

**Making a positive difference to social care and early years in Wales**

Our Business Plan 2020 – 2021

**Contents page**

|  |  |
| --- | --- |
| **Context of our work** | **1** |
| **Our work in 2020 – 2021 to support the social care and early years sector** | **2** |
| **Our plan on a page: what we will do in 2020 – 2021** | **4** |
| **Priority theme 1: for the social care and early years workforce** | **5** |
| **Priority theme 2: for social care and early years managers, leaders and owners** | **8** |
| **Priority theme 3: for strategic leaders and stakeholders** | **11** |
| **Priority theme 4: for the Social Care Wales workforce** | **14** |
| **How we work** | **17** |
| **Our corporate governance arrangements** | **18** |
| **Our financial allocations 2020 – 2021** | **19** |
| **Annex A: Business plan activities** | **21** |

**Social Care Wales business plan: 2020 – 2021**

**Context of our work**

As the social care regulator with the responsibility for workforce development of the social care and early years sector as well as supporting social care research and service improvement in Wales, everything we do is focused on wanting everyone who needs support to live the life that matters to them. In this current crisis we are all adapting. However, we understand and know the impact this is having for the social care and early years workforce and those managing and adapting services as they respond to challenges never experienced before.

Social care and early years workers are playing a vital role in caring for adults, children, their families and carers in our communities. They are supporting people to achieve what matters to them, and to stay safe and well in the community, often working alongside family and volunteer carers. The social care and early years sectors also provide a critical contribution to life in Wales. These sectors make a substantial contribution to the Welsh economy, with a wide range of small, medium and large organisations directly providing work for many and by enabling others to pursue education or work opportunities, whilst their loved ones are supported.

As the social care and early years workforce rises to meet the enormous challenges of the COVID-19 pandemic through their commitment and professionalism there is greater recognition by the public that social care workers and early years workers are key workers – and not just in a time of crisis. The workforce is critical in providing fantastic care, 24 hours a day, 365 days of the year to people of all ages in every community across Wales.

Adults and children, their families and carers will continue to rely on the care, kindness and skill of the social care and early years workforce over the challenging period ahead. At Social Care Wales, we will continue to do all we can for the workforce, their employers, and strategic leaders during this difficult time and help them focus on caring for and supporting some of the most vulnerable people in our communities.

We want to thank everyone working on, and assisting, the frontline for their professionalism and dedication during the response to COVID-19 and recognising the ever-changing situation as we recover from the pandemic.

**Our work in 2020 – 2021 to support the social care and early years sector**

**Foundation of our work**

Our work continues to build on the legislative framework and ethos of the Regulation and Inspection of Social Care (Wales) Act 2016, the Social Services and Wellbeing (Wales) Act 2014 and our Strategic Plan 2017 – 2022. At our core we will continue to:

* provide public assurance, so that people have confidence in the social care workforce including the early years workforce, and the effectiveness of Social Care Wales
* develop the social care and early years workforce
* lead and support improvement to enhance well-being outcomes for children and adults who rely on care and support, their families and carers

**Our approach for 2020 – 2021**

The impact of COVID-19 requires us to re-think our approach for 2020 – 2021 and identify the opportunities and challenges that public services in Wales will face as we respond to the impact of COVID-19 on our lives.

Our business plan 2020 – 2021 is fully focused on supporting social care and early years during the initial response to COVID-19, the recovery and sustainability of our communities, to make sure we make a positive and lasting contribution to the quality of services in Wales.

The focus of our delivery during 2020 – 2021 will be in three areas:

1. Delivering our core and statutory functions, adapted as required in light of COVID-19
2. COVID-19 rapid response initiatives: the things we are doing as an immediate response to the sectors needs now
3. Supporting recovery and sustainability following COVID-19: supporting the sector and our organisation to be equipped for sustainable recovery

Although our strategic aims, core principles and values remain we have re-aligned our business plan so that we focus on our ambitions to:

* empower the social care and early years workforce to provide the best possible care and support for the adults, children and families they work with
* enhance the provision of quality services for individuals and families by supporting social care and early years managers, leaders and owners
* provide evidence and skills to assist and influence strategic leaders and stakeholders to design and deliver the best possible solutions, care and support for their communities

There has never been a more critical time to focus on what really matters to people in Wales, and to work in collaboration to achieve that. Throughout our work we will continue to work in partnership with national organisations, regional and local partners.

The Business Plan has been structured around our key customers, in order that they are supported to provide the best possible care, what matters to adults, children and their families and carers in our communities and what leaders need to support them to respond to the impact of COVID-19 on the sector.

The following pages provides an overview on what our focus will be in 2020 – 2021. The plan sets out an ambitious programme of work but throughout the year there will be ongoing reflection and review, that recognises the sector’s capacities during the recovery period. Our Business Plan will be dynamic to respond to the needs of the sector. The plan will be reviewed as we adapt to the needs of the workforce, employers and strategic leaders.

Annex A sets out in more detail our activities. We are held to account and scrutinised on our delivery and progress on these activities by the Board of Social Care Wales and Welsh Government.

**Our plan on a page: what we will do in 2020 – 2021**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Maintain and adapt our core activities in light of COVID-19 | Deliver COVID-19 rapid response initiatives to support the sector | Support recovery and sustainability of the sector following COVID-19 |
| Empowering the workforce | * Quality practice through professional registration and support * Extension of registration to adult care home workers and new managers * Financial support for training and development * Advice and guidance on qualifications | * Promote recognition of the workforce * Support workforce wellbeing * Develop digital learning and networks support/ approaches | * Support the early years and childcare workforce including future registration options * Embed evidence informed practice and approaches * Scope a revised workforce offer   Introduce a health and wellbeing framework |
| Enhancing the provision of services through managers, leaders and owners | * Induction, apprenticeships and qualification frameworks * Regulate social work training * Fitness to practice and panel hearings * Hold national accolades * Drive the shift to outcomes focussed practice | * Support and promote the sector as a career * Re focus (if required) financial support for training and development * Learning from COVID-19 and sharing practice on ‘What made a difference?’ | * Establish employer liaison service * Reform fitness to practice procedures * Take forward priority areas of draft workforce strategy |
| Enabling strategic leaders with evidence and skills | * Drive national priorities with key partners to support vulnerable children and young people; Care and support at home and dementia * Provide enhanced data to inform the design, development and delivery of services * Implementation of Social Care Research and Development strategy * Deliver national leadership programmes | * Develop COVID-19 research priorities and seek funding to deliver * Develop one stop shop of curated expert guidance on COVID-19 | * Support progression of collective and collaborative leadership approaches * Drive use of research and intelligence in planning and service design * Develop a social care data strategy |
| Ensuring continuous improvement of how we deliver the work of the organisation through our (Social Care Wales) workforce | * Ensure continuous improvement on how we work through our people plan, our 3-year ICT strategy and our communication and engagement plan * Ensure effective financial and governance controls, systems and accountability * Maintain compliance with statutory organisational requirements | * Develop and maintain business operations during COVID-19 and capture learning to inform our future operations | * Maximising our digital offer * Supporting the sector in its recovery and sustainability in light of COVID-19 through organisation design * Supporting the organisation in the recovery and sustainability of business operations |

**Priority theme 1: for the social care and early years workforce**

**What is our ambition?**

To empower the social care and early years workforce to provide the best possible care for the people, children and families they work with. For the social care and early years workforce this means that we support them to continue to provide and develop person-centred care.

**What does this mean for the sector?**

Social care and early years workers play a vital role in caring for and supporting adults and children, their families and carers in our communities, including our most vulnerable people. This has only been reinforced by the incredible response of the workforce to the COVID-19 pandemic.

As we adjust to working in the current COVID-19 environment we want to further build on the status and recognition of social care and early years workers. We will further develop on recent initiatives such as the social worker card to ensure the value we place on our workforce and the offer given to them is maintained and improved in the long term.

Through our work with the workforce we will maintain our approach to professional registration, based around the standards within the professional code of practice for social care. We will continue our extension of the register to new groups of social care, including adult residential care staff. We will work with the early years and childcare sector to consider how that workforce may become professionally registered with us in the future.

We will continue and accelerate our development of digital networks for social care workers and early years workers, to enable continuous learning and networking. Working innovatively and using evidence, we will share practice that the workforce can use to help adults, children and their families to live the lives that matter to them. Crucially, we recognise the wellbeing of our workforce is of vital importance and we will prioritise this as part of our revised offer.

**Who will we work with to deliver this ambition?**

We will work with current and future registered people; Care Inspectorate Wales (CIW) Unions; Health and Wellbeing COVID-19 network; Universities and learning providers; Health and Social Care Research Wales; Health Education Improvement Wales (HEIW)

**In priority theme 1 we will:**

* Continue to **regulate the social care workforce**, using the Code of Professional Practice, practice guidance and a range of resources to assist those working in the sector. We will fulfil our statutory responsibilities and ensure that we maintain an accurate and transparent register of workers for the public and the sector.
* Develop and **launch new registers for adult care home workers and managers** of services beyond those already registered. We will work with Care Inspectorate Wales and the sector to promote and explain the new register, with a target of 1,500 registered adult care residential workers during the year.
* **Adapt our regulatory framework to support the sector during the COVID-19 emergency**, creating a temporary register for returning social workers as well as a range of changes for the sector’s response to the emergency. We can then use this as an opportunity to evaluate the impact of this support for people who use services. Where appropriate we will seek to amend our rules to allow the sector to operate as speedily and effectively as possible.
* Provide **financial support for training and development** across the sector in Wales. We aim to ensure 100% of eligible social work students will receive a bursary. We will continue to provide advice and guidance on qualification and apprenticeships certification.
* Continue to provide significant funds to the sector for training and development, through management and administration of the **Social Care Wales Workforce Development Programme (SCWWDP),** ensuring it can respond to the changing needs of the sector during the year and beyond. Six monthly and year end reports will be produced to ensure money is used to respond positively to the opportunities and challenges for the sector during and beyond COVID-19.
* Design and launch a **Social Care Worker Card** to offer recognition of the workforce during the COVID-19 emergency and beyond. We will ensure the card is available to all, including early years’ workers, with a target of 30,000 active cards during the year. Alongside we will work with commercial and public sector bodies to maximise the benefits available to card holders and promote those benefits across our digital platforms.
* We will **explore the Early Years and Childcare workforce impact of COVID 19**. Following data and sector analysis reports in June and August, in October we will set our recommended short, medium and long-term remedial actions for the workforce that is sustainable, high quality and highly regarded. Alongside this work we will launch a multiagency engagement strategy to rebuild and support the sector in October.
* Continue to research and develop the proposals for **future registration of the early years’ workforce**, working with stakeholders across the sector. A full costing report will be prepared for the Welsh Government in the Autumn, with a formal consultation evaluation to inform recommendations to Welsh Government by the end of the financial year.
* **Develop and embed evidence informed practice**. Subject to Health and Social Care Research Wales funding we will partner with Developing Evidence Enriched Practice at Swansea University to develop a sustainable knowledge mobilisation approach by January, with a range of suggestions to embed evidence-based practice set to launch by the end of the financial year.
* Develop an ambitious **new digital offer for our expanding register of social care workers**, bringing together registration, learning resources, CPD, networking, social care card and information into a single portal. Learning from COVID-19, we want the workforce to have direct access to the latest resources they need, in the format accessible to their needs. This will assist registered people in continuous professional development.
* Across the workforce, and the sector more widely, develop a **virtual learning and network approach** to enable ongoing networking, skills and learning development. We will offer continually updated digital content for communities of practise, developing the positive work during the COVID-19 emergency. We will consider how best to transform our library of learning materials and information into digitally accessible resources, as well as piloting new and innovative approaches in key areas of demand including dementia, safeguarding procedures, peer networks, LINs (Learning and Improvement Networks) and national learning programmes
* Working in partnership with health colleagues, respond directly to the experience and lessons of the COVID-19 emergency to **prioritise the wellbeing of the social care workforce**. We will continually update online resources for employers and staff, as well as working with the Welsh Government to develop access to other materials at all levels of need. We will continue to review requirements to support the wellbeing of the workforce as we progress and hear from the sector on the impact of COVID-19.
* Beyond the immediate challenges of the pandemic, and using a survey of the workforce this autumn, develop **proposals for a workforce health and wellbeing framework** ensuring health and wellbeing is built into the long-term infrastructure of the sector and its workforce. This will build upon the proposals within the draft Workforce Strategy developed by Social Care Wales and Health Education Improvement Wales (HEIW).

**Priority theme 2: for social care and early years managers, leaders and owners**

**What is our ambition?**

We aim to enhance the provision of quality services for people, children and families by supporting social care and early years managers, organisational service leaders and owners. Our ambition is a compassionate, efficient and effective approach to the delivery of care that focusses on what matters to individuals, families and carers.

**What does this mean for the sector?**

The wealth of intelligence generated through developing the draft health and social care workforce strategy indicated the challenges facing the sector: the current COVID-19 pandemic will only serve to have accentuated and exacerbated these challenges. Strong and robust leadership and management is critical, and we are committed to exploring the actions in the draft strategy to support operational leaders and managers.

Several key initiatives are underway and next year will see us building on those, including the rollout of the WeCare Wales campaign, with focus on strengthening approaches within the sector on recruitment and retention. Significant work has been undertaken in the last couple of years around working in collaboration to develop a fit-for-purpose suite of qualifications and this will complete this year with the arrival of level 4 and 5 vocational qualifications. We will continue to help the sector with implementing the qualifications at all levels including induction and assessment.

The Social Care Wales Workforce Development Programme (SCWWDP) provides investment in the development of the workforce and we will undertake a full review to ensure that value is maximised and targeted to current and future needs. In partnership with the sector, we will develop workforce plans for the direct care workforce, mental health workforce and social work.

We recognise the role that regulation plays in the social care sector now and in the future as we further extend the register over the next two years. We will continue to work with the sector in delivering our investigation and fitness to practice functions but will also undertake a full review so that we are continually improving this offer.

Overarching all of this offer to the sector, will be the scoping of an ‘Employer Liaison Service’ which will clearly reflect what the sector expects of us, exploring how to best respond to simple administrative queries on registration through to tailored support for improving services to those receiving care.

**Who will we work with to deliver this ambition?**

Key partners we will work with to deliver our work with this year include social care and early years employers, Registered Managers, Care Inspectorate Wales, ADDSC, Responsible Individuals and their networks, other regulatory organisations across Wales and the UK, National Provider Forum, SCWWDP partnerships, learning providers, Early years managers.

**In priority theme 2 we will:**

* Continue our significant role providing expert advice on **induction, apprenticeship, and qualification frameworks across the sector**. We will update the qualifications frameworks in April and September and develop the new Apprenticeship framework by July. By the end of 2020 we will have revised our work placement guidance, evaluated the pilot of the All Wales Induction Framework (AWIF), and agreed a delivery model for Social Services Practitioners. These frameworks have provided the foundation of the skilled workforce that has met the challenge of the pandemic, and we will continue to promote them and their associated resources throughout the year.
* Continue to **regulate social work training in Wales**, at both undergraduate and postgraduate levels. We will work flexibly with Higher Education to ensure the continued availability of high-quality social work graduates for Wales. We will respond robustly to the challenges of COVID-19 and the disruption to both theory and practice elements for current students, and any impact that the pandemic may have on future recruitment onto courses.
* Deliver our **fitness to practice duties** fairly and efficiently, offering the public reassurance about the registered workforce in a transparent and timely way. We will continue to monitor our work in this area through a series of measures.
* As our register grows, consider ways to **improve the effectiveness and efficiency of our Fitness to Practise work**. We will pilot new principles designed to underpin our work and look to prioritise the most serious cases. We will engage external, independent advice to review all our systems to identify ways to strengthen public protection and to optimise our processes.
* Drive the **strategic prioritisation of embedding outcome-focused practice** in social care with a range of activities including webinars and train the trainer events in the latter half of the year. We will develop resources for those who lead and manage practice by December and deliver training sessions for managers by the end of the financial year. We will support a cultural shift across health and social care by piloting a strategic programme in balancing rights and responsibilities, which will be tested and evaluated with multidisciplinary team/s.
* Strengthen and extend our ground-breaking **WeCare campaign**. We will fundamentally refocus the campaign to respond to the COVID-19 emergency, developing key messages and assets to promote the social care and early years sectors whilst also adapting existing materials. We will bring forward work to assist recruitment by employers to respond to the pandemic and continue to develop this part of the campaign with added functionality as the sector enters the recovery phase.
* Continue to promote notable practice across the sector through events, notably the **National Accolades**. We will review options by July to take forward the 2020 Accolades, in the light of the pandemic. As the sector moves beyond the emergency, we will seek to share practice exemplified by the Accolades across the sector.
* Based on the data, evidence and learning on COVID-19 we will scope and develop our approaches in sharing learning and practice on **‘What made a difference?’** to the people, children and their families during this time.
* Develop options to provide additional support **for returning social work students**, recognising the financial and operational challenges they have faced during the COVID-19 emergency. Work with regional leads to ensure the **Social Care Wales Workforce Development Programme** supports the current pressures on the sector.
* Develop proposals for an **Employer Liaison Service** to be operational from April 2021. Employers are fundamental to a successful workforce, particularly as the sector will continue to recover following COVID-19, and we will work with them to develop a new service from Social Care Wales that can inform extension of the register, learn from regulatory cases, identify pressures and priorities, work in collaboration and help shape improvement. Following engagement during the autumn, a fully costed and scoped model will be developed during the financial year.
* Learning from COVID-19 and recognising the changed context it has meant for the sector, we will **prioritise** **high-impact elements of the sector’s draft Workforce Strategy**, developed jointly with HEIW. We will deliver:
* A revised attraction, recruitment, and retention framework by August
* A revised set of national priorities for SCWWDP to reflect the sector’s need beyond the pandemic by December
* A fully costed workforce plan for the direct care workforce by January
* A fully costed workforce plan for the social work profession by January, alongside a revised post-qualification framework
* A fully costed workforce plan for the for the mental health workforce, in conjunction with health colleagues, by January.
* Further resources and organisational action plan by August on our ongoing guidance for the sector to operate bilingually.

**Priority theme 3: for strategic leaders and stakeholders**

**What is our ambition?**

Our ambition is that strategic leaders can access the data, evidence and skills across adults and children’s services to enable the transformation of social care. Social Care Wales is uniquely placed to bring together and provide the intelligence and evidence to support strategic transformation of services, as well as leading the sector’s development of leadership skills in Wales.

**What does this mean for the sector?**

Key to delivering sustained improvement and change is effective and collective strategic leadership across the statutory, independent and voluntary sectors in Wales. We want to work across Wales to support transformation, often acting as a critical, but supportive, friend to those responsible for strategic decisions. We will work to provide good evidence to underpin change. This evidence will be from formal research, data and intelligence, or from the wisdom and experiences of the workforce and from people, children and their families who use social care services.

We are committed to working in partnership in how we deliver our work. We will continue to work with strategic leaders across community, statutory, independent and voluntary sectors so that all can access the evidence, data and training development programmes needed to underpin decision making, inform workforce planning and training and learning opportunities.

The priorities from our shared Social Care Research and Development Strategy identify more strategic approaches to the use of data and intelligence and shape service design and practice. This will be particularly important as we support the sector with its learning in terms of the response to COVID-19 emergency.

Our key programmes link directly to the front line of services and are underpinned by the need to see individuals retained at the heart of all planning and care arrangements. We will continue work on the development and wellbeing of the workforce in Residential Children’s Services, Dementia Care, Care and Support at Home. We will also work with partners across the sector to look at options and models for building and embedding community resilience during the recovery stages of COVID-19.

**Who will we work with to deliver this ambition?**

Key collaborators for this plan are: Welsh Government; Welsh Local Government Association (WLGA), ADSS Cymru, Regional Partnership Boards, Wales Council for Voluntary Action (WCVA); CIW; National Provider Forum, Care Forum Wales, HEIW, Public Health Wales, Universities and learning providers, Health and Social Care Research Wales, CWLWM partners, Early Years Network, Measuring the Mountain, Care and Support at Home steering group, Dementia Strategy group, Alzheimers Society Cymru, Commissioning Board; National Partnership Board, Ministerial Advisory Groups, Skills for Care and Development.

**In priority theme 3 we will:**

* Continue to assist the sector in its work with vulnerable **Children and Young People**. We will participate in and contribute to the Ministerial Advisory Group, as well as delivering a children’s social care conference and working with Children’s Commissioner to scope and pilot a digital resource for care planning.
* Continue to work with the sector in **care and support for those living with dementia**, including development of dementia reablement resource by March and the organisation of Learning Co-ordinator events during the year.
* Learn from the **impact evaluation of our Care and Support at Home** partnership to outline options on how we can further work in collaboration, with a particular focus on community resilience.
* Prioritise the ongoing development of Social Care Wales’s **key role as a source of social care data**, informing evidence-led policy decisions at all levels within the sector. Alongside management of the social care data portal for Wales, we will develop and launch a regulation data dashboard by September as well as develop Daffodil Cymru and workforce planning data to assist strategic leaders.
* Develop **a social care data strategy for Wales**, setting out a vision in June, that will set the foundations and scope for an agreed strategy. We anticipate Welsh Government will ask us to progress the development of a strategy, in collaboration with partners, by the end of the financial year.
* Develop a one stop shop of curated **expert guidance on COVID-19**, that can be used on a once for wales basis for employers and the workforce. We will evaluate this in September and use learning to continue to improve our provision of up-to-date, information for the sector.
* Manage implementation of key actions of the **Social Care Research and Development Strategy** and associated activities, with quarterly reports on progress.
* Lead development of **social care research priorities in response to COVID-19**. Following engagement across the sector in the Autumn, we will document the needs of professionals in the context of COVID-19 and complete a review of evidence around key topics and practice examples by December.
* Play a key role in driving the use of **research and intelligence into planning and service design and delivery**. This will include listening to individuals and their carers and supporting implementation of the performance and improvement framework. We will work in partnership to support the planned 3-phase approach of the Using Evidence research project and by the end of the financial year deliver a strategy for knowledge mobilisation and capacity building.
* Continue to deliver our successful leadership programmes across the sector. We will also be running joint learning events with Care Inspectorate Wales throughout the year.
* Working in partnership on the **progression of a compassionate and collective leadership approach** across social care and health. Working with HEIW we will aim to launch our ‘Principles of Leadership’ with learning events, peer networks, webinars and masterclasses among the techniques to embed the new approach across the sector.

**Priority theme 4: Enabling Social Care Wales to deliver.**

**What is our ambition?**

We will empower our Social Care Wales workforce to deliver our commitments to be an effective and efficient public service organisation. During the period of this plan, Social Care Wales will re-evaluate its offer to the sector using evidence from the workforce, managers, leaders, owners, strategic leaders and stakeholders. We will ensure our strategic vision meets the needs of the sector as it emerges from the Covid-19 pandemic and use that vision to transform our services.

**What does this mean for the sector?**

To be an effective organisation, Social Care Wales must understand, and help to meet, the challenges and opportunities faced by the sectors with which it works. As social care and early years sectors deal with, and emerge from, the biggest public health emergency of recent years we recognise that our offer to our customers must change.

We are therefore going to revisit our fundamental strategic objectives in light of Covid-19 to respond both to lessons learnt, and the new environment that the sectors will operate in.

This re-alignment cuts across all our business operations, as well as providing us with the opportunity to look at how we provide our services to our customers. At the heart of this transformation will be a significant acceleration of our planned digital developments. Linking in with national and governmental led change, this work will deliver to our customers, including front line workers, a transformative new way of learning, sharing, and contributing.

**Who will we work with to deliver this ambition?**

Welsh Government, the workforce, managers, leaders, owners, strategic leaders and stakeholders, Trade Unions, Wales Co-operative Centre, CIW, Government Digital Service, Digital and Innovation for Health and Social Services, Welsh Government Sponsored Bodies, UK Healthcare Regulators, Academi Wales

**In priority theme 4 we will:**

* Prioritise a major transformation of our services and operations to **meet the digital opportunities and challenges** that are emerging, particularly during the COVID-19 emergency**.** Utilising external expertise, and in partnership with others, we will work at pace to deliver our services externally and internally digitally. We will research the digital competency and capability of our audiences and develop solutions that meet their needs.
* Continue to refine and deliver our **communication and engagement strategy** reflecting the lessons and impact of COVID-19 and supporting the achievement of business plan commitments.
* Continue to revise and **implement our ICT strategy**, reflecting the impact of COVID-19 and new ways of working. We aim to maintain our ISO27001 accreditation following audit in July.
* Continue to **implement key priorities of our People Plan** (based on the findings of our Silver Investors in People review), including our first cohort of WGSB shared leadership programme in September and the development of a new Performance Management process for delivery in April 2021. We will continue to support our colleagues through the challenges of COVID-19 and beyond in terms of operational delivery, well-being and regular communications.
* Ensure **effective financial and governance controls and systems**. We will lay our accounts by August, aim to have 80% of internal audit achieve substantial rating and a 2% cash balance achieved at the end of the financial year, with a 4% balance monthly.
* Maintain **organisational compliance with statutory organisational requirements** so that no compliance notices are received from relevant compliance regulators
* Ensure strong governance and accountability arrangements through the **effective management of the Board and Committees**. This will mean Board and Committees are making all the decisions as delegated to them, Board members continue their development using scheduled board development sessions and 100% of meetings held in line with Standing Financial Instructions and Scheme of Delegation. New governance arrangements agreed by the Board will be implemented by September 2020.
* Work to maintain **business continuity through the COVID-19 emergency and recovery**, helping and assisting colleagues to work from home, supporting the wellbeing of our workforce and to maintain business delivery as effectively as possible.
* Following COVID-19 and ongoing work to review our operational model, we will use this year to **build a new organisational design to meet the sector’s needs** during recovery and beyond. A new Strategic Plan, informed by the pandemic and our own reviews, will be consulted on before agreement in September, allowing a new organisational design and the road map to achieve it, to be agreed by January.

**How we work**

**Our Values**

It is important that, as a public leadership organisation, we demonstrate our values in the way we work with people to realise our vision.

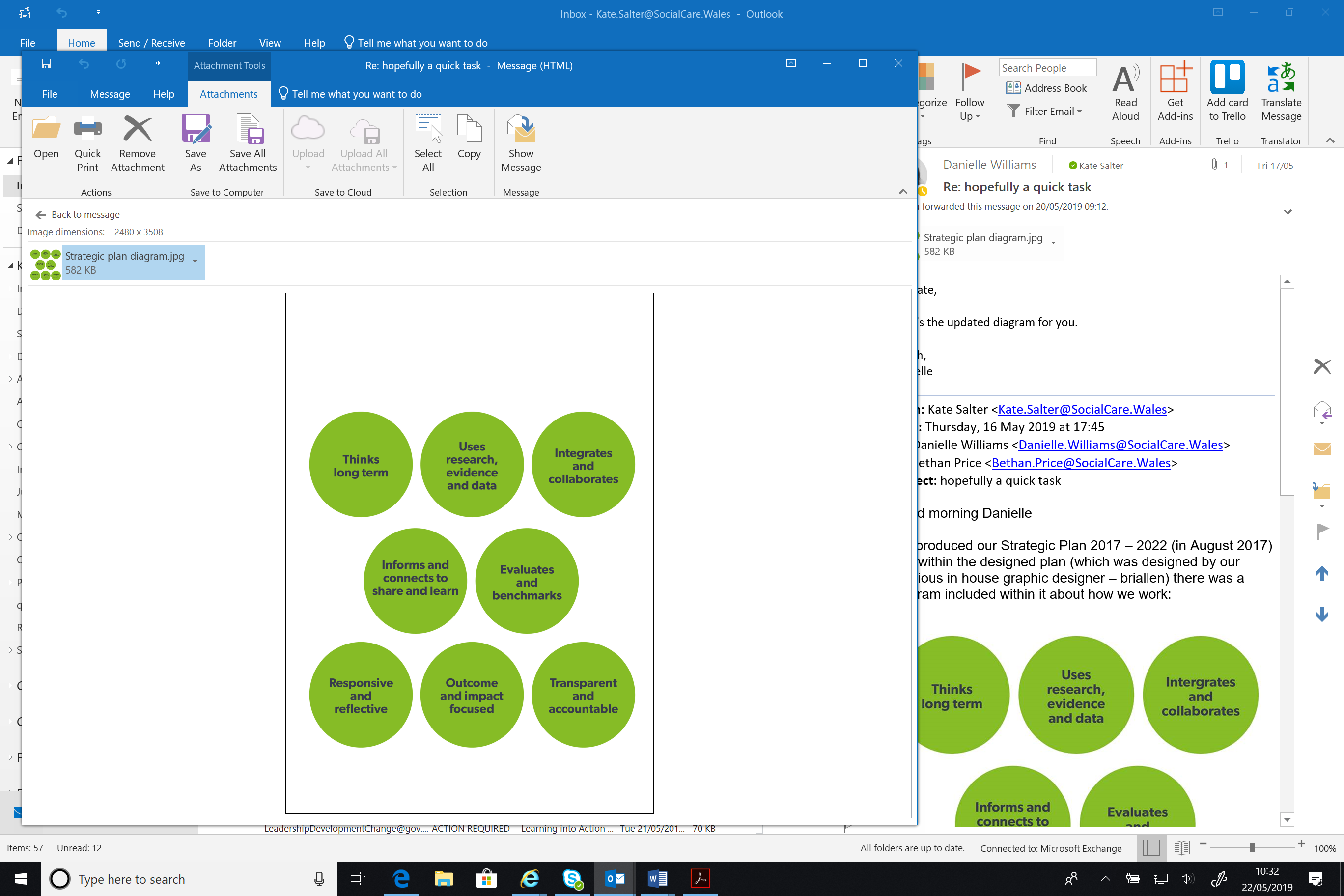
**Respect everyone:** we see people as individuals and treat everyone with dignity and respect

**Professional approach:** we act responsibly and in the right way, holding each other to account

**Always learning:** we believe in improving ourselves and supporting others to be the best that they can be

**Involve people:** we encourage and enable everyone to work together

Given the situation we all find ourselves in, our focus is to help frontline workers; managers, owners and strategic leaders to focus on supporting people at a time when they need it most. Our principles on how we work remain but our approaches are being adapted to reflect the current context:



**Our corporate governance arrangements**

“Governance comprises the arrangements put in place to ensure that the intended outcomes for stakeholders are defined and achieved”[[1]](#footnote-1)

We have a Board of Members which comprises of people from interests across the social care and wider Welsh population. Members are appointed by the Deputy Minister for Health and Social Services. As at 1 April 2020 Social Care Wales has 14 Board Members with Mick Giannasi, a layperson, as the Chair.

The Social Care Board Members are:

|  |  |
| --- | --- |
| Mick Giannasi (Chair) | Jane Moore |
| Abigail Harris | Kate Hawkins |
| Carl Cooper | Maria Battle |
| Damian Bridgeman | Peter Max |
| Donna Hutton | Rhian Watcyn Jones |
| Emma Britton | Simon Burch |
| Grace Quantock | Trystan Pritchard |
| Joanne Kember |  |

Further information on the background of the Board can be found on these pages of our website: <https://socialcare.wales/about/our-board>

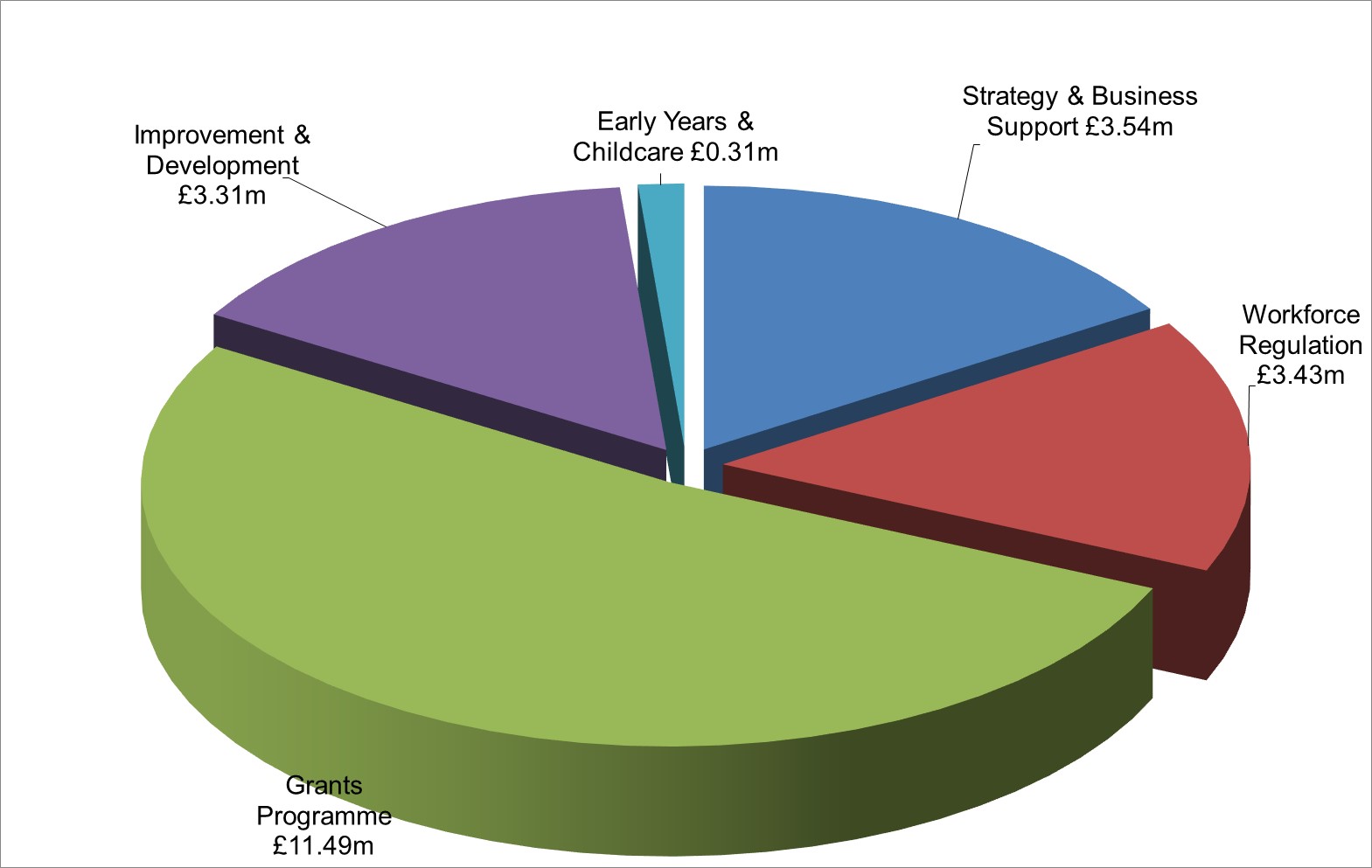
The Board sets direction and scrutinises the delivery of the organisation to make sure that we are setting standards in the social care sector to deliver the highest quality services to vulnerable people in society who depend on social care. Public Board meetings, held at least every quarter, make sure that there is a transparency about our governance and that people are at the heart of the decision-making process.

We have effective arrangements in place to provide assurance on risk management, governance and internal control. We have an Audit and Risk Committee which advises the Board and the Accounting Officer on the strategic processes for risk, internal control and governance, and the Statutory Annual Accounts including the Governance Statement. As part of our internal controls to underpin effective corporate governance, we have a strategic risk register which we review and update regularly during the year.

As a Welsh Government Sponsored Body, we work in line with our Model Governance Framework, Scheme of Delegation and Standing Orders. During the year we will improve on our governance arrangements to reflect the work of the organisation in supporting the sector and continue to operate within governance frameworks, seek collaboration with other public bodies and continue benchmarking our performance against other relevant organisations.

**Our financial allocations 2020-21**

The chart below shows our financial allocations for 2020-21.



\*In addition to the above revenue budget there will be Capital spend of £0.08m funded by Capital GIA

The total revenue spend of £22.08m in 2020 – 2021 is based on the following income budget allocations:

* Grant in Aid consisting of £20.38m with an additional £0.26m in relation to Early years and childcare leading to total Grant in Aid funding to be received of £20.64m. The £0.26m Early Years and Childcare funding represents £0.14m already committed by Welsh Government for the first half of the financial year with a further £0.12m assumed to be received in relation to Salary Costs for the second half of the financial year
* Included in revenue is also an internal carryforward of Grant in Aid totaling £0.21m primarily to fund deferred costs in relation to activities which were delayed due to COVID-19.
* Budgeted income from registrants of £1.18m reflecting the new fee levels for 2020-21. The forecasted income is based on the target of 1,500 Adult Residential Care Workers registering before 31 March 2021.
* £0.05m in relation Apprenticeship Certification income

Analysis of our high-level expenditure budget forecast is

* Grants programme of £11.49m which includes £7.15m for the Social Care Wales Workforce Development Programme (SCWWDP), £3.69m for other Social Care Workforce National Training Programmes including Social Work Bursaries and Practice Placement funding and also includes £0.50m of grants for our regional facilitation work with the sector.
* Workforce regulation budget of £3.43m representing the salary costs of £2.64m in respect of the regulation directorate and its direct running costs totalling £0.69m. A significant proportion of the running costs will be for costs associated with our fitness to practise and hearings panel functions.
* Improvement and development budget of £3.31m which includes salary costs of £1.77m with the majority of the rest of the budget funding our project and commissioned work to primarily assist the ongoing sustainability of the workforce and services in light of COVID-19.The budget also includes the costs of running the intelligence, data and research functions.
* Strategy and business support budget of £3.54m which represents premises and office facilities costs, all costs of running our support functions and all Board costs. The salary cost included in this budget is £1.87m with the premises and office budget being a cost of £0.60m.
* The Early years and childcare costs is primarily in relation to Salaries but includes £0.08m for project and engagement work.

**Business Plan 2020 – 2021 activities in detail (This part of the plan remains open to ongoing refinement as discussions with partners continues)**

**Priority theme 1: for the social care and early years workforce**

| **What we will be doing in 2020/21** | **Target / Indicator / Outputs** | **Timelines** | **Key partner(s)** |
| --- | --- | --- | --- |
| Develop and maintain an accurate Register of social care workers | 1) 90% of applications processed within 5 days;  2) Number of outstanding applications - less than 600 open applications at any one time | Reported quarterly | Registered workforce and their employers, Welsh Government, Care Inspectorate Wales |
| Quality practice through professional registration and support | Develop additional resources considering the needs of the workforce and community | Reported quarterly | Registered workforce and their employers, regional and national contacts |
| Adapt our regulatory framework to support the sector during the COVID-19 emergency | Support from the sector in the measures introduced | Throughout the emergency | Welsh Government, CIW, Sector |
| Extend professional registration to adult care home workers and new managers | 1,500 registered in year one | End of March 2021 (reported quarterly); | Sector, Employers, Welsh Government, CIW |
| Provide financial support for social work training and development (bursaries and the Social Care Wales Workforce Development Programme (SCWWDP)) | 100% of eligible students receive a bursary with a placement provided | Reported quarterly | HEI programmes; Local Authorities; Students |
| Manage and administer the Social Care Wales Workforce Development Programme (SCWWDP) Grant for 2020/2021 SCWWDP grant and Regional Facilitation Grant as well as advice and guidance on qualification and apprenticeships certification | 1. End of Year report  2. Mid-Year report | May 2021 October 2020 | ADSS Workforce Manager network |
| Provide recognition for the workforce through a social care worker card | 1. 30,000 digital cards downloaded 2. General level of satisfaction with the card and what it offers 3. Recognition by commercial organisations | 1. Reported quarterly 2. March 2021 3. Reported quarterly | Welsh Government, CIW, employers, providers of benefits and suppliers of other potential solutions |
| Develop a digital learning and network approach to enable ongoing skills and learning development - to be piloted in key areas of demand including dementia; safeguarding procedures; peer networks; LINs; national learning programmes | 1) Identify priorities for digital learning and what is already available  2) Methods of recognising digital learning undertaken. Networks and communities of practice that already exist and new approaches are piloted and evaluated  3) Plan for digital learning and networks in place | September 2020 | HEIW, Digital Communities Wales, ADSS, Local Authority training managers, Local Authority Early Years and Childcare development officers, Learning Improvement Networks, Care Forum Wales, CWLWM, CIW, Estyn, SCIE, City and Guilds /WJEC, HEI and FE, Research partners |
| Support the early years and childcare workforce including future registration options | 1) Complete a workforce stocktake with an action plan setting out future requirements  2) Develop a multiagency engagement strategy to rebuild and support the early years and childcare sector including lessons learnt from COVID 19 pandemic.  3) Recommendations on the extension of the Social Care Wales register to include Early Years and Childcare workers submitted to Welsh Government | 1) October 2020  2) October 2020  3) March 2021 | Welsh Government, CIW, CWLWM, Local Authorities, Responsible Individuals/Managers of settings, Transition programme stakeholder Reference group, |
| Explore the workforce impact of COVID-19 on the Early Years and Childcare workforce | 1) Complete a workforce stocktake with an action plan setting out future requirements  2) Develop a multiagency engagement strategy to rebuild and support the early years and childcare sector including lessons learnt from COVID 19 pandemic.  3) Determine remedial actions short and longer term to support a workforce that is sustainable, high quality and highly regarded workforce | October 2020 | Welsh Government, CIW, CWLWM,  Local Authorities,  Responsible Individuals/Managers of settings |
| Develop and embed evidence informed practice and approaches | 1) Agreed approach to collaboration with the DEEP programme  2) Outline approach to knowledge mobilisation for Social Care Wales  3) Implementation of evidence informed approaches (specific projects to be determined) | 1) October 2020  2) January 2021  3) From October 2020 | DEEP programme at Swansea University, people with lived experience, their carers, practitioners, SCIE |
| Implement a revised offer for registered people | 1) New digital offer scoped, agreed, tested and implemented  2) Digital registration card ready with associated benefits secured  3) Revised approach to PRTL scoped, agreed, tested and implemented | 1) April 2022  2) March 2021  3) April 2021 | IT providers, BASW, CFW, ADSS, Universities, Registered Persons, Trade Unions, other health and social care regulators. |
| In partnership with health, support national approaches and response to Workforce Wellbeing – COVID-19 response | 1) Continually update web-based resource  2) To be confirmed in partnership with Welsh Government and COVID-19 Health and Wellbeing network | 1) From April 2020 onwards  2) July 2020 | Employer representatives e.g. ADSS, Care Forum, UKHCA, as well as partners such as CIW, HEIW, Welsh Government |
| Introduce a health and wellbeing framework in line with the learning of the draft workforce strategy: This will include wellbeing support for individuals who are engaged in Fitness to practice | 1) Proposal for a health and wellbeing framework 2) Workforce health and wellbeing survey completed 3) Staff governance framework established | 1) January 2021  2) October 2020  3) January 2021 | Employer representatives e.g. ADSS, Care Forum, UKHCA, as well as partners such as CIW, HEIW, Welsh Government |

**Priority theme 2: for social care and early years managers, leaders and owners**

|  |  |  |  |
| --- | --- | --- | --- |
| **What we will be doing in 2020/21** | **Target / Indicator / Outputs** | **Timelines** | **Key partner(s)** |
| Provide expert advice and national induction, apprenticeship and qualification frameworks for roles across the sector to ensure high quality and test models for future approaches | 1) Quals Framework updated  2) Apprenticeship framework developed  3) Delivery model for Social Services Practitioner agreed  4) Work Placement guidance publications revised 5) AWIF Pilot - Pilot evaluation  6) Promote current All Wales Induction Framework resources  7) Promote Early Years and Childcare All Wales Induction Framework and share practice examples with the early years sector | 1) April 2020 and Sept 2020 2) July 2020 3) December 2020  4) September 2020  5) December 2020 6) June 2020 onwards  7) June 2020 onwards | Employers; learning providers, schools, City and Guilds/WJEC, HEIW, Local Authority training managers, Hywel Dda University Health Board, Careers Wales, Regional Partnerships, AWIF Advisory Group. AWIF EYCC network, PETC network, CWLWM partners |
| Approve and quality assure qualifying and post-qualifying Social Work Education and Training | 1. Completion of 19/20 annual monitoring.  2. Commencement of 2020/21 annual monitoring activity  3. Annual Report on activity, including developments. | Reported quarterly | HEI programmes; Employers; people who use care and support |
| Fitness to practice service and associated hearings to support protection of the public and to support the provision of high-quality services | 1) Number of fitness to practise cases open  2) Number of active cases open longer than 18 months less than 10%  3) 100% of hearings held in accordance with the Rules; 4) Number of appeals lodged to the Care Standards Tribunal and % upheld | On-going and progress will be reported quarterly | Employers, Police, HEIs, CIW, Local Authority Safeguarding, NISCC, NMC, DBS, SSCC, Social Work England, Welsh Government, Panel members, unions, our legal advisers, registered persons/applicants |
| Review and implement reformed Fitness to practice procedures to optimise efficiency | 1) Legally informed appraisal of our fitness to practise process  2) Implementation of revised practices | 1) March 2021  2) Reported quarterly | Employers, Registered People, Lawyers, other Regulators, Unions, representative organisations such as Care Forum Wales |
| Hold National Accolades | 1) Options to support a national Accolades approach during COVID-19 agreed  2) Subject to approval Accolades 2020 will be arranged  3) Scope opportunities to share practice following Accolades | 1) July 2020  2) November 2020  3) Reported quarterly | Board Members, Accolades judges, key stakeholders, Good Practice Exchange |
| Support the embedding of outcomes focused practice | 1) Webinars and national event that will share practice and learning  2) Train the trainer programme that will develop training resources and skills capacity at local and regional level  3) Develop Plan for long term approach to embedding outcomes focussed practice  4) Development of resources for those who lead and manage practice  5) Delivery of training sessions to support managers  6) Pilot strategic programme will be tested and evaluated with multidisciplinary team/s prior to wider roll out | 1) Webinars delivered Quarter 3 and 4  2) Train the trainer delivered Quarter 4 alongside a national event  3) December 2020  4) December 2020  5) March 2021  6) December 2020 | Local Authorities, ASC Ltd, Care and Support at home steering group. Providers, workforce leads, HEIW, NHS Delivery Unit, Improvement Cymru, Health board |
| Support and promote the social care and early years workforce through the We Care Campaign | 1) Campaign refocused and promoted to support rapid response to COVID-19  2) Print and digital CV route copies for deployment across schools and regions 3) Digital support through social media 4) Development of key campaign messages, production of assets | Reported quarterly | WeCare Wales Stakeholder Advisory Group, Regional Career Connectors, Cowshed |
| Consider where we can refocus our 2020- 21 financial support (bursaries; SCWWDP) | 1) Outline options to provide additional support for returning Social Work Students  2) Mid-year monitoring of SCWWDP grant | 1) October 2020  2) July 2020 | Students, HEIs, Workforce Managers |
| Learning from COVID-19 and sharing practice on ‘What made a difference?’ | TBC – will be informed by upcoming discussions with partners | TBC | TBC |
| Establish an employer liaison service | 1) Support to the sector for registration and extending the register 2) Engagement with sector and intelligence gathering 3) Scoping of model including financial modelling 4) Establish service across organisation | 1) April 2020 onwards 2) September 2020  3) December 2020  4) March 2021 | Welsh Government, CIW, Employers including recruitment agencies |
| Take forward priority areas of draft workforce strategy: | | | |
| Attraction, recruitment and retention framework | A revised and costed framework | August 2020 | WeCare Wales Stakeholder Advisory Group, Regional Connectors |
| Refocussing of SCWWDP | 1) A revised set of national priorities  2) A revised application and reporting framework | December 2020 | Workforce managers, ADSS, Provider groups |
| Workforce plan for the direct care workforce | A fully costed workforce plan | January 2021 | ADSS, associated Local Authority structures, Care Providers, Care Providers member groups, Unions, Workforce managers, Learning providers |
| Workforce plan for the social work profession | 1. A fully costed workforce plan  2. Revised PQ framework  3. Reviewed incentives to train to support qualifying training | January 2021 | ADSS, BASW, Local Authority Workforce Managers, Health, Voluntary sector providers of social work, Recruitment Agencies, Unions |
| Work with HEIW to develop a workforce plan for the mental health workforce | TBC – will be informed by upcoming discussions with partners | TBC | TBC |
| Support the sector to work bilingually | 1) Published ‘train the trainer’ resource  2) Published resource to signpost support for the sector to work bilingually  3) Revised action plan for Social Care Wales following Mwy Na Geiriau | September 2020 | Learning providers in Wales, ADSS, Workforce Managers |

**Priority theme 3: for strategic leaders and stakeholders**

| **What we will be doing in 2020/21** | **Target / Indicator / Outputs** | **Timelines** | **Key partner(s)** |
| --- | --- | --- | --- |
| Drive national priorities with key partners | | | |
| To continue to support the sector in its work with vulnerable Children and Young People | 1) Children’s social care conference held  2) Participate and contribute to the Ministerial Advisory Group  3) With the Children's Commissioner for Wales scope and pilot a digital resource which supports councils and providers in care planning | 1) March 2021  2) Reported quarterly  3) March 2021 | All Wales Head of Children's Services, Residential Children's Expert Reference Group, CIW, Care Experienced Children and Young People, Ministerial Advisory Group, National Commissioning Board. |
| Learn from the impact evaluation of our Care and Support at Home partnership to outline options on how we can further support working in collaboration | 1) Learn from the independent evaluation and consider options for progressing  2) Scope our work with others on community resilience | September 2020 | Care and Support at Home partnership |
| Support the workforce through learning and development on how they work with people living with dementia | 1) Content development for dementia reablement resource  2) Dementia Learning Co-ordinator Network events  3) Review of SCW dementia resources in line with feedback  4) Publish Good Work resources and dementia reablement resource | 1) September 2020  2) Reported quarterly  3) December 2020  4) March 2021 | Welsh Government, Improvement Cymru, Care Forum Wales, Dementia Learning and Coordinator Network, Alzheimers Society Cymru |
| Provide enhanced data to inform the design, development and delivery of services | 1) Manage the social care data portal for Wales  2) Develop Daffodil Cymru  3) Develop and launch the regulation data dashboard.  4) Deliver a coordinated approach for collecting improved workforce data. | 1) Reported quarterly  2) December 2020  3) September 2020  4) Reported quarterly | Data Cymru, Regional Partnership Boards and local authorities. Data suppliers Inc. PHW, NWIS, CIW, Local Authorities, SAIL Databank. Researchers and academic institutions, Usk Scientific Services, Registered users of Daffodil, Service Providers |
| Manage implementation of key actions of the Social Care Research and Development Strategy and associated activities | 1) Steering Group meetings 2) Delivery of Social Care Wales-owned activities | Reported quarterly | Health & Care Research Wales, Wales School for Social Care Research (to Autumn 2020), Welsh Government |
| Deliver national leadership programmes | Planned programmes to be delivered through virtual and face to face meetings (if possible) | Reported quarterly | ADSS; Workforce Managers, IPC Oxford Brookes |
| Develop COVID-19 workforce and social care research priorities | 1) Conduct virtual practice forums and surveys to gather intelligence from the sector  2) Document needs of professionals in the context of COVID-19  3) Review of evidence around key topics and practice examples  4) Propose research topics to funders and researchers | 1) September 2020  2) December 2020  3) December 2020  4) From June 2020 | SCIE, Health & Care Research Wales, academic researchers, SAIL Databank |
| Develop one stop shop of curated expert guidance on COVID-19 – that can be used on a once for wales basis to support employers and the workforce | 1) Co-designed resources  2) Evaluation of resources | 1) Reported quarterly  2) September 2020 | SCIE, people who use care and support, practitioners, researchers and subject matter experts |
| Support the progression of a Compassionate and collective leadership approach across social care and health | 1) Launch the 'Principles of Leadership' document  2) Run 4 webinars/masterclasses  3) Develop proposal outlining what learning resources are required by the sector to embed compassionate and collective leadership 4) Thematic analysis of Fitness to Practice trends to identify opportunities to strengthen leadership in social care  5) Peer support network pilot for leaders in social care as a response to COVID-19 6) A shared training programme across social care and health  7) Joint annual learning events with CIW - 3 one day events across Wales | 1) December 2020  2) March 2021  3) March 2021  4) December 2020  5) March 2021  6) September 2020  7) March 2021 | ADSS Cymru, HEIW, Improvement Cymru, WCVA, Care Forum Wales, NHS Delivery Unit, CIW |
| Play a key role in driving the use of research and intelligence into planning and service design and delivery. | 1) Review interim learning from Phase 1 of Using Evidence research project and recommendations of the Social Care Wales/NWIS scoping of the social care data strategy  2) Delivery of Phases 2 & 3 of the Using Evidence research project  3) Deliver a strategy for knowledge mobilisation and capacity building | 1) September 2020  2) March 2021  3) March 2021 | DEEP programme at Swansea University, people with lived experience, their carers, practitioners, SCIE and knowledge mobilisation organisations, the ESRC/HF UK Centre for Evidence Implementation in Adult Social Care |
| Develop a social care data strategy for Wales | 1) Publish a vision for social care data 2) Publish a National Data Strategy (subject to Welsh Government confirmation) | 1) June 2020  2) TBC | NWIS and KPMG |

**Priority theme 4: for the Social Care Wales workforce**

| **What we will be doing in 2020/21** | **Target / Indicator / Outputs** | **Timelines** | **Key partner(s)** |
| --- | --- | --- | --- |
| Ensure continuous improvement on how we work through: | | | |
| Revising our communication and engagement strategy and develop plans to support the achievement of the business plan for 20/21 | 1) Strategy and plans developed  2) Surveys of stakeholder perceptions relating to awareness, understanding and support among key stakeholders | 1) September 2020.  2) Surveys of stakeholder perceptions to take place throughout year to inform our work | All internal colleagues who are involved in engagement activity and the stakeholders we will be working with |
| Revising and implementing the 3-year ICT strategy to support the achievement of the business plan | 1) Maintain ISO27001 accreditation  2) Rolling program of ICT hardware | 1) ISO27001 audit July 2020 and January 2021.  2) Reported quarterly | Third party ICT supplier, ICO, Welsh Government SIRO, WGSB IT network |
| Implementing key priorities of our people plan | 1) Developing and implementing our revised Performance Management (PDP/PDR) process.  2) Delivering the first cohort of our WGSB Shared Leadership and Management Programme  3) Reviewing relevant HR policies and procedures in light of COVID-19 to ensure they are fit for purpose upon return | 1) April 2021  2) September 2020  3) Ongoing review | 1) and 3) Leadership Team, Managers, Staff, Staff Partnership Council  2) WGSB HR colleagues from Qualifications Wales, Sport Wales and HEFCW. Leadership Team and Managers |
| Ensure effective financial and governance controls and systems | 1) Accounts laid  2) 80% of Internal Audit receive substantial rating  3) 2% cash balance achieved at the end of the financial year and 4% balance achieved on a monthly basis | 1) August 2020. 2) Internal Audit conducted as per plan  3) Budget Reports monthly and Quarterly to Board | Welsh Government, Audit Wales, Internal Audit, Budget Holders |
| Ensure strong governance and accountability arrangements through the effective management of the Board and Committees | 1) Board and Committees are making all the decisions as delegated to them.  2) Board continue their development using scheduled board development sessions.  3) 100% of meetings held in line with Standing Financial Instructions and Scheme of Delegation  4) Continuous improvement on Board governance arrangements | 1 - 3) Internal audit review on Corporate Governance and Risk Management  December 2020  4) New governance arrangements implemented September 2020 | Welsh Government, Audit Wales, Internal Audit, Deputy Minister for Health and Social Services, Public Bodies Unit |
| Maintain organisational compliance with statutory organisational requirements. | No compliance notices received by relevant compliance regulators | Reported quarterly to Audit and Risk Committee | Welsh Language Commissioner, Information Commissioner's Office, Equality and Human Rights Commission |
| Develop and maintain business operations during COVID-19 | Phase 1 completed | COVID-19 report presented to our Board in April 2020 | Welsh Government |
| Maximising our digital offer | 1) External support commissioned  2) Work with partners on the digital competency and capability of our customers  3) Develop our own staff skills and capabilities through skills audit and training and development 4) Roll out collaborative systems and virtual learning tools to support colleagues in working remotely  5) Undertake a feasibility study into the implementation of the new telephone system  6) Review implications of the work on the requirements on our ICT infrastructure | Quarterly reporting | Welsh Government, HEIW, PHW, Wales Co-operative Centre, UNISON Government Digital Service (GDS), Tech Cymru, Digital Wales, Third Party IT and on-line service providers |
| Supporting the sector in its recovery and sustainability in light of COVID-19 through organisation design | 1) Business Plan developed  2) Strategic Plan framework developed  3) Consultation on revised Strategic Plan  4) High level organisation design approach with future budgetary baseline outline for time frame of the strategic plan  5) Final organisational design and a road map outlining steps required produced | 1) May 2020  2) July 2020  3) August – September 2020 4) September 2020  5) January 2021 | Social care and early years workforce, managers, leaders, owners, strategic leaders and stakeholders, Welsh Government |
| Supporting the organisation in the recovery and sustainability of business operations | Requirements scoped and actioned as and when needed | Reviewed on a weekly basis - in light of Government approaches | Welsh Government; HSE; Acas, CIPD |

1. ‘International framework: good governance in the public sector’, Chartered Institute of Public Finance and Accountancy (CIPFA) and the International Federation of Accountants, July 2014 [↑](#footnote-ref-1)