23 | 11:35 |
| 10. | Budget Development Member/Officer Short-Life Working Group – verbal update | 11:50 |

| STANDING ITEMS | | |
|------------------------------|---|-------|
| 11. | Identification of Risk | 11:55 |
| 12. | Board Schedule of Business 2022/23 (paper attached) | |
| 13. | Any Other Competent Business | |
| 14. | Close of Public Meeting and Date of Next Meeting: Thursday March 2023 at 10.30 am in Compass House, Dundee | 12:00 |
| PRIVATE SESSION | | |
| ❖ | Independent Review of Inspection, Scrutiny and Regulation - Board session with Dame Sue Bruce, Chair of the Review | 12:05 |
| ❖ | Close of Private Session | 13:15 |
| BREAK FOR LIGHT LUNCH | | |



| | |
|-------------------------------|--|
| Title: | KEEPING THE PROMISE – AN OVERVIEW OF ACTIVITY 2021/2022 |
| Authors: | Helen Happer, Chief Inspector, children and young people Aileen Nicol, Strategic Inspector, children and young people and Promise Lead/Co-ordinator |
| Responsible Director: | Kevin Mitchell, Executive Director of Scrutiny and Assurance |
| Appendices: | n/a |
| Consultation: | This is a summary overview paper representing Operational Leadership Team/Strategic Leadership Team (OLT/SLT) governance reporting September 2021 to January 2023. |
| Resource Implications: | Being addressed by SLT. |

EXECUTIVE SUMMARY

We have made the following commitments in our Corporate Plan 2022-2025:

- Enable the voices of those experiencing care to be listened to and heard and support them across all sectors. We will encourage feedback from services and our delivery partners. We will act upon feedback and demonstrate how these views influence our approach.
- Ensure that the Health and Social Care Standards, ambitions of The Promise, equality and human rights are central to improving outcomes by listening to and supporting those experiencing care to influence their care and individual outcomes.
- Continue to review the methods we use to encourage and facilitate feedback from as wide and diverse a group as possible of people experiencing care and the public about care and what needs to be improved.

Fulfilling these commitments are essential to the Care Inspectorate playing its part in keeping the Promise to Scotland's children.

This paper provides an overview of work completed, already in progress or planned, which is directly related to keeping the Promise.

The Board is invited to:

- | | |
|----|--|
| 1. | Note the work outlined in the report and any implications going forward. |
|----|--|

BOARD MEETING 9 FEBRUARY 2023

Agenda item 8
Report No: B-47-2022/23

| | | | | | | | |
|-------------------|--|---|---------------------|----------------------|----------|---------------------|--|
| Links | Corporate Plan Outcome: Improving outcomes for infants, children and young people. | Application across all 4 strategic outcomes: <ul style="list-style-type: none"> • 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 | Risk Register (Yes) | | | | |
| For Noting | x | For Discussion | x | For Assurance | x | For Decision | |

| Equality Impact Assessment | | |
|---|--|-----------|
| Yes Individual strands of the Promise programme are considered for equality impact assessments as appropriate. There is close working with the organisation's Equalities Advisor. | Not Yet Attended to as required. | No |

If the report is marked Private/Confidential please complete section below to comply with the Data Protection Act 2018 and General Data Protection Regulation 2016/679.

| |
|---|
| Reason for Confidentiality/Private Report: Not applicable, this is a public Board report. |
| Disclosure after: N/A |

| Reasons for Exclusion | |
|------------------------------|--|
| a) | Matters relating to named care service providers or local authorities. |
| b) | Matters relating to named persons which were they to be discussed in public session, may give rise to a breach of the Data Protection Act 2018 or General Data Protection Regulation 2016/679. |
| c) | Matters relating to terms and conditions of employment; grievance; or disciplinary procedures relating to identified members of staff. |
| d) | Matters involving commercial confidentiality. |
| e) | Matters involving issues of financial sensitivity or confidentiality. |
| f) | Matters relating to policy or the internal business of the Care Inspectorate for discussion with the Scottish Government or other regulatory or public bodies, prior to final approval by the Board. |
| g) | Issues relating to potential or actual legal or statutory appeal proceedings which have not been finally determined by the courts. |

KEEPING THE PROMISE AT THE CARE INSPECTORATE

1.0 INTRODUCTION / BACKGROUND

The Promise is the culmination of the independent care review commissioned by the First Minister in 2016 as a 'root and branch' review of the care system in recognition of continuing poor outcomes for children who become looked after, many of whom carry disadvantage into their adult lives. It was also a call to action to focus national preventative planning, service design and resource to provide early support to families who need help thus preventing the need for fewer children to require substitute state care. The final Promise report was published in February 2020 and its recommendations accepted in full by the First Minister. Fulfilling the report's aspiration necessitates radical changes in the design and delivery of support for children, young people and families to have been achieved by 2030. This remains a high-profile area of policy priority with expectations set out in the Scottish Government's Promise Implementation plan (March 2022). The Care Inspectorate is recognised as a key stakeholder in national Promise delivery. We have a unique and significant role as a national regulator and custodian of scrutiny and assurance of children's services to influence the design and implementation of Promise culture and practice change in the decade to 2030.

The focus on children's experiences, the drive for better outcomes and attention to the promotion and upholding of rights at the forefront of the Promise fitted well with the direction of travel on which the Care Inspectorate had already embarked. We committed to considering new ideas and developing new ways of working under a Promise banner. However, we recognised that some of the initiatives and change programmes we had already invested in also had the potential to make a major contribution to keeping the Promise. We realised it was important to find a way of keeping track of all of these different strands so that we could monitor the impact of, and report accurately on, the entirety of Promise-related work.

We decided to organise our work under six workstreams, described below, and in September 2021 deployed a strategic inspector from the children and young people's team to take a lead role in coordination and reporting. We recognise that there is significant overlap between the workstreams and that there are many interdependencies, nonetheless it is proving a helpful way to conceptualise our work.

2.0 ESTABLISHING THE FOUNDATIONS

The first phase of our Promise work has been aimed at setting the foundations for change to be made and sustained. We have given attention to

- Establishing a mechanism for strategic and operational governance
- Amplifying lived experience voice and involvement at the core of our work
- Agreeing a communication infrastructure and feedback loops

- Relationship building and encouraging collaboration across directorates
- Awareness raising and individual buy-in to the work
- Integration of Promise-focused work into internal and external practice workplans and approaches

2.1 Governance arrangements

Strategic and operational responsibility

Overall accountability for delivering on our commitments in respect of the Promise sits with the Board and the Senior Leadership Team. The Promise coordinator reports regularly on operational matters to the Operational Leadership team, whose responsibility it is to facilitate and support cross-directorate working and to problem-solve through challenges. The chief inspector with responsibility for our children and young people's teams (strategic and regulatory) assumed responsibility for the day to day work of the Promise coordinator but there is close involvement with, and evident commitment from managers and teams across all directorates. We continue to work hard to embed understanding that Promise implementation is a whole organisation responsibility and needs all parts of the Care Inspectorate to work together.

Reporting

Quarterly governance reports are compiled by the Promise co-ordinator and presented to OLT highlighting progress, risks and opportunities. Substantive reports are presented on key milestone developments. To date these have included the findings and recommendations of an internal Participation Review (September 2022); and the case for organisational commitment to sign the national Trauma Informed Leadership Pledge (November 2022).

The six Promise workstreams

Previously endorsed by the Board, the Promise work was intended to lay foundations, raise awareness and integrate a Promise approach during the start-up 18 months. Throughout the development stages there has been acute awareness of the many current demands across the organisation. The priority has been to capitalise on work already planned and underway, rather than creating duplication or excess additional demands across the organisation.



The Care Inspectorate's six Promise workstreams

Workstream Leads

We recognised that workstream 2 (participation, engagement and listening) and workstream 4 (equipping our inspection workforce) would require more time and energy in its initial stages than we had available at that time within our existing resources.

Workstream 2 needed to be supported by a well thought out participation strategy for our whole organisation so that our actions in putting the voice of people experiencing care at the heart of all we do matches our rhetoric.

Workstream 4 involved the development of a framework detailing expectations of knowledge, experience and attitude for our inspection workforce from the point of recruitment through continuous professional development and staff support. This is to meet the recommendation in the 2020 Promise report that “There must be high quality inspectors who value and understand relationship-based practice and are skilled at working with providers. When using ‘young inspectors’ as part of inspection processes they must receive significant support and training.”

We therefore used slippage to fund a time-limited post to lead workstreams 2 and 4 for a period of 18 months. The postholder is on secondment from a local authority and has brought a wealth of new ideas into this work. The post will end in July 2023.

Workstream 1 (Quality frameworks, methodology and reporting) and **workstream 3** (Developing a common understanding, values and approach across regulators) are led by the service manager for methodology and the head of professional standards respectively.

Workstream 5 (Building the bigger picture) aims to make the best possible use of our inspection findings and the data we collect to help us understand the national picture in relation to children and families experiences of support, the extent to which outcomes are improving and what factors are enablers and barriers. It is about using the Care Inspectorate's voice effectively to support better experiences and outcomes for children and families.

Workstream 6 (preparing for policy and legislative change) recognises the intention of Scottish Government to bring forward both policy and legislative changes to enable the Promise to be kept. The Care Inspectorate has a role to play in both informing Government policy and legislation and also helping services prepare for any changes, as well as rising to the challenge of a changing landscape itself.

Workstreams 5 and 6, along with workstream 3, are more externally focused than workstreams 1, 2 and 4 and are led by the chief inspector (children and young people) and the Promise co-ordinator. We anticipate that there will be more activity around workstreams 5 and 6 over the next two-three years as more evidence is collected and as proposals around new legislation come forward.

Keeping the Promise co-ordinating group

The Promise co-ordinator works closely with the lead for each workstream and other appropriate colleagues across a matrix management model. They also chair a small Promise planning and co-ordination group comprising workstream leads, the head of improvement support and a communications co-ordinator. This group meets monthly in person and enables cross-workstream communication, joint working and anticipates and attends to emerging barriers or risks in the work which are then raised during quarterly reporting to OLT. The group is a 'safe' space for reflection on the development of leading a long term change programme being achieved through careful, iterative, and incremental actions and achievements. The group welcomes and invites attendance from additional colleagues relevant to agenda items. In August 2022, Brian Houston, then Head of Support at the Promise Scotland attended for mutual information sharing and relationship building. We will be delighted to welcome recently appointed Promise Scotland CEO, Fraser McKinlay and Head of Governance Morag Burgess to the February 2023 meeting.

2.2 Lived experienced voice

Lived experienced voice is the foundation bed of our Promise development work across all six workstreams. Throughout the year's work there has been:

- Continuous liaison with our small group of young inspection volunteers, directly via our workstream 2 lead and close working with the Involvement Advisor.
- Ongoing organisational awareness-raising of the core components of participation and engagement using the Scottish Approach to Design and

the Lundy Model in the conduct of the internal Participation Review and design and implementation of the recommendations resulting from it. The Review was informed by an advisory group of young inspection volunteers and a 'community of intent' comprising colleagues across the organisation involved in participation activity (children's and adult teams).

- Pro-active partnership working with external agencies including Who Cares? Scotland; Each and Every Child initiative; Champions' Boards network; Our Hearings Our Voice network; Love Inc; CELCIS' participation colleagues and the LUNA Project (Learning to Understand Needs and Abilities) led by children with disabilities and long-term health conditions.

3.0 KEY ACTIVITIES ACROSS THE SIX PROMISE WORKSTREAMS

3.1 Workstream 1: Quality improvement frameworks, methodology and reporting

We very recently created an inspection development post within the methodology team to enable this work to pick up pace. The post holder will collaborate with colleagues and benefit from support and advice from the Promise coordinator and Workstream 1 lead.

What we have done

Education and familiarisation with the Promise and how each sector is impacted and can contribute. Generating ideas about how to approach our work in a Promise-focused way.

A Promise refresh of the quality framework for children and young people in need of care and protection (published November 2022). This refresh was informed by the findings of the independent review care review and partnership working with our young inspection volunteers.

New versions of key question 7 'How well do we support children's wellbeing?' (published April 2022) applying to care homes for children and young people and school care accommodation (special residential schools); mainstream boarding schools and school hostels; and secure accommodation services.

Development of an animation for children and young people about the purpose of inspection in their care service. This was co-produced by our young inspection volunteers and with our involvement advisor. The film had reached an audience of 22,816 on Facebook, has been watched 2,865 times on YouTube and achieved 6,681 impressions on Twitter by December 2022.

What we are doing currently

'Promise proofing' our quality frameworks across regulated children's services.

Trialling a test of change regarding post-inspection feedback to children involved in the inspection of residential houses.

Young inspection volunteers continue to be part of strategic inspection engagement with children and young people and are co-partners in the development of methodology for the joint inspections of services for children at risk of harm.

We are currently carrying out a Secure Care Pathway review to consider the impact of the Secure Care Pathway and Standards published in October 2020. This work focuses on listening to and understanding the experiences of 30 young people across Scotland before, during and after experiencing secure care accommodation. The use of secure care and concern about poor outcomes for children whose care journey includes secure accommodation was an area of concern highlighted in the Promise report.

During 2022 Promise workshop sessions were completed with each of our ELC teams to enable reflection on where the messages of the Promise combine with local inspection practice across the national ELC landscape. Three priority areas are identified for 2023:

- Support for ELC inspectors to strengthen awareness of the Promise within ELC settings.
- Focus on enabling post pandemic re-engagement with families and carers within early years settings.
- Integration of a Promise lens into the new shared Care Inspectorate/Education Scotland shared framework. The Promise co-ordinator and a member of the Promise Scotland team have been invited to join the CI/ES stakeholders' framework advisory group.

What we have planned

Complete our Promise review/refresh of all CYP quality frameworks.

Development of a self-evaluation guidance and toolkit for children and young people's services to enable them to undertake self-evaluation against the quality frameworks.

Develop more animations to communicate more directly with children in a wider range of services, such as boarding school students.

Methodology for thematic review (children with disabilities) to be informed by young people's voices.

3.2 Workstream 2: Participation, engagement and listening

What we have done

Completion of a significant voice-led and comprehensive review of the organisation's current participation activities across our children's work involving our young inspection volunteers and colleagues involved in children's participation activities across the organisation. The review report has been considered by OLT and is due for consideration by SLT in February. It provides

immediate, medium and longer term action recommendations to develop our organisation's participation practice, although full implementation is likely to require a significant injection of resources.

Promise links have been made between our responsibilities and legal duties in relation to corporate parenting, UNCRC and equalities work, with the aim of reducing duplication and increasing efficiencies and collaborative possibilities.

We have created a Family Firm sub-group of the Corporate Parenting group to take forward some recommendations from the participation review.

What we are doing currently

We have established participation champions from across the Care Inspectorate to give impetus to our participation work and to develop and share good practice across the organisation. The first meeting of the champions group took place in January 2023.

The workstream 2 lead works closely with the Involvement Advisor to provide peer support and advice with the recruitment and support of young inspection volunteers. New arrangements will need to be put into place after July 2023 when the workstream 2 lead role ends.

The Participation Review's 'community of intent' (staff) and advisory group (young inspection volunteers) will continue to advise on the strategic implementation of the review recommendations.

What we have planned

The participation review provided a clear view of 'where we are now' and 'where we aim to be' in our participation practice. A detailed programme of development objectives is detailed in the review recommendations. These include the application of a Lundy Model lens across our participation activities. The extent of the final workplan for the next 12 months will be dependent on the resource investment available.

3.3 Workstream 3: a common understanding, value base and approach across regulators/scrutiny partners

What we have done

Joint inspections of services for children are carried out by the Care Inspectorate with scrutiny partners His Majesty's Inspectorate of Constabulary, Healthcare Improvement Scotland and Education Scotland. All four scrutiny partners were involved in the Promise 'refresh' of the quality framework and are signed up to an inspection approach which prioritises the views and experience of children when carrying out inspections and reporting on findings.

We are members of the Workforce Development sub-group of the Scottish government's Collective Children's Leadership Group where priorities align with

Promise implementation relating to the future design of a well-equipped and trauma-informed and supported children's workforce.

What we are doing currently

We are playing a significant role in work to implement the Bairns' Hoose model by co-chairing the national standards steering group and through membership of the national governance group. Development of a more child-centred approach 'owned' by all those who come into contact with children who may have experienced or witnessed abuse through the Bairns' Hoose model is widely regarded as critical to keeping the Promise.

We are partners alongside SSSC, providing advice and support in the development of new codes of professional practice for social work and social care. This is together with a review of the Common Core framework commissioned by Scottish Government to work towards a national values-based and contemporary recruitment and development framework for the national children's workforce. The development of the new Codes and Common Core are both named as priority actions in Promise Change Programme One.

What we have planned

Engaging with Education Scotland to explore common ground in the approaches we take when inspecting and reporting on areas of shared interest such as boarding school provision and residential special school provision.

We have plans to give consideration to the pros and cons of the Care Inspectorate deciding to treat care experience as a protected characteristic.

3.4 Workstream 4: equipping our inspection workforce**What we have done**

Collaborated with colleagues in OWD and external partner organisations to identify and develop a number of areas of Promise workforce learning, which have been offered to inspectors and other staff. These included bespoke workforce learning sessions on developing our corporate parenting responsibilities led by Who Cares? Scotland.

Worked alongside our Professional Development Award (PDA) team providing Promise resources and inputs to the course curriculum and this year's PDA cohort of inspectors.

The national Each and Every Child initiative has assisted us to reflect on how we use language across our internal and external communications to integrate re-framing relating to care experience. The team hosted four bespoke online learning sessions, reaching 100+ members of staff.

What we are doing currently

Consolidating a Promise focus on workforce development is helping us to further value and understand the experiences of care experienced young people and deepen our understanding of the necessary supports which prevent children

from entering the care system in the first place. We are developing a bespoke Promise portfolio of learning for staff hosted on the organisation's LMS learning platform. This work is to be completed by July 2023 when the workstream lead post ends.

In November 2022, our CEO signed the national Trauma Leadership Pledge. We now have four trauma champions at senior level who are establishing a champions group.

What we have planned

Our trauma champions will help shape a trauma development plan for the organisation, connecting with the Scottish Government's national trauma informed workforce priorities and supported by the workstream 4 lead and Promise co-ordinator.

We have accepted an invitation from Each and Every Child to become one of two key national partners to develop new collaborative working with them during 2023/2025 (funded by Promise investment). This is in recognition of the powerful opportunities offered by our organisation's role as a regulation and scrutiny body and the potential national influencing opportunities we have to role model use of inclusive, rights based and empowering language in our communications and published reports.

Bespoke workshops from Each and Every Child for our communications and policy team and intelligence, analysis and methodology teams are planned for later in 2023.

3.5 Workstream 5: building and reporting on the bigger picture and Workstream 6: proposing, reporting and preparing for legislative, regulatory and landscape change

What we have done

Improved our data collection around restraints of children and young people and instances where children are placed in Scotland from other UK jurisdictions. This should allow us to gather better evidence on how children are experiencing care and use it to inform policy and legislative changes, as well as supporting faster and more effective intervention in care services where needed. Achieving measurable practice change in the use of restraint is a priority action in the Promise Change Programme One.

Carried out a review of the circumstances of children placed in Scotland from another UK jurisdiction where a deprivation of liberty order was in place. This provided valuable information for Scottish Government colleagues framing the new Care and Justice Bill.

Contributed a Promise lens to the Digital Transformation business case.

BOARD MEETING 9 FEBRUARY 2023**Agenda item 8
Report No: B-47-2022/23**

Had a constructive dialogue around the role of the regulator with Sheriff Mackie who is leading the Promise review of Children's Hearing Scotland and his team.

What we are doing

Dialogue is underway with the intelligence and analysis team regarding further collaborative Promise working on the preparation of external statistical reports, starting with the annual data reports on fostering and adoption.

We have opportunities to influence the direction and focus of change mandated in the Promise plans (2020/2021) and the Scottish Government's Promise Implementation plan (2022) through monthly meetings with the head of support and head of governance from the Promise Scotland team and with engagement at senior level.

We are members of the national leadership collaborative for children's services. Overseeing the redesign of services for children and families in line with keeping the Promise is a key priority for this group.

Contributing to the development of a new Human Rights Bill. We are represented at senior level at Scottish Government's Human Rights Executive Board, the Leadership Panel for the Scottish National Action Plan (SNAP) on Human Rights and on UNCRC Strategic Implementation Board.

What we have planned

We are in discussion with Scottish Government about a second thematic review (following the deprivation of liberty orders work noted above) which would inform key aspects of the Care and Justice Bill and the supporting regulations around cross-border placements. The aim of the review would be to better understand how children are experiencing such placements and how their rights can be better protected.

4.0 IMPLICATIONS AND/OR DIRECT BENEFITS

In addition to the examples included in workstream updates earlier in the report it is evident that the Promise development work has built a communication and collaboration bridge across work in our directorates relating to children and young people. This has been hugely enabled by the expertise and resource provided by our communications and policy team providing:

- Continuous Promise visibility and staff awareness raising across the organisation's intranet with weekly updates, spotlight articles and blogs on the Promise landing page.
- Nurturing an active Promise Yammer Community currently involving 133 members of the children's workforce and colleagues from intelligence and analysis, improvement, communications, HR, OWD and adult teams.
- Regular update and refresh of individual workstream pages.

BOARD MEETING 9 FEBRUARY 2023**Agenda item 8
Report No: B-47-2022/23****4.1 Resources**

At present costs for the two full time posts supporting the Promise programme (strategic inspector/co-ordinator and secondee grade 6/7 lead for workstreams 2 and 4) are met from existing resources available from retrospective slippage funding 2021/22 and anticipating a retirement in the strategic children's team in 2022/23 (Reference Report B-15-2021).

The arrangement we agreed in respect of our current Promise lead/coordinator comes to an end in summer 2023. We are currently considering whether it is necessary to continue to have a dedicated Promise lead to coordinate the work, and if so, whether this should continue to be a deployment from the children's strategic inspection team and what the impact of that would be.

The seconded lead post for workstreams 2 and 4 was created as a time limited post funded from slippage, with the explicit goals of developing a participation strategy and a competency/L & D framework for our children's inspectors. Progress on both of these tasks is noted above. This post is due to end in July 2023.

A proposal to support the implementation of the participation strategy which is needed to sustain the further development of the voice and involvement of individuals with lived experience at the heart of our organisation's involvement practice will be considered by the senior leadership team in February 2023. As noted above, additional funding would be needed to implement the strategy in full.

4.2 Sustainability

Voice, involvement and engagement activities woven into our methodologies and day to day practice are the foundation stones of achieving the goals of the Promise across our organisation's work. They are central to ensuring the validity and truth of our current values and the claims made in our corporate plan of commitment to listening to the voice, and enabling involvement of, individuals with lived experience of care. These approaches are also critical to informing and enabling our organisation's safeguarding and preventative roles via regulation, scrutiny, and public assurance. Implementation of our Promise workstream activities through the integration of the participation review recommendations should enable us to achieve participation practice that is ethically supported and resourced and meaningful for the children and families involved.

Commitment to resourcing the identified next steps in our Promise development, and critically within our participation practice, is required to:

- enable delivery of our value based corporate plan 2022 to 2025
- preserve authenticity of the depth of our public claims to be a voice led, participatory organisation

- meet statutory obligations and expectations regarding voice led, rights based and effective scrutiny practice
- enable national expectations of the organisation and our efforts to influence and realise The Promise, corporate parenting and UNCRC implementation.

4.3 Policy

In February 2020, the Promise report, endorsed by the First Minister, confirmed the commitment made to Scotland's children that radical changes will be achieved by 2030. "Children's voices and their experiences must be the focus of inspection and investigation processes. There must be significant emphasis on listening and responding to what they are reporting about service and professional provision. As a minimum, inspection must integrate meaningful participation methodologies into how they assess the quality of services and understand how to listen, present and collate their voices into the inspection process."

(The Promise 2020 page 119)

Expectations of the Care Inspectorate are named as a vital contribution to keep the Promise in a number of key policy documents including Promise Change Programme One (June 2021) and the Scottish Government's Promise Implementation Plan (March 2022). In spite of significant revisions and restrictions across major areas of the national policy agenda in response to severe global and national economic conditions, implementation of The Promise remains a high priority in the current Programme for Government 2022/2023. (Key excerpts from the Scottish Government Programme for Government 2022/23)

Children, Young People and Scotland's National Mission on Child Poverty

"Deliver *The Promise Implementation Plan*, including investment of £50 million of Whole Family Wellbeing Funding this year to ensure care experienced people feel that national and local government, and services they interact with (including schools, health boards, and the third sector), are listening and putting their voice into action."

Outcomes and Equalities "Our commitment to being the best place to grow up continues to drive forward our national mission to end child poverty, alongside actions to make sure young people have the skills necessary to lead fulfilling lives. Progress on these outcomes will only be fully achieved by *Keeping The Promise* for care experienced people."

Legislative Programme 2022/2023: Children's Care and Justice Bill "The Bill aims to improve experiences and outcomes for children in Scotland who interact with the children's hearing and criminal justice systems, as well as care settings and those who are placed across borders in exceptional circumstances. It will help Scotland *Keep The Promise*."

As referenced in section 6, the expectations of national government policy mirrored in our strategic outcomes are critical to upholding our organisation's legal duties. They underpin the specific policy improvement and involvement duties of the Care Inspectorate within the Public Service Reform (Scotland) Act 2010 which require us to put children and adults who experience care and their parents, carers and families at the heart of our work. Effective delivery of our Promise implementation plan is an essential element of safeguarding this duty.

4.4 How does this report directly/indirectly improve the provision of care?

The elements reported in this overview directly impact on the 'Promise proofing' of our internal practice approaches within our strategic and regulatory scrutiny and assurance activities on behalf of babies, infants, children and young people. The nurturing of a Promise foundation, lens and approach across our children's work mirrors the Promise pillars of voice, family, care, people and scaffolding. It enables us to strengthen our duty to assess the extent to which children's regulated and strategic local authority services in Scotland are thinking, planning and prioritising voice-led experience of care for children and young people. The Promise change programme is working steadily, methodically and collaboratively with our internal children's teams who are working to achieve these strategic outcomes. It is critical that this activity is sustained to continue to embed and deepen Promise practice across our children's scrutiny and assurance activities, dovetailing with participation and human rights priorities within the work of our adult teams.

4.5 Customers (Internal and/or External)

Internal

The overarching reach of the national Promise call to action necessitates a whole organisation response and integration into our thinking and approaches across areas of business delivery. To date this has involved commitment and support from leaders at all levels and within teams across directorates. The Promise work engages with colleagues across:

- early learning and childcare regulatory inspection teams
- children and young people's regulatory inspection teams
- children's registration and complaints teams
- children and young people's strategic inspection team
- strategic justice inspection team regarding young people aged 16 to 18+;
- strategy and improvement teams (communications, policy, involvement, equalities, intelligence and analysis, HR, OWD).

External

The work of the last 15 months has focussed mainly on recognising, developing and weaving together priority areas for internal Promise attention across workstreams 1, 2 and 4. Workstream 3 activities however have spearheaded collaboration and involvement in a number of key externally facing national Promise agendas on behalf of babies, children and young people. Foundational relationships have also been nurtured with external stakeholders we will work

BOARD MEETING 9 FEBRUARY 2023**Agenda item 8
Report No: B-47-2022/23**

alongside in the future collaborations necessary to influence lasting national Promise change. These include:

- Scottish Government directorate and policy teams
- The Promise Scotland
- Individuals with experience of care services
- National regulators and joint inspection bodies
- Organisations and groups representing individuals experiencing care services
- COSLA, Social Work Scotland and Coalition of Care and Support Providers in Scotland (CCPS)
- Corporate parents and related networks
- Other UK regulators

5.0 CONCLUSION

As the anniversary approaches of the publication of the original Promise report in 2020 this is an appropriate time to reflect on our organisation's Promise developments during the past year and our progress to date. We still have a long way to go but the foundations are embedding, and we know what we need to do in year two. Critical to this is the organisation's continuing commitment and internal investment to strengthen and implement rights based, voice led and trauma informed Promise practice across our work. In maximising the unique role we have as a national regulator and legal duty bearer for scrutiny and assurance we are extremely well placed to evidence and influence the national changes necessary to Keep the Promise by 2030 on behalf of Scotland's babies, children and young people.



| | |
|-------------------------------|---|
| Title: | STRATEGIC WORKFORCE PLAN |
| Author: | Kirstine Rankin, Head of OWD |
| Responsible Director: | Edith Macintosh, Deputy Chief Executive and Executive Director of Strategy and Improvement |
| Appendices: | 1. Strategic Workforce Plan 2023 – 2026 |
| Consultation: | Operational Leadership Team (OLT), Strategic Leadership Team (SLT), Joint Trade Unions, staff and the Board |
| Resource Implications: | Yes |

EXECUTIVE SUMMARY

The strategic workforce plan defines our future workforce priorities to support delivery of the strategic outcomes defined in our corporate plan. Our current strategic workforce plan was published in November 2019 and was developed to support the delivery of the 2019-22 corporate plan. This new draft strategic workforce plan covers the period 2023-26 and has been developed to support delivery of the 2022-25 corporate plan.

The Board is invited to:

1. Confirm approval for the 2023-26 strategic workforce plan.

| | | | | |
|-------------------|-----------------------------------|-----------------------|------------------------|-----------------------|
| Links | Corporate Plan Outcome (Number/s) | 1, 2, 3 & 4 | Risk Register (Yes/No) | No |
| For Noting | | For Discussion | For Assurance | For Decision x |

Equality Impact Assessment

| | | |
|-------------------------------------|---|--|
| Yes <input type="checkbox"/> | Not Yet <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| | | Reason: The strategic workforce plan defines the Care Inspectorate's workforce priorities to support delivery of our corporate plan. As a high-level strategic document, it defines the direction of travel and priorities for future investment. More detailed |

BOARD MEETING 9 FEBRUARY 2023

Agenda item 9
Report No: B-48-2022/23

| | | |
|--|--|---|
| | | operational plans will be defined to support delivery of the strategic workforce plan. Equality impact assessments will be completed as part of the operational planning process. |
|--|--|---|

If the report is marked Private/Confidential please complete section below to comply with the Data Protection Act 2018 and General Data Protection Regulation 2016/679.

| |
|---|
| Reason for Confidentiality/Private Report: N/A – this is a public report |
|---|

| |
|------------------------------|
| Disclosure after: N/A |
|------------------------------|

| Reasons for Exclusion | |
|------------------------------|--|
| a) | Matters relating to named care service providers or local authorities. |
| b) | Matters relating to named persons which were they to be discussed in public session, may give rise to a breach of the Data Protection Act 2018 or General Data Protection Regulation 2016/679. |
| c) | Matters relating to terms and conditions of employment; grievance; or disciplinary procedures relating to identified members of staff. |
| d) | Matters involving commercial confidentiality. |
| e) | Matters involving issues of financial sensitivity or confidentiality. |
| f) | Matters relating to policy or the internal business of the Care Inspectorate for discussion with the Scottish Government or other regulatory or public bodies, prior to final approval by the Board. |
| g) | Issues relating to potential or actual legal or statutory appeal proceedings which have not been finally determined by the courts. |

STRATEGIC WORKFORCE PLAN 2023-26

1.0 INTRODUCTION

The strategic workforce plan defines our future workforce priorities and plans to support delivery of the strategic outcomes defined in our corporate plan. Our current strategic workforce plan was published in November 2019 and was developed to support the delivery of the 2019-22 corporate plan. This new draft strategic workforce plan covers the period 2023-26 and has been developed to support delivery of the 2022-25 corporate plan.

As agreed by SLT, the development of our strategic workforce plan has followed a holistic approach, involving:

- Analysis and assessment of our internal drivers, workforce profile and workforce aspirations for the future
- Analysis and assessment of our external environment and the developments that will directly impact on our organisation
- Exploration of the strategic capabilities required to support our organisation and workforce to adapt and remain responsive during a period of change

The plan covers a three-year time frame linked to the current corporate plan. It is a dynamic strategy that will be subject to regular review as we continue to monitor and assess the impact of national developments on our future workforce requirements. This approach will also ensure that the actions defined in our strategic workforce plan remain relevant and deliverable within current resources.

In recognition of the period of change and uncertainty ahead, the plan is strategic and high level, setting a broad direction of travel and priority areas for investment to develop our strategic capabilities. Unlike a detailed operational workforce plan, it does not define specific skills gaps and the number of people required to fill our critical job roles.

- A highly participative approach has been taken to developing the strategic workforce plan, with involvement from both the strategic and operational leadership teams, as well as the joint trade unions, Board and wider staff.

2.0 IMPLEMENTATION OF THE STRATEGIC WORKFORCE PLAN

Successful delivery of the strategic workforce plan will require collective investment and commitment from SLT and OLT. To support delivery, the OWD team will work with relevant internal stakeholders to develop a detailed operational plan identifying leads, internal stakeholders/ contributors and timescales for each of the workstreams. To ensure the plan is delivered effectively, based on the principles of collaboration across the organisation, OLT will take operational responsibility for ensuring activities are prioritised and resourced in a sustainable way.

As confirmed in the strategic workforce plan, the priorities and activities in the plan will be reviewed every 12 months by SLT and OLT or at key stages where the future direction of the organisation becomes clearer.

3.0 MONITORING AND REPORTING

An annual review of progress against the strategic workforce plan will be collated by the OWD team with support from the relevant project/workstream leads. The update report will be submitted to OLT and SLT every 12 months, commencing in February 2024. A summary of progress will also be shared with the Board as a presentation every 12 months.

4.0 IMPLICATIONS AND/OR DIRECT BENEFITS

4.1 Resources

There will be a resource implication for those staff supporting this work. This includes the OWD team as well as project/ workstream leads and stakeholders/ contributors. Specific development priorities defined in the strategic workforce plan will also require the allocation of budget.

4.2 Sustainability

There are no sustainability implications.

4.3 How does this report directly/indirectly improve the provision of care?

By investing in our workforce and organisation, staff will be well equipped to deliver the outcomes for people experiencing care in Scotland.

4.4 Customers (Internal and/or External)

The strategic workforce plan has been developed through a collaborative approach involving SLT, OLT, joint trade unions, the Board and employees. The projects/workstreams defined in the plan will be delivered following a collaborative approach involving the joint trade unions and relevant stakeholders from across the organisation.

5.0 RECOMMENDATION

The Board is invited to confirm approval for the 2023-26 strategic workforce plan.



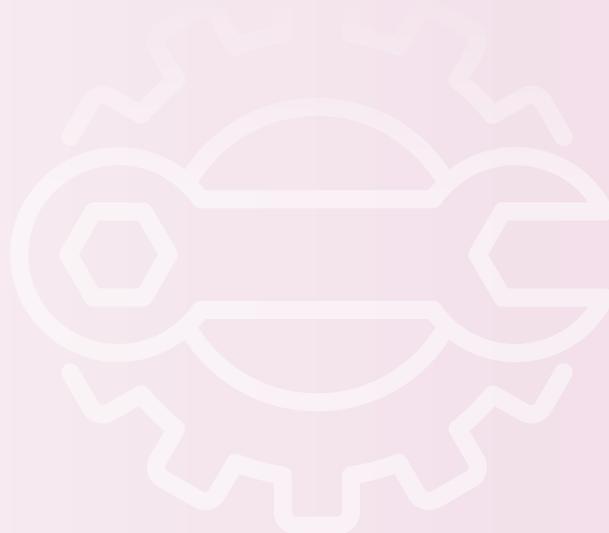
Strategic Workforce Plan 2023-2026



HAPPY TO TRANSLATE

Contents

| | |
|---|----|
| 1. Foreword from our Chief Executive and Board Chair | 3 |
| 2. Our context and the challenges arising | 5 |
| 3. Our corporate plan: vision, values, strategic objectives and outcomes | 8 |
| 4. Strategic outcome 4 and our workforce priorities for the future..... | 9 |
| 5. Priority 1: Living our values | 10 |
| 6. Priority 2: Building organisational capacity and capability..... | 11 |
| 7. Priority 3: Shaping the future | 12 |
| 8. The impact of our plan..... | 13 |
| 9. Our action plan 2023-2026 | 14 |
| Appendix 1: Our progress delivering the 2019-2022 Strategic Workforce Plan..... | 20 |
| Appendix 2: Our organisational drivers | 26 |





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

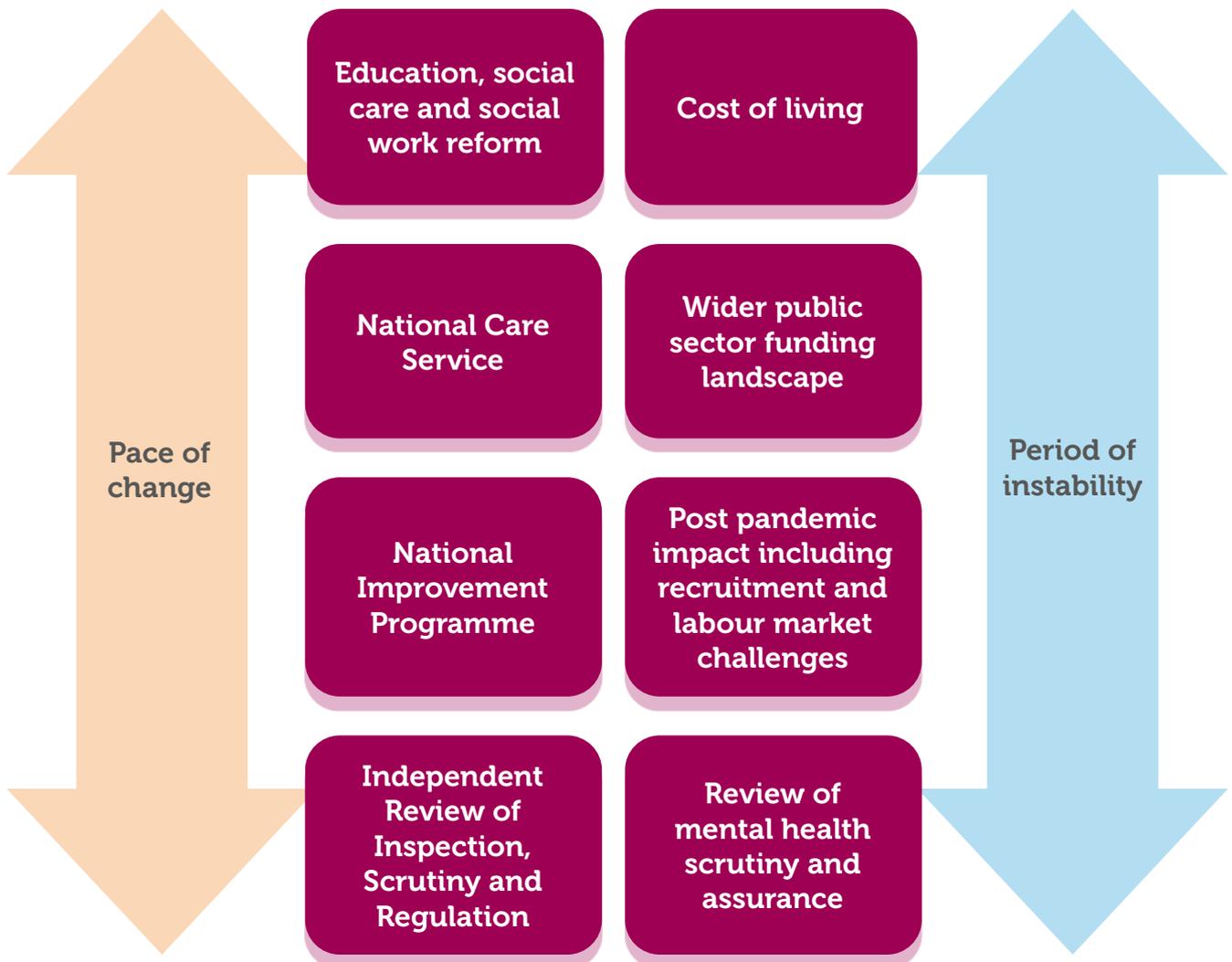
Doug Moodie, Chair

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

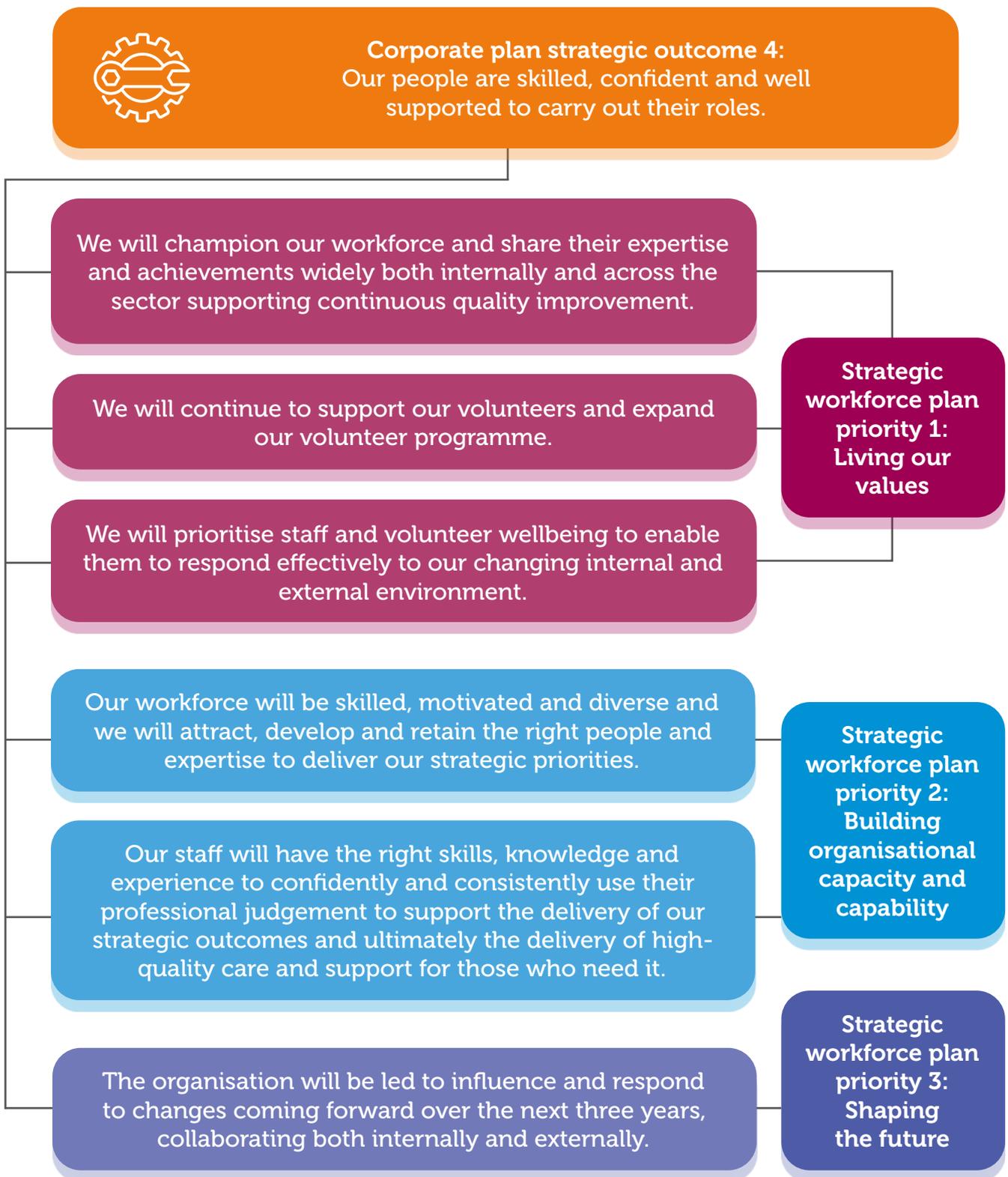


Our four strategic outcomes to achieve our vision

- 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 |
|--|----------------------|---|---|
| Strategic plan priority 1: Living our values | | | |
| 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"> • I feel valued and recognised for the work I do. • I believe the actions of 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. |
| 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 |
|--|----------------------|--|---|
| Strategic plan priority 1: Living our values | | | |
| 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 |
|---|----------------------|--|---|
| Strategic plan priority 2: Building organisational capacity and capability | | | |
| 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"> • 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. <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 |
|---|----------------------|--|----------|
| Strategic plan priority 2: Building organisational capacity and capability | | | |
| 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 |
|---|----------------------|--|---|
| Strategic plan priority 3: Shaping the future | | | |
| 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"> • 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. |
| 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 |
|---|----------------------|--|----------|
| Strategic plan priority 3: Shaping the future | | | |
| 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.'

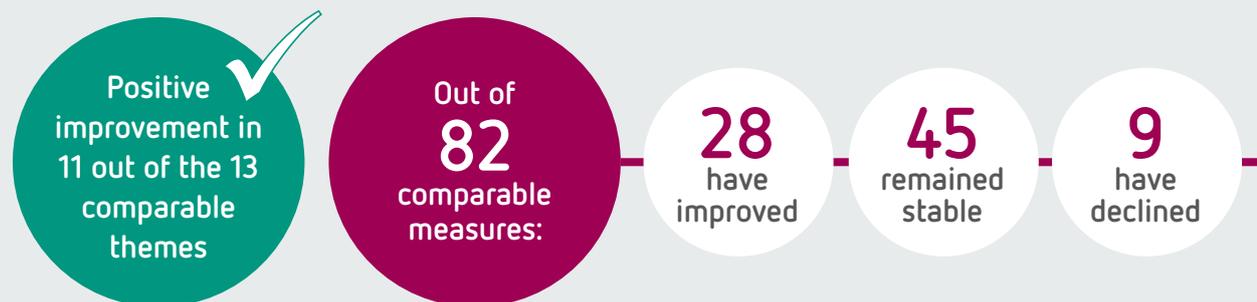
Appendix 2: Our organisational drivers

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

Headquarters

Care Inspectorate
Compass House
11 Riverside Drive
Dundee
DD1 4NY
Tel: 01382 207100
Fax: 01382 207289

Website: www.careinspectorate.com

This publication is available in alternative formats on request.



© Care Inspectorate 2023 | Published by: Communications | COMMS-0123-406

 @careinspect  careinspectorate





BOARD

Schedule of Business 2022/23

| BUSINESS TOPIC | 16 June 2022 | 11 Aug 2022 Quarterly reports not required | 29 Sept 2022 | 15 Dec 2022 | 9 Feb 2023 Quarterly reports not required | 30 Mar 2023 |
|---|--------------|---|--------------|-------------|--|-------------|
| Chair's Report (quarterly) | ✓ | | ✓ | ✓ | | ✓ |
| Chief Executive Report (quarterly) | ✓ | | ✓ | ✓ | | ✓ |
| STRATEGY AND POLICY ITEMS | | | | | | |
| Approval of Care Inspectorate Strategies on a rolling/as required basis <ul style="list-style-type: none"> • Customer Engagement Strategy • Communications Strategy • Estates Strategy (also to 1st meeting of 2023/24 on 11 May 23) • Financial Strategy • Health and Safety Strategy • ICT Strategy • Improvement and Involvement Support Strategy and Delivery Plan (2022-25) • Information Governance Strategy • Intelligence Strategy • Legal Services Strategy • Shared Services Strategy • Workforce Strategy (Plan to Feb 2023 Board) • Procurement Strategy 2023-26 | | ✓ | | ✓ | | ✓ |

| BUSINESS TOPIC | 16 June 2022 | 11 Aug 2022 Quarterly reports not required | 29 Sept 2022 | 15 Dec 2022 | 9 Feb 2023 Quarterly reports not required | 30 Mar 2023 |
|--|--------------|---|--------------|---|--|-------------|
| Scrutiny and Assurance Strategy and Plan 2023/24 (Plan to be marked as “ Private item ”) | | | | ✓ (Strategy) | ✓ (Plan) | |
| Budget and Indicative Budgets | | | | | | ✓ |
| Strategic Risk Register 2022/23 | | | ✓ | | | |
| Approval of Risk Appetite and Risk Policy | | | ✓ | | | |
| Member/Officer Working Group on Budget Development – approval of Terms of Reference | | | | ✓ | | |
| MOWG Budget Development – update report | | | | | ✓ | |
| MONITORING AND GOVERNANCE ITEMS | | | | | | |
| Monitoring our Performance Quarterly Report | Q4 ✓ | - | Q1 ✓ | Q2 ✓ | - | Q3 ✓ |
| Minutes/Report of Audit and Risk Committee | ✓ | | ✓ | ✓ | | ✓ |
| Complaints Activity Report | ✓ (annual) | | | ✓ (mid-year) | | |
| Annual Accounts 2021/22 Progress Report <i>(to 1st Quarter meeting of Board)</i> | ✓ | | | | | |
| Annual Report and Accounts - Audit and Risk Committee Annual Report - Draft Annual Report and Accounts 2019/20 - Combined ISA260 Report to those Charged with Governance and Annual Report on the Audit | | | | ✓ <i>(timeline changed this year only)</i> | | |
| Revised Code of Conduct for Members: Presentation | | ✓ | | | | |
| Changes to Terms of Reference: Audit & Risk C'ttee | | | ✓ | | | |
| Budget Monitoring and Staffing Update | | - | ✓ | ✓ | - | ✓ |
| Health, Safety and Wellbeing Strategy and Action Plan <i>(timing tbc)</i> | | | | | | |
| Health and Safety Annual Report 2021/22 (normally to 1 st meeting of Board cycle) | | | | ✓ <i>(delayed for this year only)</i> | | |
| Health and Safety Annual Report 2022/23 | | | | | | ✓ |

| BUSINESS TOPIC | 16 June 2022 | 11 Aug 2022 Quarterly reports not required | 29 Sept 2022 | 15 Dec 2022 | 9 Feb 2023 Quarterly reports not required | 30 Mar 2023 |
|--|--------------------------------|---|----------------------|-----------------------------------|--|-------------|
| Equality Duty Reporting – Annual Progress Report | | | | | | ✓ |
| Annual Review of the CI's Financial Regs | | | | | | ✓ |
| Annual Procurement Performance Report | | | ✓ | | | |
| OPERATIONAL ITEMS | | | | | | |
| Chief Nurse Update | ✓ | | | | | |
| HR Quarterly Update report (introduced Sept 2022) | | - | ✓ | ✓ | - | |
| HR Annual Report 2022/23 | ✓ | | | | | ✓ |
| CI Staff Survey 2022 | ✓ (High level presentation) | ✓ (Detailed action plan) | | | | |
| Board and Committee Cycle 2023/24: meeting dates | | | ✓ | | | |
| Keeping The Promise: progress report | | | | | ✓ | |
| Shared Services Update Report | ✓ | | ✓ (Annual report) | | | |
| Corporate Parenting Plan Progress Update | | | | | | ✓ |
| Approval of Pay Remit for submission to Scottish Government (tbc) | | | | | | |
| Update on Significant Organisational Restructures (when required) | | | | | | |
| Approval of Compensation Payments (when required) | | | | | | |
| STANDING ITEMS | | | | | | |
| Identification of Risk | ✓ | | ✓ | ✓ (Report: New Strategic Risk) | ✓ | ✓ |
| Schedule of Board Business | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| CI Employee Relations Appeals (standing item, but only when required) | | | | | | |
| PRIVATE AND CONFIDENTIAL ITEMS | | | | | | |
| Scrutiny and Assurance Plan 2023-24 | | | | | ✓ | |