

dignity &  
rights  
ethical treat  
respect ca  
& equality

CORPORATE REPORT

## **Human Resources Strategy 2013-15**

### **1 Introduction**

This strategy sets out the Commission's goals and objectives in relation to its human resources for the next three years. It has been developed to support the achievement of our goals and objectives, as set out in our five year strategic plan. The broad consultation which contributed to the development of our business strategy is complemented here with specific feedback from staff through the biennial staff survey, analysis of training and development needs from the appraisal process and the staff consultative committee. In addition we have feedback from formal accreditation systems such as Investors in People and the two tick disability scheme.

### **2 Our strategic goals**

We aim to ensure that care, treatment and support are lawful and respect the rights and promote the welfare of individuals with mental illness, learning disability and related conditions. We do this by empowering individuals and their carers and influencing and challenging service providers and policy makers.

Our human resources strategy has been structured to make it clear how each activity and programme strand supports the achievement of our broader strategic organisational goals in relation to:

- Visits and monitoring
- Investigations and casework
- Advice and information
- Influencing and challenging and empowering
- Management and governance

### **3 The context**

The Commission is an independent public body established under Part 2 of the Mental Health (Care & Treatment)(Scotland) Act 2003. The original body was set up under the 1960 Mental Health Act. The Public Services Reform Act 2010 established a new structure with a Board of governance and Commission visitors. The previous structure had combined these roles.

The Commission employs 53 staff from a variety of medical, nursing, social work, management and administrative backgrounds. The Commission determines the pay

and conditions for the workforce subject to approval by Scottish Ministers through the Public Sector Pay Policy. . The UK Treasury has announced public sector pay increases of 1% for two financial years 2013/14 and 2014/15. It is likely that the Scottish Government will follow this policy.

The Commission has nine visitors from a variety of practitioner, service user and carer environments. Visitors assist practitioner staff in themed and focussed visits and investigations. They work up to 15 days per year.

This strategy is set against a background that there will be ongoing public sector cuts for the foreseeable future. We have already reduced our staff numbers by 10% over the last five years as we have improved our efficiency and effectiveness. We do not envisage a substantial reduction in the staff establishment over the next three years.

The Commission has held the Investor in People standard for 10 years.

#### **4 Human Resources Strategic Vision**

The HR strategy should

- Support the strategic goals of the Commission
- Ensure fair recruitment practices to attract the highest quality of people
- Ensure good employment policies, procedures and practices that adhere to all relevant legislation
- Ensure all employees are consulted with and involved in decisions which affect them
- Ensure all employees have an opportunity to achieve their full potential through an appropriate performance management system
- Ensure training and development offers value for money and is aligned with the Commission's strategy
- Ensure appropriate succession planning especially for the executive team

#### **5 Supporting our key strategies**

##### **5.1 Visiting and Monitoring**

5.1.1 One of the best ways to check that people are getting the care and treatment they need is to meet with them and ask them what they think. From our visits we can not only intervene to improve individual care and treatment, we can build a picture of rights and welfare issues across Scotland.

The employment of nine part time Commission visitors is a particular challenge to ensure that they are appropriately trained and engaged in the work of the Commission whilst only completing 15 days work per year.

Over the next three years we will:

- Ensure that practitioners and visitors receive appropriate training for each themed visit
- Evaluate the system of Commission visitors and decide on how to progress with the system going forward
- Ensure that all staff and visitors are trained in the process for each type of visit including the writing of any reports
- Ensure that we have expertise on research and statistical reporting available to practitioners writing themed visit reports
- Audit focussed visit reports and feedback any issues to staff and visitors

5.1.2 We have a statutory duty to report and publish information on the operation of mental health and incapacity law in Scotland.

Over the next three years we will:

- Ensure that we have expertise on research and statistical reporting available to staff writing monitoring reports
- Ensure that all staff are trained in the processes for monitoring mental health and incapacity legislation

## 5.2 Investigations and casework

Reports from our statutory investigations are a key mechanism by which the Commission can raise the profile of human rights issues for individuals with a mental illness or learning disability. Our full scale investigations highlight issues which we consider to be of wider concern to policy makers, service providers and - equally importantly - to those people likely be affected.

Over the next three years we will

- identify Practitioner staff to carry out investigations as part of succession planning for Executive team
- ensure investigation teams are given appropriate training on carrying out investigations
- ensure investigation teams have the workload capacity to focus on the investigation
- ensure executive team and relevant Board members have appropriate media training
- ensure that all staff are trained in the processes for inquiries and investigations

## 5.3 Information and Advice

We receive around 4,000 calls for ethical, clinical and legal advice each year. The advice and information we provide over the phone is highly valued by our stakeholders. In addition we attend national and international conferences, produce good practice guides, and hold excellence into practice seminars. These all

contribute to ensuring good practice in applying the principles of mental health and incapacity legislation.

Over the next three years we will:

- Ensure staff are trained in presentation and facilitation skills for the excellence in practice seminars, attending conferences and consultation events for good practice guide consultation events
- Ensure staff are trained to present and support webinars
- Ensure staff are given appropriate induction training on answering phones and dealing with difficult callers
- Audit the advice given and feedback to staff on any performance issues

## **5.6 Good management and governance**

We are committed to ensuring excellent management and governance arrangements for the organisation. We believe that our staff and visitors are crucial to our success. Their contribution ensures our statutory remit is met and the highest level of service is provided. We are committed to ensuring our employees are sufficiently equipped to positively embrace any existing or future changes whether on an organisational or technical level. We are also committed to communicating, consulting and involving all employees in decisions which affect them.

Over the next three years we will

- Develop a succession plan for the executive team
- Ensure all staff receive training in records management
- Ensure continued accreditation to investors in people
- Undertake a review of how the Commission can best incorporate service users and carers in the organisation

## **6 Human Resource Focus**

The HR function within the Commission comprises a part time HR Manager and an HR Officer.

It is crucial that we have the right people providing the right service in the right place at the right time. The HR function ensures this in the following ways:

1. Employee Relations
2. Equality and Diversity
3. Governance
4. Organisational and Employee Development
5. Policy and Procedures
6. Recruitment and Selection
7. Retention through Employment Practices
8. Reward and Recognition

### **6.1 Employee Relations**

Provide clear and comprehensive advice and support to line managers to ensure employees perform well, are motivated, continue to develop their skills and are flexible and responsive to change.

Contribute to maintaining an open and empowering environment, effective standards which positively support health, safety and welfare; and maintain good relationships throughout the organisation.

#### 6.2. Equality and Diversity

Ensure diversity in the workplace is embraced, good conduct is promoted and employees are treated fairly and equally.

Ensure that the organisation adheres to duties outlined in the Equalities Act 2010 and carries out impact assessment work on key strategies and HR policies.

#### 6.3 Governance of HR function

Undertake monitoring and evaluation activities to ensure all employees are well informed, treated fairly and consistently and have an opportunity to give feedback. This is primarily achieved through the biennial staff survey and resultant actions plans. Monitoring reports on sickness absence, staff turnover and training and development are produced twice a year.

#### 6.4. Organisational and Employee Development

Ensure all employees are offered an opportunity to develop skills and competence to enable them to fulfil the requirements of their role and contribute to organisational excellence.

Create an environment where good practice and knowledge is shared; employees are appropriately trained, continuously learning and able to respond to change.

Continually look for new methods to improve the current ways employees are supported and developed. This includes redesigning the performance management process to ensure it more fully supports the needs of staff and the Commission.

Develop creative ways of supporting employees in their career and personal development taking account of the relatively flat structure at the Commission.

#### 6.5. Policy and Procedure

Develop, review and maintain employment policies and procedures that are clear, compliant to legislation and committed to pursuing best practice.

Ensure best practice is understood, communicated and reflected by line managers.

#### 6.6. Recruitment and Selection

Ensure good and fair recruitment practices and processes are adopted at all times as the ability to attract and select the highest quality of people is crucial to the success of the Commission.

#### 6.7 Retention

Create an environment where employees continue to be consulted, involved and well informed.

Ensure an enabling approach where employees engage in best practice, are committed to service improvements and ultimately demonstrate pride in their work.

#### 6.8 Reward and Recognition

Work within the remit of budget restraints and the Public Sector Pay Policy to ensure staff are rewarded appropriately. Consider how best to promote benefits other than salary to staff and look creatively at the whole benefit package.

Ensure staff are recognised for their work by the executive team and that this recognition is publicised to the employee in question and the wider staff group.

## 7 Budget

The staff budget is based on establishment posts and outlined in the table below

<b>Staff category</b>	<b>Establishment (WTE)</b>	<b>Number of staff</b>	<b>Budget £000</b>
Executive	5.0	5	565
Practitioners	14.77	16	1,019
Corporate Services & Casework Administration	30.14	32	962
<b>Total</b>	<b>49.91</b>	<b>53</b>	<b>2,546</b>

In addition there is a budget of £42k for human resource related cost in 2013/14. This is the budget for recruitment costs and Board, staff and visitor training and development. Any Board or staff away days will be accounted for in this budget.

## Operational Priorities 2013 – 2014

<b>Key Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timescale</b>
Visiting	Scope and implement the process for recruiting and managing future Commission Visitors	Team B Leader / HR Manager	Mid 2013
	Hold specific training for practitioners and visitors for the dementia themed visit	Team B Leader	April 2013
Monitoring	Review impact of legislative changes and give appropriate updates and training to staff (self directed payment legislation)	Team C Leader	Ongoing
Investigations	Arrange Investigations training for new Medical Officers and any other staff who need it	HR Manager	Oct/Nov 2013
Information & Advice	Develop a plan for delivering webinars	Project Manager	Mid 2013
Influencing & Challenging	Ensure Board are briefed on key policies, responses to consultations etc	Chief Executive	Ongoing
	Implement media training for Board members and staff as required	HR Manager	May 2013
Governance & Management	Implement succession plan for Executive team	Chair/Chief Executive	May 2013
	Develop annual training and development plan incorporating any identified organisational training and individual training identified through appraisal process	HR Manager	May 2013
	Work on developing a set of core internal values as recommended in IIP accreditation	HR Manager	July 2013
	Develop an action plan from staff survey feedback	HR Manager with staff committee	May 2013

<b>Key Strategy</b>	<b>Action</b>	<b>Responsibility</b>	<b>Timescale</b>
Governance & Management	Ongoing review and update of organisational and HR policies	HR Manager	Ongoing
	Ensure relevant child protection training undertaken	HR Manager	Mid 2013
	Continue to develop and produce monitoring statistics on sickness absence, turnover and training	HR Manager	Half yearly
	Ensure pay remit continues to reward staff fairly within the current financial constraints	HOCS	Ongoing
	Implement information assurance training	Information Manager	Ongoing
	Implement records management training	Information Manager	Mid 2013
	Ensure medical revalidation process is considered as part of succession planning for Medical Officer	HR Manager / Chief Medical Officer	July 2013



Thistle House  
91 Haymarket Terrace  
Edinburgh  
EH12 5HE  
Tel: 0131 313 8777  
Fax: 0131 313 8778  
Service user and carer  
freephone: 0800 389 6809  
[enquiries@mwscot.org.uk](mailto:enquiries@mwscot.org.uk)  
[www.mwscot.org.uk](http://www.mwscot.org.uk)