



PUBLIC BOARD MEETING

03 February 2022
Virtual Zoom meeting
09:30 – 13:00

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| 09:30 | 1. | Welcome and Opening Comments from the Chair | Oral |
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| 09:40 | 3. | Minutes of the Board meeting 21 October 2021 To endorse | SCW/22/01 3 |
| 09:45 | 4. | Action log & Matters arising | SCW/22/02 23 |
| 09:50 | 5. | Update from Committee Chairs To note and receive | Oral |
| 10:05 | 6. | Context setting and key messages from the Chief Executive To note and receive | Oral |
| 10:20 | 7. | Strategic Plan 2022-2027 To consider and approve | SCW/22/03 28 |
| 10:40 – 10:50 Comfort Break | | | |
| 10:50 | 8. | Strategic Risk Register To discuss | SCW/22/04 56 |
| 11:05 | 9. | Strategic Equality Plan 2022-2027 To consider and approve | SCW/22/05 65 |
| 11:20 | 10. | Registration requirements for social care workers To endorse | SCW/22/06 90 |
| 11:45 – 11:55 Comfort break | | | |
| 11:55 | 11. | Business Plan Framework 2022-2023 To consider | Presentation |
| 12:15 | 12. | Business Plan Q3 progress report To consider and approve | SCW/22/07 122 |

For discussion:

12:40 13. Meeting effectiveness Oral
To discuss

12:55 14. A.O.B Oral

Date of next meeting:

Thursday 28 April 2022 – Social Care Wales Offices, Cardiff



Gofal Cymdeithasol Cymru
Social Care Wales

PUBLIC BOARD MEETING

21 October 2021

Virtual Zoom meeting

09:30 - 13:30

Present:

Board Members:

Mick Giannasi, Chair
Abigail Harris (items 1-10)
Carl Cooper
Damian Bridgeman
Donna Hutton
Grace Quantock
Jane Moore
Jo Kember
Kate Hawkins
Maria Battle
Peter Max
Rhian Watcyn Jones
Simon Burch
Trystan Pritchard

Social Care Wales Officers:

Sue Evans (Chief Executive Officer)
Andrew Lycett (Director of Finance, Strategy and Corporate Services)
David Pritchard (Director of Regulation)
Sarah McCarty (Director of Improvement and Development)
Geraint Rowlands (Assistant Director Finance and ICT)
Kate Salter (Assistant Director Corporate Services)
Linos Bradbury (Governance Senior Officer - minutes)

In attendance:

Aled Jones, Cymen (simultaneous translation)
Lora Payne
Jan Pickles (member of the public)

Item 7 accountability meeting:

Julie Morgan MS, Deputy Minister for Health and Social Services
Andrea Street, Welsh Government
Matthew Thomas, Welsh Government
James Bell, Welsh Government

Public session:

1. Welcome and Opening Comments from the Chair

- i. The Chair welcomed everyone to the meeting, including a member of the public who was present. He also welcomed Social Care Wales Officers and particularly extended a warm welcome to Ellis King who had recently joined the organisation in the role of Digital Communications Officer. The Chair encouraged those who were able, to contribute in Welsh and make use of the simultaneous translation service which was available.

- ii. The Chair informed Board members that as with the previous meeting, a Jamboard would be used to capture feedback about the effectiveness of the meeting. Three questions had been asked and members were asked to contribute their comments as the meeting progressed and these would be discussed at the end of the meeting.

2. Apologies and Declarations of Interest

- i. Apologies were noted from Emma Britton, Jon Day and Rhianon Jones.
- ii. The following members wished to declare an interest as follows:
 - TP informed the Board that he had been appointed as a Board member to the National Lottery Community Fund in Wales; his wife had also been appointed to the Social Care Wales Communications Team and was due to start in the next few weeks;
 - CC wished to declare an interest as CEO of PAVO, an organisation which receives money from the SCWWDP grant in Powys;
 - SB informed the Board that his daughter had recently been appointed onto the Board of Qualifications Wales.

3. Minutes of the Board Meeting 15 July 2021

- i. The Chair asked for comments on the minutes of the 15 July Board meeting. RWJ said that the meeting effectiveness session, although captured on the Jamboard, was not reflected in the minutes. The Chair agreed to add a summary of the feedback to the minutes and to ensure that this was also included in future minutes. **ACTION**
- ii. There were no further comments and the minutes of the meeting of 15 July 2021 were **endorsed** by the Board as an accurate record of the meeting, subject to the addition of the summary of the meeting effectiveness item.

4. Action Log and Matters Arising

- i. Members' attention was drawn to the rolling action log which provided updates on the progress which had been made against outstanding actions since the last meeting. There were no comments or updates requested on the action log.
- ii. The Chair also drew the Board's attention to a Chair's Action that had to be taken to make changes to the Registration Rules. Members had been made aware of the need to take Chair's Action in advance and the issue was debated at the September Regulation and Standards Committee. There is a record of the decision and grounds for taking Chair's Action included within the papers for the meeting. The Chair asked if there were any questions on the action taken or the use of procedure; there were none. DP confirmed that the changes recommended are now in place with all those on the Register, managers and the sector being made aware. There has been universal support to the changes, and it has been welcomed by the sector.

Colleagues in Northern Ireland and Scotland have taken an interest in the action taken.

- iii. There were no further comments or questions on the action log and members **noted and received** the updates against the actions.

5. Update from Committee Chairs

- i. As Chair of the Audit and Risk Committee, RWJ provided a summary of the September Committee meeting and highlighted: -
 - the detailed discussion which had taken place about the revised risk register focusing on the criteria used to close individual risks and the means by which the Committee would be sighted on the rationale for such closures;
 - the scrutiny provided to follow-up actions arising from internal audit reports;
 - a presentation which has been provided on the lessons learnt from complaints received by the organisation.
- ii. As Chair of the Improvement Committee, PM highlighted the following issues which had been discussed during the Committee meeting:
 - the SCWWDP review was discussed prior to presentation to the Board with the Committee supporting the view that the funding for the grant should be increased
 - the Committee also debated whether it should be left for Local Authorities to decide on priorities or whether those should be specified within the grant letter.
 - the Committee was also pleased to hear of future plans for an annual meeting to agree the priorities to be set with all relevant stakeholders;
 - the Committee received a presentation on the future approach to improvement which proposed a move away from the current focus on priority topics to enable a focus on the improvement areas included within the strategic plan, including cross-cutting themes such as leadership.
- iii. GQ chaired the September Regulation and Standards Committee and highlighted the following key issues which had emerged from the meeting:
 - there was a discussion about and agreement to proposed changes to the Registration rules prior to Chairs Action being taken;
 - an update was received on the progress of the implementation plan for the extension of the Register to adult care home workers and lessons learnt from domiciliary care registration;
 - scrutiny was provided of the quarterly performance update with a focus on the wellbeing of the registration staff given the expected significant increase in volumes of registration;
 - a presentation was received from Margaret Rooney (CIW) reflecting on Operation Jasmine and the lessons learnt;
 - consideration was given to a benchmarking report against the Professional Standards Authority (PSA) standards.
- iv. There were no comments or questions from members on the updates provided.

6. Context Setting and Key Messages from the Chief Executive

- i. SE set the context for the meeting, supplementing the briefing document which had been shared with Board members prior to the meeting. She highlighted the following issues which would be of interest to members:
- the highly prestigious HPMA Excellence in People Award has been awarded to Social Care Wales and HEIW for the joint work to develop the Workforce Strategy;
 - CIW was due to publish its death in care homes report that day - some providers were understandably nervous about potential negative media commentary;
 - timescales for the development of a number of plans (including the workforce strategy delivery plan, the data strategy delivery plan and the new research strategy) had been reviewed both to reflect officer capacity and the current capacity of the sector to engage with those important pieces of work;
 - domiciliary care was high on the agenda of the National Commissioning Board and a working group established by Welsh Government was looking at the estimation of the future costs of care to meet population needs;
 - Welsh Government have been working with Social Care Wales to support the We Care campaign with further investment up until March 2022;
 - the Strategic Plan was on the agenda although Welsh Government's response to the White Paper on rebalancing care and support was awaited as this could impact on the final version;
 - a response to the Welsh Government's LGBTQ+ consultation had been drafted and was being prepared for submission;
 - SE was currently in discussions with the Equality and Human Rights Commissioner about the scope of future reviews and consideration was being given to looking at access to social care for protected groups.
 - In terms of internal recruitment, the number of applications per post was much lower than in previous years and there had been difficulties in filling some posts; for that reason, an independent benchmarking report had been commissioned to review the current pay framework;
 - guidance from Welsh Government on the annual pay remit was expected imminently and a meeting of the Remuneration Committee had been scheduled for November to discuss the issue further;
 - the return on staff equalities data had increased from 38% to 55% which represents positive progress;
 - achievement of Level 1 status for the Disability Confident Scheme had been confirmed with work ongoing to assess what is needed to achieve level 2;
 - details of current partnership working initiatives had been highlighted in the briefing document but SE drew the Boards attention to "[Careersville](#)", which is virtual reality tool whereby school children can select different areas of health and social care to view videos about different roles using a number of the We Care resources;
 - meetings between SE, the Chair and Members of the Senedd continue, with follow up meetings and requests for further information being received;

- SE and SMcC will attend the Health and Social Care Committee on 4 November to provide evidence of progress on the Workforce Strategy;
 - SE and SMcC also attended the NHS leadership Board on 19 October (which was Andrew Goodall's last meeting before he started in his new role as the Permanent Secretary) to provide an update on the Workforce Strategy;
 - the NHS confederation had recently published a report on the NHS as an anchor institution in the foundation economy, which is similar to the report Social Care Wales commissioned in 2017 on the economic value of adult social care;
 - AL was taking part in a programme on the circular economy as part of the origination's contribution to net zero and supporting a carbon neutral Wales;
 - SE had recently attended an ADSS Cymru Executive meeting where the focus was on system pressures and the question of whether the real living wage would be sufficient to retain or attract workers;
 - the recent Public Leaders Forum was attended by the First Minister, Mark Drakeford who set out his priorities for Wales, i.e. supporting vulnerable people, reducing inequality and celebrating diversity, climate change and potential constitutional change.
- ii. The Chair thanked SE for the updates and for setting the context for the meeting and asked if there were any questions or comments.
- iii. CC asked whether, whilst waiting on the response to the White Paper, consideration is being given to what succeeds the ICF and transformation fund. There were some risks associated with these being phased out, including tapered funding and match funding which might add to the current system pressures. He also asked whether SE had been able to input into those discussions and whether she had any sense of the potential impact on social care in Wales.
- iv. SE said that she had been present during a conversation on this issue at the NHS Leadership Board but was there for an item on the Workforce Strategy rather than on the future of the fund, so not directly involved. Colleagues within Welsh Government did present the options being looked at for the future of the fund, some of which include tapered options and SE assumed that Social Care Wales would be invited to a discussion on this at some stage in the future.
- v. AH added that the ICF and transformation fund for Cardiff and the Vale currently stood at £20million and agreed with CC that the fund had provide some capacity to respond to the increased demand for services created by an ageing population and the opportunity to do more in the community. The evaluation of the fund will be important in enabling evidence of what works to be shared across Wales.
- vi. AH also raised the challenges within the sector which were referenced within the briefing document prepared by SE and the need to ensure that initiatives happening locally are linked to national initiatives from Social Care Wales. AH mentioned a care academy being set up by Cardiff Council and highlighted the risk of duplication. As such, the local RPB was trying to ensure that local and national initiatives were being co-ordinated. AH made reference to recent recruitment for health care assistants by another health board which attracted 110 applications, with 60 of those coming from people currently working in social care

- vii. SE responded by saying that Social Care Wales been made aware of the Cardiff initiative and was connecting with all the regions to better understand what each of them was doing locally to try and reduce the risk of any duplication. SE also referenced a statement made by the Minister in relation to temporary services being developed by Health Boards and the prospect that they might need regulating by CIW and Social Care Wales
- viii. MB shared her experience in West Wales where they had set up a bridging scheme which will run until end of March 2022; 75 members of staff have been recruited. Care had been taken to avoid depleting the sector and applications had been reviewed to understand where the staff who had been recruited had come from. It was hoped that the temporary workforce will then enter the domiciliary care sector post March 2022.
- ix. GQ asked whether there was yet any sense of the how the mandatory vaccination requirement was impacting on the sector; she was aware from recent conversations with organisations based in England that there were real concerns there. SE responded, emphasising that the vaccine is not mandatory for care workers in Wales. The issue had been discussed as a recent Skills for Care event and there was some evidence that the policy is putting some people off, with others leaving the sector; combined with the impact of Brexit, this is creating pressure within the system in England.
- x. SMcC added that the cross-border situation was being monitored and that there had been comments about the different policies on social media. It was important to strike an appropriate balance in recruitment initiatives in Wales to emphasise that whilst the vaccine is not mandatory it is a good thing to have.
- xi. The Chair thanked all members for their comments and questions and agreed to pick up with SE outside the meeting whether another CEO's briefing session might be useful given the current pace of developments. **ACTION**

7. Accountability Meeting with Julie Morgan MS, Deputy Minister for Social Services

- i. The Chair welcomed the Deputy Minister to the Board meeting and introduced the Welsh Government officials who were in attendance for the annual accountability meeting. The Chair provided an overview of the format of the session and invited the Deputy Minister to provide the opening comments.
- ii. The Deputy Minister thanked the Chair for the welcome and reflected on a difficult year for the social care and early years sector. She commented that Social Care Wales had provided a strong leadership role in response to the pandemic and was continuing to review its work plans and priorities going forward. The Deputy Minister expressed her thanks to the Board for their contribution in providing oversight to the response. The shortage of social care workers was recognised, and she was grateful to Social Care Wales for its work in seeking to address the issues faced by the sector.

- iii. The Chair thanked the Deputy Minister for her opening remarks and invited firstly, SB as Chair of the Regulation and Standards Committee to provide an overview of the Committee's work during 2020-21. In his presentation, SB highlighted the following:
- despite the challenges presented by the pandemic, the organisation had continued to discharge its public protection responsibilities, maintaining Interim Suspension Orders and quickly making the transition to virtual hearings resulting in 16 individuals removed from the Register during 2020-21;
 - in order to support the sector through the pandemic, social work training requirements were modified, a temporary register for returning social workers was created and the registration period for new workers was extended;
 - more recently, the registration term for all those currently on the Register had been extended from three to four years and a 50% contribution to the CPD requirement had been applied in recognition of the learning and development benefits accrued in the response to COVID;
 - the ambitious timetable for the expansion of the Register had been progressed further and the preparations for the registration of adult care home workers by October 2022 was well progressing according to schedule.
- iv. The Deputy Minister thanked SB for his presentation and asked for more information about how the registration of adult care home workers is progressing. SB said that a lot had been learned during the registration of the domiciliary care workforce which was being applied to the process for adult care home workers and the six-month delay which had been agreed would allow for increased engagement with the sector which is a key success factor.
- v. DP said that the fact that at that stage, there had been a limited amount of awareness raising, there were already around a thousand adult care home workers registered. The key learning from the registration of domiciliary care workers was the need to support employers and the workforce in understanding the requirements for registration and that was a key element of the implementation plans which were being developed.
- vi. The Deputy Minister thanked SB and DP for the additional insight and said that she was also pleased to hear that fitness to practice hearings had continued for the protection of the public during this time.
- vii. The Chair thanked the Deputy Minister for her questions and observations and asked PM as Chair of the Improvement Committee to provide highlights of the Committees work during 2020-21. In his presentation, PM highlighted the following:
- a six-month winter pressure plan had been developed and delivered as part of the Workforce Strategy, with wellbeing support to the sector being a vital element of the plan given the impact of COVID on the workforce;
 - there had been an increased investment to support digital learning as the sector was forced to move to remote methods of delivery;
 - a jobs portal had been added to the We Care website to support recruitment to the sector, alongside a rapid recruitment pilot;
 - over £7m had been invested in the training of the workforce through the Social Care Wales Workforce Development Programme (SCWWDP);

- support had been provided to managers through the delivery of masterclasses, and the introduction of a social care managers induction framework;
 - work to support strengths-based practice in the sector had continued through the delivery of training in collaborative communications skills and outcome focussed case recording.
- viii. PM also reminded the Deputy Minister that the Strategic Statement of intent for Data had been launched and thanked her for her support.
- ix. The Deputy Minister thanked PM for his presentation and said that she was pleased with the level of ambition which the organisation had demonstrated in supporting the sector during the COVID response. She asked for more information about the hospital discharge initiative which was mentioned.
- x. SMcC said that the health service had developed an outcome focussed training programme for its staff called 'Care Aims' whilst in social care, there was a training approach called "Collaborative Communication Skills'. The social care programme focused on putting the individual at the centre of their care and ensuring that a 'what matters' conversation took place in practice as well as at the systems and leadership levels. The hospital discharge initiative brings together managers and leaders involved in hospital discharge to think about what they need to change in the system. It is a pilot programme with an independent evaluation to identify the learning and how it can be rolled out more widely. What has been picked up is the benefits of professionals training together to understand how they look at different challenges and opportunities.
- xi. The Deputy Minister also asked how the organisation reaches out to the independent and voluntary sectors given the importance of these sectors within social care delivery framework. PM said that Care Forum Wales provides a helpful network and there is work in train to improve the feedback loop through an employer's liaison service. The role of the Responsible Individual (RIs) is also key and CIW have highlighted that where things have gone wrong, this could often be attributed to poor leadership.
- xii. SMcC added that the expansion of the Register had provided increased opportunities to get messages out directly to individuals and this had been particularly helpful during COVID in enabling well-being resources to be disseminated. Officers had also worked jointly with CIW to deliver provider events where RIs or managers had asked for support in understanding the role of both organisations in improving services. Where there are areas of development work, advisory groups are often established which include employers from all parts of the sector. When products and services are ready to launch, communications and engagement plans ensure the information gets out to the sector.
- xiii. The Deputy Minister asked about the wellbeing of the workforce, how often help is requested and how well it is known that support is available. PM referenced the Employee Assistance Programme (EAP) which was established following support from the Welsh Government. This had been discussed at a recent meeting of the Improvement Committee and it was acknowledged that the take up of the service had not been significant to that point.

- xiv. SMcC added that there was a process in place for monitoring the uptake of the EAP, but it was difficult to assess whether the relatively low level of take was a bad thing or indicative of the fact that individuals were being appropriately supported by their employers. Feedback was gained from a wellbeing network which had representation from Unions, employer bodies and ADSS Cymru.
- xv. SMcC also advised that the University of Ulster had been conducting wellbeing surveys across the whole of the UK for the health and social care workforce and this provided an independent source of feedback in relation to the wellbeing of the workforce at a given point in time. A fourth round had been funded and would allow trend data to be analysed. What had been found was that when the sector was at the peak of the pressure in terms of the pandemic, take-up of well-being resources dropped and then picked up as the pressure points started to ease. The organisation was very conscious at the moment that the workforce is tired due to the sustained pressure.
- xvi. The Deputy Minister was interested in the work undertaken by the University of Ulster and asked whether there was anything that could be learnt for Wales. SMcC said that there had been a varied response from social care workers in Wales to the three rounds undertaken so far and it had been difficult to draw conclusions. However, from a wider perspective, there appeared to have been a shift from positive coping mechanisms (such as exercise) in the first wave of the pandemic to less positive responses (such as drinking alcohol) in subsequent waves. Work was also being undertaken with the COVID-19 Evidence Centre to pull together all the research that has been undertaken and that was expected to be available early November. The Deputy Minister thanked SMcC for her response and asked to be provided with a copy of the next report once available. **ACTION**
- xvii. In inviting her to provide an overview of the work of the Audit and Risk Committee, the Chair advised the Deputy Minister that RWJ would be standing down as a member in March 2022 when her tenure came to an end. He paid tribute to RWJ for the contribution she had made as a member of the Board of Social Care Wales and previously the Care Council. He was also pleased to advise the Deputy Minister that CC would be taking in the Chair's role from April 2022. In delivering her presentation, RWJ highlighted the following:
- the organisation had responded in an agile way to ensure that financial scrutiny and effective governance had continued through the pandemic.
 - membership of the Committee has been expanded during the year which had brought further depth and breadth to the discussion in meetings
 - the Committee had worked closely with both internal and external auditors and with the annual report and accounts laid at the Senedd had received an unqualified report from the Auditor General;
 - a new and improved risk register had been developed in response to the way in which the organisation had matured over the past four years;
 - there had also been a focus on the wellbeing of the staff of Social Care Wales throughout the year which had been well-received;
 - the Committee had been re-assured that the organisation had been managed effectively during the year despite the impact of COVID.

- xviii. The Deputy Minister thanked RWJ for her overview and also thanked her for her service and contribution to the Board over the past eight years. She asked for a more detailed explanation on the new risk register and the process for closing risks.
- xvix. RWJ explained that when strategic risks were closed or de-escalated so that they became an operational matter, the Committee sought to establish why or how the nature of the risk had changed. SE explained by providing an example of the risk entitled 'ensuring organisational credibility'. By remaining connected and engaged with the right people over the five years in which Social Care Wales had been in existence, the organisation was now routinely involved in strategic discussions at a national level and had developed the trust and confidence of key stakeholders. As such, the risk which had been perceived back in 2017 had not materialised in reality and as such, there was a high degree of confidence amongst the senior leadership team that the risk could be closed. The role of the Committee was then to provide scrutiny and challenge to ensure that the decision was justified.
- xx. In relation to homeworking, the Deputy Minister asked what advantages and risks had been identified. RWJ said that it was important that the wellbeing of staff was carefully managed whilst they were working from home, ensuring that people did not feel isolated and that mechanisms were put in place for managers to keep in regular contact with the staff. A pilot had been established to enable staff to return to the office in controlled circumstances to evaluate the risks and benefits of a hybrid model of working going forward.
- xxi. The Deputy Minister thanked RWJ for her responses and again thanked her for her contribution to the work of the Board. The Chair also highlighted the fact that KH's tenure would also come to an end in March 2022 having served 10 years as a Care Council member and four years as a Social Care Wales Board member. He paid tribute to the contribution she had made in particular here insight and knowledge of the education system which would be missed.
- xxii. In summarising, the key contribution of the organisation to the national response to the COVID pandemic during 2020/21, the Chair picked out the following highlights:
- the focus on the wellbeing of the workforce;
 - the development of the 'Introduction to Social Care' pilot which was now being upscaled on a national level;
 - the rapid adjustments which were made to the regulatory framework to enable the sector to respond to the challenges it faced;
 - extension of the 'We Care' campaign and the development of a new jobs' portal;
 - rapid development and roll-out of the Social Care Worker Card
 - extension of register, enabling the organisation to become a 'one-stop shop' for the synthesis and distribution of COVID information and resources.
- xxiii. Looking ahead to 2021-22, the Chair highlighted the following key developments:
- a new outcome focused strategic plan would be launched in April 2022;
 - the Register would be extended to adult care home managers;
 - support will be provided to the continuing digital transformation of social care;
 - a 2021/22 delivery plan would be developed for the Workforce Strategy;

- support would be provided to the Early Years and Childcare sector as it faces increasing challenges;
 - building on the Statement of Strategic Intent for Data, an implementation plan would be developed and the evidence offer for the sector would be taken forward;
 - a new plan for social work and direct workforce would be developed.
 - Support would be provided to the new Chief Social Care Officer.
- xiv. The Deputy Minister thanked the Chair for the overview and was particularly interested in how the Social Care Worker Card would be expanded. SMcC said that a number of barriers had been identified from within the sector (such as cost of fuel and cost of car insurance) and are work was being undertaken to explore whether there were further discounts and benefits that could be secured for the sector. The Deputy Minister agreed that if more benefits could be added it might help to attract workers into social care.
- xv. The Deputy Minister re-enforced the success of 'We Care' and commented favourably on the way the programme had been developed. She had been particularly pleased to see the success of the recent three-week campaign burst and was pleased to see that more campaigns were planned. SE advised that 800 jobs had been added to the jobs portal in September which was twice the average monthly number previously added.
- xvi. The Deputy Minister thanked everyone for their contributions to the meeting and for the work that the Board had done to support the organisation during 2020/21. She said that she was looking forward to another year of partnership working and at that stage, left the meeting.

8. Outline Strategic Plan 2022-2027

- i. SE provided a brief overview of the paper and reminded the Board that a number of other supporting strategies were being developed, including the annual Business Plan, which would contain more detail on the work of the organisation over the next five years. Discussions were due to be held with the Sponsor team on the strategic plan, the equalities plan and budget with the Board having final sign off in February. A new marketing and communications strategy was also being developed to provide a more targeted approach to the organisation's various audiences.
- ii. Appendix 1 provided the outline of the plan which would be formatted prior to publication. Changes made since the Board last discussed the plan had been highlighted in red. There were ten national outcomes in the plan and examples of the kind of evidence which would be used to measure impact had been included.
- iii. SE thanked JK for her comments which had been received prior to the meeting and would be considered as the plan was further developed.
- iv. The Chair thanked SE for the overview and asked for any comments or questions from the Board. The following points were raised:

- CC felt that the use of the word 'want' in phrasing the objectives felt 'a bit odd' and wondered whether there was a different way of expressing it. AH suggested using the term 'what do we need to see changing'? as an alternative. **ACTION**
 - CC also highlighted the fact that parity of esteem is not mentioned within the document. especially in the context of developing a workforce that is recognised and valued. He also questioned the public confidence section of the report which was focused on regulation rather than the needs of the public; he understood the connection between the two, but the measures focused on whether the regulatory system was working rather than the extent to which the public had confidence in it. SE said that regulatory role of the organisation was about providing public confidence as the organisation had been set up as to provide public protection but committed to look again at the wording. **ACTION**
 - PM felt that there was an absence of any reference to the benefits which the plan would be delivered for citizens. He also felt that there could be a stronger focus on supporting the sector's leadership and questioned whether the link between the organisation's functions as the workforce regulator and the improvement lead for the sector were being made strongly enough, as this was a unique feature.
 - KH asked whether outcome 10 in Appendix 1 which mentioned 'sustainable' services went far enough, especially given that the plan was a 5-year plan, and the issue would become increasingly prominent within that period. SE agreed to re-visit this. **ACTION**
 - JK was concerned that when referring to discrimination, only race was mentioned rather than other characteristics. KS said the next steps in developing the Strategic Plan would be to reflect the requirements in the Equalities Plan which would be picked up in the item which followed. **ACTION**
- v. The Chair thanked members for their contributions and added that there was still time to send any further comments outside the meeting. SE thanked KS and the team for their work in pulling the draft plan together.
- vi. The Board agreed that they **considered** and **discuss** the outline of the Strategic Plan 2022/27.

9. Strategic Equality Plan 2022-2025

- i. AA provided an overview of the report, highlighting the changes which had been made since it was last seen by the Board at the April meeting. This included amendments made in response to the public consultation exercise. The public consultation had given him confidence that the equality objectives provided the right focus and had also highlighted the need for on-going emphasis on workforce well-being as the impact of COVID continues.
- ii. The delivery of the plan will require cross organisational working and an internal Equality and Diversity group has been established to enable that. The group will bring together colleagues from across the organisation to act as critical friends and development partners to deliver the outcomes and ambitions set out in the equality objectives. More work is required on developing appropriate metrics prior to the plan being presented for final approval by the Board in February.

- iii. The Chair thanked AA for his overview and asked members for any questions or comments:
- RWJ said that the cover paper made reference to compliance with the Welsh Language Standards although there was no reference in the plan. AA said that this is referenced in the annual report which was to be discussed at item 10 on the agenda but agreed to reference compliance with the Welsh Language Standards within the plan. **ACTION**
 - DB asked whether there was a risk in there being no externality on the equality and diversity group. AA acknowledged that there was a potential risk; however, people had volunteered to be on the group to provide their own voice or experience of diversity and there was further work to do with the group in relation to their role in the delivery of the plan.
 - DP added that the internal group was only one aspect of how feedback was gathered about the organisation's work in this area. The organisation had a good relationship with the Equality and Human Rights Commission and was working closely with the Welsh Government on the Race Equality Action Plan as well as being involved in the development of the LGBTQ+ action plan. The organisation also worked with Diverse Cymru to feedback from individuals with protected characteristics.
 - GQ asked that intersectionality is embedded frequently and strongly within the plan and AA agreed to consider this further. **ACTION**
 - KH said that she was impressed by the way in which this area of the organisation's work had developed over the years and thanked AA for his commitment and expertise in taking it forward.
- iv. The Chair re-iterated the Board's thanks to AA and reminded members that the Plan, as amended, would be presented for final approval alongside the Strategic Plan in February 2022. Members agreed that they had **considered** the Strategic Equality Plan.

10. Annual Equality Report 2020-21

- i. AA provided an overview of the report which was a factual summary on the range of activities undertaken during 2020-21 to deliver against the organisation's equality objectives. AA felt it was important to recognise that all of the work which had been undertaken was delivered against the background of the pandemic. He picked out the following key areas of work which he considered were worth highlighting:
- a joint project with Health and Care Research Wales to identify the social care research priorities for older people in Wales to which involved contributions from 168 individuals;
 - the 'Get There Together' project which developed videos and resources to encourage people living with dementia to engage with their communities;
 - promotion of the code of practice through the website in a number of languages.
- ii. The Chair thanked AA for the overview provided and asked members for any comments or questions. The following issues were raised:

- CC commented that some of the objectives were outward looking whilst others, such as equal pay and Welsh language were inward looking only; he wondered what the rationale was for that and whether data for equal pay and Welsh language could also be gathered for the sector;
 - AA responded by saying that equality legislation requires the organisation to look at the key equality challenges within its remit. That meant that some equality objectives were about the external issues whilst others focused internally. The inclusion of equal pay as an objective was part of the organisation's duties as a Welsh Government Sponsored Body in relation to its own employees;
 - AA said that he was unsure whether the information would be available to enable the equal pay status of the sector as a whole to be referenced. In relation to Welsh language, information was included in other reports about the Welsh language skills of the social care workforce, and he agreed that that there may be merit in cross referencing those reports;
 - SE added that there may be something that could be put in the report to emphasise the organisation's role in influencing and supporting the sector around equality and diversity issues.
- iii. The Chair thanked the members for their comments. Members agreed that they had **considered** and **approved** the annual equality report for publication.

11. SCWWDP Grant Review

- i. SMcC provided members with an overview of the report in Jon Day's absence due to illness. In doing so, she reminded members that there had been previous discussions on this issue at a recent Board development day and at the Improvement Committee meeting in September. The grant process had been independently reviewed and in general terms, the feedback from the sector had been positive both in terms of the administration and development of the grant. There had been significant engagement with stakeholders to inform the principles on which the grant would be based, and these had already been refined following a discussion at Improvement Committee.
- ii. SMcC highlighted the key areas for consideration and approval by the Board, those being:
- the proposed principles (section 1.7) which would be developed as part of the Remit Letter to be approved by the CEO and Chair prior to dissemination;
 - a list of the actions that Social Care Wales need to take (section 1.9).
- iii. The Chair thanked SMcC for her overview and invited PM to provide a brief overview of the discussion which has taken place at the recent Improvement Committee meeting. PM said that the key question which had emerged from the discussion was 'are we being brave enough? He said that it was good to see that the discussion which had taken place at the Committee was reflected in Appendix 1 which was themed around what more could be done or done differently. He felt that there was a sense of the proposals being braver but questioned if that was brave enough?
- iv. The Chair thanked PM for the overview and asked for comments and questions:

- Following a discussion which had taken place at the recent Audit and Risk Committee, RWJ questioned whether there was a need to be more prescriptive by defining more clearly, the impact which was wanted from the application of the grant. PM added that there was also a discussion at Improvement Committee;
 - SE responded, saying that 'being brave' might involve giving more freedom to determine local priorities whilst being more prescriptive could be counterproductive and constrain creativity. She felt it was important to get the right balance between prescription and the opportunity for local innovation;
 - SMcC added that the question of 'being brave or bold enough' hadn't come through from the sector feedback and was therefore something for the Board to determine. In relation to being prescriptive there were benefits and risks. The grant was being aligned to the themes of the Workforce Strategy in order to provide guidance. It could be more prescriptive (for example by saying that 10% of the grant must be used on training of domiciliary care workers) but the feedback from the sector indicated that whilst guidance was important there a desire to be able to use the grant for local needs and local workforce planning. As such, in her view, a careful balance needed to be struck;
 - The Chair asked what braver and bolder would look like. PM said that he wasn't sure what this would look like and agreed with SE's previous comments in relation to the conflict between being bolder and being more prescriptive. He added that there was a strong consensus from the Committee discussions that the current grant is insufficient that there was a need for prioritisation, whether that that was done locally or came from Social Care Wales in the form of more prescription. He recognised that it was a difficult question to answer, and it may be better to keep under review as the annual monitoring reports are received.
- v. The Chair asked whether there was sufficient flexibility within the priority areas to become more prescriptive or bolder as necessary over the next 5 years.
- vi. SMcC said that what is suggested in future is an annual meeting with stakeholders to agree the national priority areas which could in future years become more specific and prescriptive. She was conscious that the grant was funding a lot of the training which was provided in the sector and that there was a need to stability in the current environment, whilst at the same time, wanting to move to a more robust approach to build on learning from the review. SMcC therefore felt that over time the priorities would become more specific as they were looked at on an annual basis. The third of the principles was about equality of access and there was a need to better understand the make-up of the sector in each area and how the grant is being used. However, local authorities would need time to develop the systems to be able to report on this.
- vii. JK added that the discussions in Improvement Committee had been well reflected and felt the move to a more prescriptive approach was not wise in the current environment due to the need for stability in the sector and to provide the support needed post COVID.
- viii. The Chair asked whether there were any questions or comments on the actions for Social Care Wales as noted in 1.9, but there were none.

- ix. The Chair thanked members for their comments and the Board **approved** the key principles which would be embedded into the delivery of the SCWWDP for the period of the next strategic plan and implemented through changes to the grant letter and associated application and monitoring processes. The Board also **approved** the key actions to be taken forward by Social Care Wales.

12. Business Plan Q2 Progress Report

- i. KS provided an overview of the quarter two performance report and highlighted the opportunity for Board members to scrutinise the information it contained about the organisations delivery against the business plan at the six-month stage. The strategic risks within the paper were in the new format following the endorsement of the new Risk Management Policy by Audit and Risk Committee, as RWJ had previously mentioned. KS highlighted a key theme within the paper, being the difficulties, which were currently being experienced in recruiting the right people to ensure capacity within the organisation to undertake the planned work programme. It was also still a challenge to be able to consult in a meaningful way with the sector given the current operating environment and the need to respond to the challenges the sector is currently experiencing particularly in terms of recruitment.
- ii. The Chair thanked KS for the overview and asked for any comments or questions on priority theme 1, the social care and early years workforce. The following issues were discussed:
- CC raised a general question in relation to the number of business plan activities that were showing as amber in the quarter 3 forecast. He wondered whether this was of concern, or whether the situation was likely to change within the next quarter. In response, KS explained the process by which officers determined the forecast, but CC clarified that his concern related more to the proportion of the business activities which were forecast to be amber in quarter 3. DP explained that this is an exception report and the activities which are on track would not routinely appear in the report. The Chair also referenced table 3.1 in the paper which highlighted that 82% of activities were on target and as such, the report focused on the 18% which requires additional support;
 - TP drew attention to the processing times for new applications under theme 1, which was unusually rated red. He noted that there was an explanation in the performance commentary in relation to the recruitment of additional staff to improve processing times and asked when it expected that this activity would be back on track. KS said that assurances had been received from the team manager that processing times would be back on track (i.e. within 5 days) by the end of October by which time the newly recruited staff would have settled in. DP added that he was confident that the indicator would not be red at the next reporting period. The team had been operating under pressure due to a growth in applications and the team had been looking at prioritising applications and using the additional staff to reduce the processing days. The growth in staff has been aligned to expected growth in applications. The indicator has been helpful in getting the team to look at how to prioritise more effectively;
 - KH asked about social work student numbers and the number of new student bursaries being lower than expected. She wondered if that was related to under recruiting, whether it was evenly distributed, whether there was a risk that one or

more universities might choose to discontinue the social work degree and if so, what the implications of this would be, for example, in terms of equality of access? SMC responded, saying that at this point there was no real concern about any university discontinuing the social work degree but there was a piece of work being undertaken to look at social worker qualification and the support which is provided to ensure that the bursary (and associate mechanisms) provide an incentive to train.

- iii. There were no questions in relation to priority theme 2, Social Care and Early Years Managers, Leaders and Owners, nor priority theme 3, Social Care and Early Years Systems Leaders nor priority theme 4, Our Own Workforce.
- iv. The Chair asked GR to provide an overview of the budget report. GR introduced the report and highlighted that income was broadly in line with the budget although, as noted in the report, an additional £275k had been allocated in relation to wellbeing and the We Care campaign. Additional money had also been received for the We Care Campaign for quarter 3 of £300k. Registration fee income was currently higher than anticipated. This was due to timing rather than an expectation that income would be greater than budgeted but the situation would be closely monitored.
- v. GR provided an overview of current expenditure and highlighted an expected total underspend of £490k. The grants budget was currently overspent, but this was due to paying more bursaries in September than anticipated. However, the reduced uptake in bursaries would lead to an underspend of £374k at year end. The Workforce Regulation budget was underspent due to a £120k underspend in the hearings budget, which was predicted to increase to a £300k underspend at year end. This was due to the projected number of cases for the domiciliary care workforce not being as high at this point as anticipated as well as efficiencies through removal by agreement and officer disposals.
- vi. The Improvement and Development budget was also underspent, mainly in the salaries budget where there had been difficulties recruiting into posts for this department. However, at the end of the year it was anticipated that the budget would be overspent by £245k following a decision to invest more in projects. The early years and childcare budget was underspent but this was due to timing, and it is expected that this budget be fully spent at year end. The Strategy and Business Support budget was underspent by £11k, again with the salaries budget contributing mostly to the underspend, particularly due to vacancies in the Communications team. At year end it was expected that this budget would be overspent as additional investment was being made in the organisation's IT infrastructure. An overall underspend of £333k was predicted at year end, which would be within the 2% cash carry over at year end.
- vii. The Chair thanked GR for the overview and asked whether, if the organisation is consistently carrying over the 2%, whether this might be clawed back by Welsh Government or if the money needed to be spent where would this happen.
- viii. GR said that the 2% cash carry over was there to provide flexibility; colleagues in Welsh Government were aware of the current predicted underspend and no indication had been provided of the need to recall the money. AL added that the organisation operated with a no reserves policy from one year to the next and therefore the 2% was not a large amount to be looking to carry over into the next financial year. This

also allowed decisions to be made on projects that carry across two financial years, especially with larger projects such as data and understanding evidence and IT where continuity of programmes across year end is needed. Additional regional facilitation grant monies for Local Authorities, supporting attraction, recruitment and retention and collaboration projects are options to further reduce the carry forward.

- ix. There were no further questions on the budget report and the Chair asked for any questions or comments on the HR report, of which there were none.
- x. The Chair thanked members for their questions and comments and officers for their responses. Members agreed that they had **scrutinised** and **approved** the progress against the Business Plan 2020-21 at the six-month stage.

13. Standing Orders for Board meetings

- i. The Chair explained that the Standing Orders for Board meetings had been revised to reflect the shift to virtual meetings and the Chair's Action Process which was introduced during 2020-21. The Chair asked for any questions or comments and the following issues were raised:
 - RJ wondered whether hybrid (i.e. where some are in the room and others virtual) should also be included as a possible way of meeting in future and the Chair agreed for this to be added as an option alongside face to face and virtual;
 - the Chair also agreed that he would work with LIB to look at what others are doing in terms of hybrid meetings and bring some ideas back to a development day when looking at the schedule for 2021-22 meetings. **ACTION**
 - GQ added that it would be useful to define what was meant by the term hybrid and it was agreed that this would be added as a footnote to the Standing Orders;
 - JK added that Committee meetings had been held in a hybrid way previously with some in the Cardiff office and others in the St Asaph Office.
- ii. The Board **approved** the revised Standing Orders with the addition of hybrid as an option and an explanation of what that meant in the footnote.

14. Meeting effectiveness

- i. Members had been asked to contribute their observations to a Jamboard as the meeting progressed in order that the effectiveness of the meeting could be evaluated.
- ii. Three questions were asked, as follows: -
 - (i) was there one thing which went particularly well during today's meeting?
 - (ii) was there one thing you think we could have done differently or better?
 - (iii) is there anything you would like to see followed up which wasn't an action arising from the meeting?
- iii. In summary the comments on the Jamboard included:

- a number of positive comments in relation to the accountability session with the Deputy Minister;
 - appreciation of the briefing document provided by SE prior to the meeting;
 - progress on the Strategic Plan and Strategic Equality Plan was helped by previous discussions both at Board and in development session;
 - a request for feedback on the Welsh Government led social care group for climate change at a future meeting. **ACTION**
- iv. The Chair thanked members for their contributions and said that the CCG would discuss the comments at its next meeting to identify any action which was necessary as a result and the outcome would be shared with members through the Portal.
- v. There were no further comments or questions, and, on that basis, the Chair thanked everyone for their contributions and declared the meeting closed.

Date of Next Meeting:

Thursday 3 February 202

Actions

| Action number | Item | Action | Who |
|----------------------|---|--|---------------------------|
| 10/21/SCW | Item 3 - Minutes of the Board Meeting 15 July 2021 | Ensure a summary of the jamboard comments are included within the minutes | Llinos Bradbury |
| 11/21/SCW | Item 6 - Context Setting and Key Messages from the Chief Executive | Discuss whether another scheduled CEO briefing would be useful | Sue Evans & Mick Giannasi |
| 12/21/SCW | Item 7 - Accountability with Julie Morgan MS, Deputy Minister for Social Services | Send details of the Ulster University wellbeing surveys and COVID-19 evidence centre evidence to the Deputy Minister | Sarah McCarty |
| 13/21/SCW | Item 8 - Outline Strategic Plan 2022-2027 | Consider changing the use of the word 'want' to the phrase 'what do | Sue Evans |

| | | | |
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| | | we need to see changing' | |
| 14/21/SCW | | Re-look at the public confidence section | Sue Evans |
| 15/21/SCW | | Re-look at outcome 10 in relation to climate change | Sue Evans |
| 16/21/SCW | | Ensure that discrimination refers to all protected characteristics within the document | Sue Evans |
| 17/21/SCW | Item 9 - Strategic Equality Plan 2022-2025 | Ensure reference to compliance with Welsh Language Standards within the Plan | Abu Askira |
| 18/21/SCW | | Ensure that intersectionality is embedded frequently and strongly within the plan | Abu Askira |
| 19/21/SCW | Item 13 - Standing Orders for Board meetings | Look at what others are doing in terms of hybrid meetings where some are in the room and others virtual and bring back to a development day when looking at the schedule for 2021-22 meetings | Llinos Bradbury |
| 20/21/SCW | Item 14 – meeting effectiveness | Feedback on the Welsh Government led social care group for climate change requested | Andrew Lycett |

Social Care Wales Board meeting actions

Rolling action Log 2021-22

| Action number | Meeting date | Item | Action required | Action by | Target date | Outcome / update | Current status | Date completed |
|---------------|--------------|---|--|---------------------------|---------------|--|----------------|----------------|
| 10/21/SCW | 21.10.21 | Item 3 - Minutes of the Board Meeting 15 July 2021 | Ensure a summary of the jamboard comments are included within the minutes | Llinos Bradbury | October 2021 | Summary of jamboard comments have been included and will be included going forward | Closed | October 2021 |
| 11/21/SCW | 21.10.21 | Item 6 - Context Setting and Key Messages from the Chief Executive | Discuss whether another scheduled CEO briefing would be useful | Sue Evans & Mick Giannasi | November 2021 | From February the Chair's 'in-touch' briefing will be sent regularly to keep Board updated, time within the monthly development session can also be allocated to an updated from the CEO as necessary. | ongoing | |
| 12/21/SCW | 21.10.21 | Item 7 - Accountability with Julie Morgan MS, Deputy Minister for Social Services | Send details of the Ulster University wellbeing surveys and COVID-19 evidence centre evidence to the Deputy Minister | Sarah McCarty | October 2021 | Email sent to Andrea Street, Welsh Government with relevant details to forward to the Deputy Minister | Closed | 25.10.21 |

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| 13/21/SCW | 21.10.21 | Item 8 - Outline Strategic Plan 2022-2027 | Consider changing the use of the word 'want' to the phrase 'what do we need to see changing' | Sue Evans | November 2021 | This has changed to: Why and How will we know what has changed? | Closed | January 2022 |
| 14/21/SCW | 21.10.21 | Item 8 - Outline Strategic Plan 2022-2027 | Re-look at the public confidence section | Sue Evans | November 2021 | The outcomes for the public confidence section has been re-worded to make sure they are clear and in line with our 'tone of voice'. | Closed | January 2022 |
| 15/21/SCW | 21.10.21 | Item 8 - Outline Strategic Plan 2022-2027 | Re-look at outcome 10 in relation to climate change | Sue Evans | November 2021 | The effective organisation outcome has been updated in relation to climate change. | Closed | January 2022 |
| 16/21/SCW | 21.10.21 | Item 8 - Outline Strategic Plan 2022-2027 | Ensure that discrimination refers to all protected characteristics within the document | Sue Evans | November 2021 | Anti-discrimination work for all protected characteristics has been included within the effective organisation outcome. | Closed | January 2022 |
| 17/21/SCW | 21.10.21 | Item 9 - Strategic Equality Plan 2022-2025 | Ensure reference to compliance with Welsh Language | Abu Askira | January 2022 | A section on compliance with Welsh Language Standards | Closed | January 2022 |

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| | | | Standards within the Plan | | | has now been included within the plan | | |
| 18/21/SCW | 21.10.21 | Item 9 - Strategic Equality Plan 2022-2025 | Ensure that intersectionality is embedded frequently and strongly within the plan | Abu Askira | January 2022 | A statement on our approach and understanding of intersectionality is included and referenced within the plan. Links to socio-economic disadvantage has also been strengthened. | Closed | January 2022 |
| 19/21/SCW | 21.10.21 | Item 13 - Standing Orders for Board meetings | Look at what others are doing in terms of hybrid meetings where some are in the room and others virtual. | Llinos Bradbury | | Hybrid meetings was an agenda item at the WGSB Governance group meeting in December. Only one organisation had been holding hybrid meetings with all others still having virtual meetings. Where hybrid meetings had been held additional IT equipment had been purchased to enable this as well as consideration needed for additional support to the Chair who needs to keep an eye on those in the room and those virtually. The WGSB group will continue to | Closed | December 2021 |

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| | | | | | | update each other and share best practice going forward. | | |
| 20/21/SCW | 21.10.21 | Item 14 – meeting effectiveness | Feedback on the Welsh Government led social care group for climate change requested | Andrew Lycett | February 2022 | A climate change and decarbonisation update email were sent to the Board on 15 November, and a further update on the 27 January. Board will be kept updated as necessary going forward. | ongoing | |
| 03/21/SCW | 29.04.21 | Item 6 - Context setting and key messages from the Chief Executive and Directors | Discuss further the engagement work of Social Care Wales and how to better engage with the RPBs and explore the benefits of a stronger partnership. | Mick Giannasi & Sue Evans | April 2022 | We agreed to use the Strategic Plan as the focus for RPB dialogue in 21/22. There may be further discussion when we see the Welsh Government response from the White Paper consultation. | Open | |
| 05/21/SCW | 29.04.21 | Item 10 - Information Security Management System update | CCG to develop proposals in the short, medium, and long term to discuss further at a future Board development day as a supplement | Members of the Chairs Coordinating Group | April 2022 | Sue Evans has had an initial discussion with an individual from the NHS to join Audit and Risk as a co-opted member, the individual may apply for upcoming Board vacancies and will need | Open | |

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| | | | to the strengthening governance programme of work. | | | to wait for the outcome of that before proceeding further. The Board received Cyber Security training based on the National Cyber Security Centre Board toolkit in October, the Board could ask the individual delivering the training to provide advice to the Board going forward in relation to cyber security. | | |
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| Cyfarfod / Meeting | Board meeting | | | | |
| Lefel dosbarthiad / Openness Level | Preifat / Private | | Cyhoeddus / Public | | |
| | <input type="checkbox"/> | | <input checked="" type="checkbox"/> | | |
| Dyddiad / Date | 03.02.21 | | | | |
| Eitem Agenda Agenda Item | 7 | | | | |
| Teitl / Title SCW/22/03 | Strategic Plan 2022/27 | | | | |
| Awdur / Author | Sue Evans, Chief Executive | | | | |
| Cyfraniadau Gan/ Contributions From | Board Members Leadership group Corporate managers | | | | |
| Papurau Cefnogol / Supporting Papers | Appendix 1 – Strategic Plan 2022/27 | | | | |
| Gweithgaredd Cynllun Busnes / Business Plan Activity | Work programme 4: Our workforce – Develop a new 5-year plan (strategic plan 2022 – 2027) | | | | |
| Gweithred / Action Required | Cymeradwyaeth / Approval | Darparu Llyw / Provide A Steer | Darparu Sicrwydd / Provide Assurance | Trafodaeth / Discussion | Craffu / Scrutinise |
| | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Argymhelliad / Recommendation | Board Members are asked to discuss and approve the Strategic Plan 2022/27. Following the Board meeting Members are asked to delegate final sign off to the Chair and the Chief Executive prior to formal approval by the Deputy Minister. | | | | |
| Prif Bwyntiau; Materion Allweddol i Dynnu Sylw Atynt: Cwestiynau I'w Ystyried | Board Members discussed and approved the outline of the Strategic Plan 2022/27 in October 2021. Based on Board and Officer discussions since October the following points have been added and reflected in the final plan: | | | | |

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|---|---|--|--|---|
| <p>Main Points: Key Issues to Draw to Attention; Questions to Consider</p> | <ul style="list-style-type: none"> • Chair and CEO foreword • Adding in narrative to support the editorial flow of the document for the reader including signposting the reader to more detail and background • Re-phrasing how the outcomes are presented (the why? has been added to the narrative) • Re-looking at all outcomes to make sure they are clear and in line with our ‘tone of voice’. This includes the points raised on outcomes for public confidence, effective organisation (climate change) and our anti-discrimination work for all protected characteristics <p>Members are asked to consider and approve the Strategic Plan in light of:</p> <ul style="list-style-type: none"> • the plan reflecting the principles outlined in Section 1 of this report • further work on developing the detail of our approach in strategies (Section 2 and 3 of this report) • the approach to integrating our work across outcomes (Section 4) | | | |
| <p>Goblygiadau Risg y cynigion / Risk Implications of Proposals</p> | <p>See section 6 for further information and update</p> | | | |
| <p>Asesiadau Effaith / Impact Assessments Considered</p> | <p>Cyfle cyfartal / Equality of Opportunity</p> | <p>Diogelu data / Data Protection</p> | <p>Iaith Gymraeg / Welsh Language</p> | <p>Arall / Other (e.g climate change / future generations)</p> |
| | <p><input type="checkbox"/></p> | <p><input type="checkbox"/></p> | <p><input type="checkbox"/></p> | <p><input type="checkbox"/></p> |
| | <p>Our 5-year plan will set out our strategic direction during 2022/27 and the impact that we will be expecting to deliver.</p> <p>Section 7 of this report outlines the approach to using the Strategic Plan to inform and shape our annual impact report.</p> <p>On an annual basis our business plans will set out the activities and programmes of work which will be the detail on how we will be working towards delivering our impact.</p> <p>For each activity within our business plan there will be impact assessments which set out the considerations on equality of opportunity, data protection, Welsh language and other considerations.</p> | | | |

Outline Strategic Plan 2022/27

1. Context and key principles underpinning the development of our Strategic Plan 2022/27

- 1.1 As a national public service organisation, we know that we work within and across public, private and third sector organisations across Wales. The key in developing our next 5-year plan has been to look at what difference and change we want over the next five years and what our specific contribution will be to make this difference.
- 1.2 We want to measure the impact of our work and do this robustly; we need to know how key aspects have changed (outcomes) and the specific contribution that we have made to help bring about these changes (impact). Measuring these two aspects together recognises the fact that there are a range of different organisations and partners working to improve outcomes, to which we make a contribution, but we are not the only influencer.
- 1.3 Therefore, throughout the development of our Strategic Plan we have agreed a set of key principles which underpins our Strategic Plan for 2022/27. Our Strategic Plan:
- succinctly sets out the change we want to see
 - is clear in how we will directly impact these changes and where we have influence on making these changes happen
 - directly links to our role and remit (as set out in legislation)
 - focuses on the impact of our work through the lens of our 3 customer/stakeholder groups:
 - the social care and early years workforce;
 - social care and early years managers, leaders and owners
 - strategic leaders, stakeholders
 - highlights our partnership and collaborative way of working
 - sets clear measures that we use to demonstrate our impact and monitor the patterns of change on an annual basis (which will be published as our impact report)
 - notes that our annual business plan would then set out the road map needed to support this direction on an annual basis
 - provides the strategic direction for our work over the next 5 years and is the basis on which we will be communicating our messages (marketing and communications strategy)
 - is used to support our strategic decision-making process and prioritisation
- 1.4 Appendix 1 is our Strategic Plan 2022/27 based on the consultation with our stakeholders and development with Board, leadership group and corporate managers.

2. Communication and marketing our 5-year plan outcomes

2.1 We are currently developing our 5-year marketing and communications strategy. This will set out, in more detail, the key messages of our work (Strategic Plan outcomes) for our target customers, audiences and stakeholders. During the Board development session in February Members will have a session on how the marketing and communications strategy is being developed. The marketing and communications strategy will:

- define Communications, Engagement and Marketing in our context
- define our audiences
- implications of treating our audiences differently
- outline key messages of our work (outcomes) for the different audience groups

2.2 For the purposes of writing our 5-year Strategic Plan we want this to be as clear as possible for the majority of our audiences and in line with our 'tone of voice' guidance. But we also have taken into account that the final Strategic Plan is approved by the Deputy Minister for Social Services who sets/ influences the remit of our work.

3. Implications of the Strategic Plan on how we work

3.1 In parallel with the development of our 5-year Strategic Plan we have been developing a number of strategies which will set out the detail of how we will embed the Strategic Plan into practice either for the social care and early years workforce or for us (our workforce and organisation). These are at various developmental stages but currently include:

- data statement of strategic intent
- research strategy
- Health and Social Care Workforce strategy & delivery plans
- Digital learning strategy
- strategic equalities plan
- Welsh language strategy for the sectors (awaiting the publication of the Mwy Na Geiriau action plan)
- our marketing and communications strategy
- our workforce learning and development strategy
- our digital strategy
- our IT strategy
- our risk management strategy
- our performance management framework

4. Refining our outcomes

- 4.1 Following the discussions at Board in October officers have continued to work on refining our outcomes, outlining our specific contribution, measures and working through key messages for specific audiences.
- 4.2 Based on this work there was recognition by Members and Officers that our work in contributing to anti-discrimination on protected characteristics and Welsh language services was integrated into other outcomes, measures and activities. Therefore, our Strategic Plan has been revised to reflect this refinement and 2 draft outcomes have been removed as standalone outcomes.
- 4.3 This is not to make our work on these areas less of a priority or importance – it demonstrates that we have integrated this work across all our work. As an example, we are working on a Strategic Equalities Plan that sets out in more detail our work and contribution in this area. The impact and measures within the equalities plan are drawn from across the Strategic Plan outcome measures.
- 4.4 For our work with the social care and early years on Welsh language (including our contribution to Cymraeg 2050) we have recognised the need for us to develop a Welsh language strategy. This development is planned to progress alongside the Welsh Government’s refreshed action plan/ approach to support the Mwy na Geiriau strategy which we will have a clear role in terms of delivery, contribution and leadership. We would then make the connections between the impact and measures from the Welsh language strategy into the Strategic Plan impact and measures.
- 4.5 Therefore, we have reflected this approach within the final Strategic Plan as they are fundamental principles on how we work and integrated across all outcomes.

5. Resource implications

- 5.1 In August we provided our Sponsor team with a submission on our future financial requirements to support 22/23 and beyond. The final draft budget was discussed by the Senedd in December where the indications are that the additional funding has been included within our budget for 22/23 and the subsequent 2 years following.
- 5.2 We are having discussions with Welsh Government finance colleagues on the next steps on the budget. In the meantime, we are working on the indicative budgets, draft financial allocations and implications for planning and recruitment purposes.
- 5.3 We have not met specifically with Sponsor to specifically discuss the Strategic Plan. However, across the leadership team officers are in regular discussions with Sponsor colleagues on the development of work which are aligned to our Strategic Plan outcomes. We will have the opportunity to

discuss further our 5-year plan with Sponsor during our quarterly accountability meeting on 7 February.

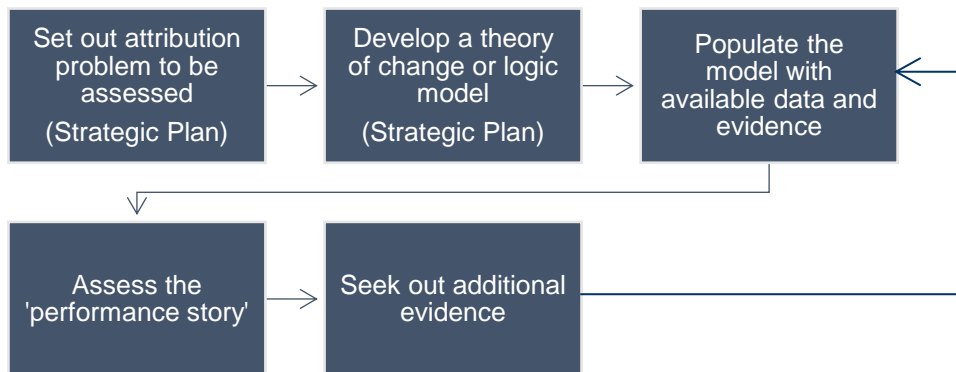
6. Risk and assurance

- 6.1 In December 2021, during the Board development session, the Board discussed and identified strategic risks associated to the delivery of the new 5-year strategic plan. From April onwards this will inform our future strategic risk register and reflect the impact of delivering our new 5-year plan.
- 6.2 The next Board item Members will be discussing the current work on developing our Strategic Risk Register. Oversight of the Strategic Risk Register will be through Audit and Risk Committee. Future performance reporting against our annual business plans to Board will continue to provide Members with the high-level strategic risk register descriptor.

7. Measuring our Impact

- 7.1 Our Strategic Plan aims to contribute to improvements in the 8 outcomes. As part of developing our Strategic Plan we have discussed and outlined with Board how we would, on an annual basis, use the Strategic Plan to undertake an analysis of impact and our contribution using the model below:

Summary of Contribution Analysis



- 7.2 This assessment would be undertaken by stakeholders including, where possible, stakeholders who were involved in the initial consultation and development of the plan. Using this and the available data we would produce an annual impact report for Board and leadership review and discussion prior to publication. This report would focus on measuring our progress in achieving our outcomes. This would be separate but complimentary to the performance report which sits within the Statutory Annual Accounts.

8. Next steps

- 8.1 Following Board approval, the Strategic plan will go through our publication process. This will involve accessible design, further editing for readability and

quality assurance. Bilingual versions of the Plan will be submitted to the Deputy Minister. Following Ministerial approval, we will plan the launch of the Strategic plan to take place with our staff and stakeholders in April.



Strategic Plan 2022 – 2027

Foreword by Chair and CEO (to be agreed)

Care matters to us all. It touches us all at some point in our lives. Our vision is to make a positive difference to care and support in Wales for children, adults and their families and carers. It is important that children and adults in communities in every part of Wales can rely on high quality social care and childcare to help them live the lives that matter to them.

Our purpose is that we provide national leadership and expertise in social care and early years leading on developing and regulating the workforce, service improvement, data and research to improve care. Everything we do is focused on making a positive difference for high quality care and support in Wales.

This plan sets out our focus for the next five years. Our work over the next few years will take place against a backdrop of considerable social and political change, as well as ongoing change in the way social care and early years services are delivered and how people access and use these services.

We do not underestimate these challenges, but we believe that we have significant opportunities to deliver improvements for the people of Wales. We will not be able to achieve these changes alone, working with others is central to how we operate, and partnership will be at the heart how we will deliver these priorities.

We want to continue our journey to embed a culture of people and stakeholders being involved across our work. We are committed to responding to the views and needs of adults and children who use care and support, their families and those working in the sector to inform our work. We will continue to seek opportunities to work together, learn from best practice and to welcome ‘critical friends’ from across other sectors. This value of partnership will inform all the work to be delivered under this plan.

We are committed to supporting the Programme for Government 2021 - 2026, the principles of the Well-being of Future Generations (Wales) Act 2015 and our responsibilities as a Welsh public service organisation. This Strategy will build on the foundations of Cymraeg 2050: A million Welsh speakers and The Race Equality Action Plan to create an engaged, healthy, flexible, responsive and sustainable workforce for the future that is reflective of Wales’s diverse population, Welsh language and cultural identity.

A strong social care and early years system in Wales makes sure that we are able to reduce the impact of disadvantage of poverty, neglect, illness, disability, race or other protected characteristics. These disadvantages often lead to health inequalities and poorer prospects for children reaching their potential or for adults achieving a fulfilled life.

By developing and building on the skills of the care workforce, we will help children, adults and older people who receive care and support to improve their health and well-being and achieve what matters to them.

We will be answerable to the people of Wales through the Senedd and Members of the Senedd. We listened to you following our consultation receiving general positive support about our priorities. We have considered your views and thought through what will be different as a result of our actions, we have shown this in our strategic plan, and we will use this as a way to measure our impact.

We are living in an ever-changing environment and have to live with ambiguity and uncertainty. We want to make sure our Strategic Plan provides strategic direction but remains flexible and responsive to make sure that what we deliver is fit for purpose. The detail of our actions and activities will be published annually through our business plan and our progress on our impact will be published through an annual impact report.

Mick Giannasi
Chair

Sue Evans
Chief Executive

Introduction

Our vision

Making a positive difference for care and support in Wales for children, adults and their families and carers

We will use people's experiences of using care and support; National well-being outcomes and indicators; Thematic reports; Case studies to illustrate and demonstrate the state of the nation in relation to our vision above – this is to make sure that we do not lose the person at the heart of how care and support is provided across Wales.

Our purpose

We provide national leadership and expertise in social care and early years leading on developing and regulating the workforce, service improvement, data and research to improve care.

Outcomes

The key in developing our next 5-year plan has been to look at, with people who use care and support, the workforce, employers and leaders, what difference and change we want over the next five years.

These are national outcomes which are bigger than any one organisation. With more than one organisation responsible for working towards but we need to be clear on our contribution to the changes we are focusing on. We recognise that these are affected by a number of different factors, but they are sufficiently flexible to provide a clear 5-year direction for Social Care Wales in the impact we expect to make during 2022/27 whilst working towards our vision. Through consultation we have identified the following 8 national outcomes which we will be using as the core foundation of our 5-year plan.

- Improved wellbeing for the social care and early years workforce
- A social care and early years workforce that is highly recognised and valued
- Social care practice and policy is underpinned by innovation, sharing new ideas and the reflective and responsive use of high-quality research, data and other forms of evidence¹
- A registered workforce that has the public's confidence
- Social care and early years workforce is suitably qualified, knowledgeable and skilled with the right values, behaviours and practice
- Social care and early years services attract, recruit and retain people with the right values to meet the needs of those who need care and support now and, in the future,

¹ By evidence-informed practice, we mean that decisions about how to provide care and support are informed by an understanding of the best available evidence about what is effective – drawing from research and data, the wisdom and experience of practitioners and the wisdom, experience and views of people who use care and support and their carers

- Social care services embed and deliver strengths-based approaches to care and support
- Social Care Wales provides effective, high quality and sustainable services

Our national leadership role

We will build on our national leadership role and our relationships with the social care and early years workforce, employers and strategic leaders across Wales to improve practice, increase workforce resilience and make sure that care is valued as it should be.

We will provide insight, analysis and foresight to enable a collective response to sector-wide challenges and bring clarity to navigate an uncertain landscape. We will cultivate the specialist skillsets required to transform and improve social care services, and we will work with partners to positively influence the social care and early years system to improve outcomes for children, adults and families who use care.

We have a genuine desire to make improvements – we are committed in our ambitions to make a positive difference and work on making our Strategic plan a reality. We know that this will need us to continue to work within and across public, private and third sector organisations across Wales. Whilst recognising the need for us on continuing to work, learn and share practice at a UK and international level.

In the following pages we set out, under each national outcome, why this is a focus, what aspects we will use to show change, and where we will focus our energy and commitment to work with you over the next five years to realise our vision.

(Within the plan there will be a definition of who we mean as a key for the reader:

Definitions

Workforce: includes people who provide care and support. Where we mean registered persons, this will be made clear

Employers: includes Responsible Individuals, people who employ social care or early years workforce, responsible for the education and training of the workforce

Strategic leaders: includes stakeholders, Policy makers and influencers, National partners)

Outcome: Improved wellbeing of the social care and early years workforce

Why?

There is an increasing and compelling body of evidence linking wellbeing, capability and engagement of the social care and early years workforce to improved outcomes for the children and adults they provide care and support for. A happy, healthy and supported social care and early years workforce in turn supports the wellbeing of the people in their care.

The social care and early years workforce is our biggest and most precious asset in delivering high quality care and support. However, in too many cases feedback² from the workforce suggests that they do not feel valued and supported. This can lead to a lack of engagement and motivation and can impact on attendance and turnover which ultimately impacts on quality of care for the children and adults at the centre of services.

How will we know what has changed?

We will use a number of national indicators, data and surveys including:

- Baseline data on levels of wellbeing across the workforce (our recent survey)
- Data on workforce; number joining workforce; number leaving – ‘picture’ of the workforce
- Turnover and vacancy rates
- Welsh Government social services data
- Case studies
- National conversation surveys (such as Early years wellbeing survey results)

How will we make a difference over the next 5 years?

With the workforce we will:

- undertake research to understand the scale and nature of the challenges faced by the workforce.
- engage directly with and provide support to the social care and early years workforce to improve their wellbeing.

With employers we will:

- produce resources and provide access to services to help employers improve workforce wellbeing

With strategic leaders we will:

² ‘A Healthier Wales: Our Workforce Strategy for Health and Social Care’, HEIW and Social Care Wales, October 2020

- influence strategic leaders to prioritise initiatives to improve workforce wellbeing
- use our data and intelligence to inform national decision and policy making
- work with strategic leaders to embed compassionate leadership across social care ensuring a culture of wellbeing, continuous improvement and openness

The following are examples on how we will measure how we are making a difference:

- Workforce planning data statistics (annual survey)
- Staff governance framework measures – between employee and employer* (this is in development and outcomes will be developed to support this measure)
- Annual survey to the social care and early years workforce (and employers) on their wellbeing – and what we do as a result of the findings
- Number of wellbeing offers produced and qualitative feedback from users

Outcome: a social care and early years workforce that is highly recognised and valued

Why?

The social care and early years workforce is crucial to the well-being of people of all ages in communities across Wales. Social care and early years workers provide children and adults with the care and support they need to live the lives that matter to them. Yet care workers are, on average, paid much less than other key workers. The skill and dedication of care workers is something recognised by the Welsh public. We now register most social care workers, which is raising their status in Wales. If we can develop a better rewarded profession, it will also help attract more people with the right skills and values into social care and early years roles.

Their skill and dedication, in a crisis and at any other time, deserves fair reward that reflects the crucial part they play in the well-being of people and our communities. This is something recognised by the Welsh Government through the Social Care Fair Work Forum and supported by the ambition of the workforce strategy. As well as revisiting the issue of fair reward for social care workers, it will be important to consider parity of esteem and terms and conditions between the health and care workforces and investment in new ways of providing care and support that meets the needs of the people of Wales.

How will we know what has changed?

We will use a number of national indicators, data and surveys including:

- Real living wage for social care workers (Fair work commission)
- Public perception survey on the work of social care and early years workers (linked to working in the sectors - connected to attraction, recruitment)
- National Survey of Wales satisfaction and value of social care
- Welsh Government 'temperature test' on value of the early years workforce

How will we make a difference over the next 5 years?

With the workforce we will:

- engage directly with the social care and early years workforce to understand the extent to which they feel recognised and valued and how we can best help to bring about any improvements.

With employers we will:

- provide advice, support and resources to employers to help them boost the extent to which the workforce feels recognised and valued.

With strategic leaders we will:

- influence strategic leaders to prioritise initiatives to improve the recognition of the social care and early years workforce.
- raise awareness on the value of the social care and early years profession to support recognition.
- provide data and evidence from the workforce to inform national policy and decision making.

The following are examples on how we will measure how we are making a difference:

- Data from workforce about how valued they feel (Survey)
- Feedback from workforce on specific initiatives undertaken (care worker card, Accolades)
- Perceptions from employers and strategic leaders on our contribution to helping the professions be valued (social care and early years)
- Number of resources produced and qualitative feedback from users

Outcome: Social care practice and policy is underpinned by innovation, sharing new ideas and the reflective and responsive use of high-quality research, data and other forms of evidence³

Why?

The priorities from the Social Care Research and Development Strategy⁴ gives Wales a unique opportunity to help improve well-being by applying evidence-based policy, practice and service models that have a focus on prevention and early intervention.

The rapid advances in technology have demonstrated beyond doubt that now is the right time to look closely at the social care needs across Wales and make sure that we have a clear, transparent and ethical vision for our data requirements both now, and for the future. The public sector is not yet fully harnessing these opportunities in a coordinated way. It is a mixed picture with some already using data more effectively, though often without the appropriate support, frameworks, disciplines, tools and resources to really succeed.

There is also a need to increase and improve the data we need to identify and address inequalities in social care, in when and how people with the full range of protected characteristics receive care and support, and to ensure that social care is a safe and fair place for all to work in.

How will we know what has changed?

- Examples of how people use evidence to enrich their policy and practice
- Data from Welsh Government's Performance and Improvement Framework
- Enhance the capabilities and connections of people delivering care and support in Wales
- *A relevant impact measure from the refreshed Social Care Research and Development Strategy (22)(TBC)*

How will we make a difference over the next 5 years?

For the workforce we will:

- work with the workforce to develop their capabilities and broaden their networks/connections to access and make use of high-quality evidence, knowledge and innovation

For employers we will:

³ By evidence-informed practice, we mean that decisions about how to provide care and support are informed by an understanding of the best available evidence about what is effective – drawing from research and data, the wisdom and experience of practitioners and the wisdom, experience and views of people who use care and support and their carers

⁴ 'Social care research and development strategy for Wales 2018-2023', Social Care Wales and endorsed by Health and Care Research Wales, February 2018

- work with employers to support knowledge dissemination, brokering and co-creation across social care to create cultures where evidence and innovation are valued and influence decision making.

For strategic leaders we will:

- work with strategic leaders who generate and share evidence and support its use into planning, practice and policy-making.
- support strategic leaders to ask the right questions about issues and opportunities to promote, nurture and role model evidence-enriched policy and practice.
- work with strategic leaders to raise the profile of innovation and the value it can bring to social care delivery.

The following are examples on how we will measure how we are making a difference:

- People are actively involved in our networks and communities of practice around research, data and innovation
- Qualitative feedback from people on community participation has informed practice
- Increased numbers of people are visiting and engaging with our data portal
- The extent to which research and evidence-based practice forms of Continuing Professional Development reporting when registered persons renew their registration

Outcome: A registered social care workforce⁵ that has the public's confidence

Why?

We have a key public protection function to deliver by ensuring the regulated workforce is registered and fit to practise. Keeping a Register of Social Care Workers (the Register) is part of this process. It provides those on the Register with professional recognition and access to training and development resources.

It provides public assurance to those in receipt of care and support services; they can be sure that a registered worker is suitably qualified and has agreed to meet the professional standards we have set for the sector. People can also be sure that we will address any concerns about a person's fitness to practise in a fair and transparent way and, if necessary, require them to undertake further training or prevent them from working in the care sector.

As the national care regulator, we use knowledge and evidence from regulation to inform and drive the improvement and development of the workforce. Improving the experiences and outcomes of those using services has been the guiding principle on which our approach has been built.

How will we know what has changed?

- Wales Omnibus survey:
 - Home care workers are always skilled and professional in the work they do
 - General care workers are always skilled and professional in the work they do
 - is clear to me what an acceptable standard of social care would look like
 - Question on public perception on public confidence

How will we make a difference?

For the workforce we will:

- run effective, transparent regulatory processes to make sure that the registered workforce has the right knowledge, skills and values.
- support the workforce through the regulatory process.
- set professional standards for the workforce.
- provide registered workers with professional recognition and access to training and development resources.

For employers we will

⁵ As defined in the [Regulation and Inspection of Social Care \(Wales\) Act 2016](#)

- support employers to carry out their responsibilities under the regulatory requirements.
- efficiently manage our relationships with employers to support them in providing safer and more resilient services.

For strategic leaders we will:

- work with strategic leaders to share our knowledge and evidence from regulation to inform and drive improvement of social care and early years services.

The following are examples on how we will measure how we are making a difference:

- Data from the Register: Number of fitness-to-practice referrals, cases, hearings, removals, appeals and upholds
- Information on themes from fitness-to-practice reviews and actions taken by us (or others) in light of these (regulation for improvement - Evidence of sharing, Examples and case studies) Links to practice guidance evaluation
- Surveys such as with employers and registered people understanding of the Code of Professional Practice; applied in their service; surveys - users of care and support, managers and employers know who we are, and how to make a referral to us?
- *Link to impact measure developed as part of the Employer support service – tbc*

Outcome: A social care and early years workforce that is suitably qualified, knowledgeable and skilled, with the right values, behaviours and practice

Why?

To meet current and future demands high-quality training will equip and support the workforce so they have the right knowledge, skills, understanding and approach to provide good quality care and support in the social care and early years sectors. Education and training makes a critical contribution to the supply of the social care and early years workforce, employers and compassionate leaders. We need to make sure that we continue to invest in our capacity to train and learn in Wales. As well as increasing the numbers, we need to ensure that the investment delivers value by delivering the kind of education, learning and training that supports future needs and future service models.

Much of our education and training has been traditionally delivered; this needs to change to reflect the need for more multiprofessional approaches, seamless working and accessibility to those most underrepresented in our workforce. We also need to ensure that education and training pathways reflect the needs of learners, current and future social care and early years workers, managers and leaders who want more flexibility in delivery and location. There is a mismatch between the pace of digital and technological change and our ability to implement and embed them in our everyday work in social care and early years. One of the reasons for this is the variable socio-economic circumstances, digital literacy, confidence and capability of our current workforce, and the limited attention we have given this as a system to date.

Evidence of better outcomes for people accessing care and support, highlights the vital importance we place on the delivery of social care and early years in the language of Wales. Supporting the social care and early years workforce to deliver care and support using the Welsh language where needed, is a fundamental principle.

How will we know what has changed?

- Qualifications data from the Register (themes and trends)
- Take up and completion of relevant social care qualifications (Qualifications Wales data)
- Apprenticeships (take up and achievement of Welsh apprenticeships)
- Baseline digital competence as part of the workforce strategy development
- Thematic reviews by national organisations on social care and early years education and learning (such as HIW, Estyn)

How will we make a difference over the next 5 years?

With the workforce we will:

- continue to design and quality assure fit-for-purpose qualifications, underpinned with strengths-based practice, that are awarded by learning and training providers.
- design and publish continuing professional development resources that are known and used by the workforce.
- promote the standards expected through advice and guidance produced for the workforce.

With employers we will:

- make sure that employers and the social care workforce know about and implement the codes of practice.
- respond to sector intelligence to inform workforce learning and development.

With strategic leaders we will:

- make sure that the funding we provide to the social care sector for learning and development needs is targeted at the most important priorities.

The following are examples on how we will measure how we are making a difference:

- Outcomes of quality assurance of qualifications; Number of people who have completed the qualifications; Strengths based/ outcome focused practice underpins all our qualifications & development/training work
- Popularity of those resources; Number of people who have completed 'Principles and Values'
- Auditing of how the Social Care Wales Workforce Development Programme (SCWWDP) grant funding is used; Evaluation of SCWWDP; Auditing of how bursary funding is used
- Survey of the registered workforce about knowledge and implementation of the codes of practice
- Number of Registered Persons who complete the required CPD or qualification at renewal
- Feedback on the quality and impact of our training and learning resources – on improving practice from the workforce, employers and users of the services

Outcome: Social care and early years services attract, recruit and retain people with the right values to meet the needs of those who need care and support now and in the future

Why?

The Welsh population is both ageing and increasing. This will increase the need for a skilled social care and early years workforce. We are already experiencing shortages in many occupations and professional groups in many services and settings. We need to increase our efforts in how we market and promote the hundreds of roles – and therefore opportunities available - at local, national or international level.

We need to be proactive in targeting specific shortages and in helping and supporting staff who want a change in career and direction. We need to reach out to children, and young people beyond our traditional paths to help shape their career choices and open access to the many people in our communities that have valuable skills and experience currently underrepresented in our workforce. We also need to make sure that the process for recruiting people is underpinned by our values and is as smooth and efficient as possible.

Improved workforce planning is required to understand skills gaps and recruitment issues facing employers and the risk this creates for the provision of safe care services. There is a need to anticipate and plan to meet the Welsh language needs of students, our workforce and ultimately people in receipt of care and support across Wales as we move forward.

How will we know what has changed?

- Data about the registered workforce⁶, such as numbers on the register; new joiners on the register; Attrition from the register
- Data from Social Care Workforce Development Partnership reports, covering: Commissioned care provider services; Local authority services; AWARE data (EY)
- Workforce planning data (links to recognition and valued outcome)
- National attraction, recruitment and retention framework – data/ case studies
- Number of agency staff within the workforce
- Self-Assessment Service CIW (Early Years)

How will we make a difference in the next 5 years?

With the workforce we will:

- lead on projects to improve sufficiency of the workforce with a particular emphasis on attraction, recruitment and retention.

With employers we will:

⁶ <https://socialcare.wales/research-and-data/workforce-reports#section-34688-anchor>

- work with employers to develop advice, guidance and support to attract people into the sector.
- work with employers to promote job opportunities within the sector

With strategic leaders we will:

- undertake research to help employers and strategic leaders to understand whether the workforce is sufficient now and into the future.
- use our data and intelligence to inform future policy decisions by strategic leaders.

The following are examples on how we will measure how we are making a difference:

- Use and feedback on the effectiveness of our resources
- WeCare Wales jobs portal – stats plus feedback from workforce and employers
- Longitudinal study and research through the portal – track careers
- Workforce data that provides intelligence on the movement of the workforce
- Employer survey on usage of the WeCare portal and materials

Outcome: social care services to embed and deliver strengths-based approaches to care and support

Why?

A change in the relationship between public and state is required - where people are at the very heart of their care and support planning. People are the experts in their own lives, and in working together with professionals are best placed to tell us what will support their wellbeing.

To do this we need move away from a system that has developed over the past 20 years which is driven by process and supported by conversations which focus on eligibility criteria, assessments, based on a deficit model 'needs' focusing on what people can't do and risk. We need to move towards having empowering 'collaborative conversations' with people and families which we then support by process.

Future service models will increasingly be based on the concept of "what matters to me", which shifts the focus from what professionals think to what the person at the centre of our service needs, in line with prudent healthcare and sustainable social services principles. This co-productive approach relies on excellent teamwork between members of the multi-professional team and collaborative leadership.

How will we know what has changed?

- Performance Improvement Framework for social services
- social care improved quality of life - <https://gov.wales/national-survey-wales-results-viewer>
- Reviewing current landscape to see if there are there any existing national surveys, case studies, feedback from citizen's jury

How will we make a difference?

With the workforce we will

- engage directly with the social care workforce and provide resources to help bring about improvements in practice

With employers we will:

- provide advice, support and resources to employers to help facilitate a culture shift in practice.
- work with employers to develop a strengths-based practice framework

With strategic leaders we will:

- support and influence strategic leaders to implement systemic change to deliver strength-based practice.

- work with strategic leaders to support them in creating the right environment (culture) for strengths-based approaches to be embedded in how care and support is provided.

The following are examples on how we will measure how we are making a difference:

- Data and feedback from users on the resources developed
- Data on learning programmes – attendance and evaluation
- Feedback from workers on how resources/work programmes have changed practice

Outcome: Social Care Wales provides effective, high quality and sustainable services

Why?

We have a responsibility, as a Welsh public service organisation, to work in line with the shared ambitions for One Wales Public Service; to maintain and build on the trust and credibility of Welsh public services through the quality of delivery and governance of our business. We will continue to show openness and transparency of our decision making (governance) in how we work and how we spend public money in meeting our 5-year plan.

As a national leadership organisation, we have a responsibility to lead by example in how we work. This includes:

- doing all we can as a public body to support the vision for an anti-racist Wales: taking a lead in promoting equality, challenging discrimination as well as valuing diversity and inclusion, both through our internal and external activities.
- building on our truly bilingual ethos which provides an environment that nurtures and develops staff to learn and improve their bilingual skills.
- reducing the impact of our work on the environment
- maintaining a supportive environment for our staff. Staff will feel comfortable to challenge the status quo and not do things because 'that is the way we have always' done things.
- seeing our culture in everything that we do. We will empower our people to thrive at work, retaining and building a talented workforce to meet the business needs.

To be an effective organisation, we must understand and help to meet the challenges and opportunities faced by the people who work in the social care and early years sectors. We will work with our customers to make sure our services meet their changing needs. We will use feedback to challenge and shape our business, projects and strategies. Our digital services and new ways of working will make it easier for people to interact with us

How will we know what has changed?

- organisational effectiveness reviews will take place every 12 – 18 months dependent on timing.
- No enforcement notices by regulators; Clean audit certificate Outcomes of the tailored review of the organisation – undertaken by Welsh Government during the next 5 years, the reach of our work to targeted audiences
- External benchmarking, – staff survey, customer service standards, External Accreditations
- value for money and social value of procurement, Progress towards Net Carbon Zero

How will we make a difference?

We're committed to:

- being a truly bilingual organisation
- valuing diversity and improving opportunity for all
- focusing on the needs of our users
- listening and responding to feedback
- setting high standards of customer service
- being open in how we work and make decisions
- reducing our carbon footprint in how we work
- publishing our data and evidence
- improving our own performance

The following are examples on how we will measure how we are making a difference:

- Accreditations: IIP; Disability scheme; ISO27001, Cyber essentials Plus
- Measure our carbon footprint – set targets for reduction
- Internal audit findings on organisational internal controls and compliance
- Additional external assurance on specific organisational areas such as assessing our digital maturity and progress

Further information

Our work continues to build on the legislative framework and ethos of the Regulation and Inspection of Social Care (Wales) Act 2016 and the Social Services and Wellbeing (Wales) Act 2014. Visit our website for more information on the detail of our role, remit and legislative framework: www.socialcare.wales

Our 5-year plan sets out our high-level focus for the next five years. You can find out more on the detail of activities in our annual business plans. These are published here: <https://socialcare.wales/about-us/what-we-do> .

If you are interested in finding out how we are measuring our impact on the 5-year plan we will be publishing an annual impact report. You can find out more on our annual activities here: <https://socialcare.wales/about-us/what-we-do> .

You can also find more information using on our work in developing a strong social care and early years system in Wales to make that we are able to reduce the impact of disadvantage of poverty, neglect, illness, disability, race or other protected characteristics. Strategic Equality Plan (link).

To find out more on the detail of how we are supporting the social care and early years workforce in delivering care using the Welsh language, which is a fundamental principle underpinning our 5-year plan. Welsh language strategy (link)

It is important for us to show our values in the way we work with people to realise our vision. We continue to adapt, reflect and respond to the ever-changing context, listening and responding to feedback. If you would like to give feedback on the plan or find out more on our areas of focus, then please visit (insert link here)



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| Cyfarfod / Meeting | Board Meeting | | | | |
| Lefel dosbarthiad / Openness Level | Preifat / Private | | | Cyhoeddus / Public | |
| | <input type="checkbox"/> | | | <input checked="" type="checkbox"/> | |
| Dyddiad / Date | 03.02.22 | | | | |
| Eitem Agenda / Agenda Item | 8 | | | | |
| Teitl / Title SCW/22/04 | Strategic Risk Register 2022 | | | | |
| Awdur / Author | Andrew Lycett, Director of Finance, Strategy and Corporate Services | | | | |
| Cyfraniadau Gan/ Contributions From | Leadership group | | | | |
| Papurau Cefnogol / Supporting Papers | Appendix 1 – Draft Strategic Risk Register 2022 | | | | |
| Gweithgaredd Cynllun Busnes / Business Plan Activity | Priority theme 4: our organisation Ensuring continuous improvement of how we do our work to be an effective and efficient Welsh public service organisation | | | | |
| Gweithred / Action Required | Cymeradwyaeth / Approval | Darparu Llyw / Provide A Steer | Darparu Sicrwydd / Provide Assurance | Trafodaeth / Discussion | Craffu / Scrutinise |
| | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Argymhelliad / Recommendation | Members are invited to discuss the Strategic Risk Register 2022. | | | | |
| Prif Bwyntiau; Materion Allweddol i Dynnu Sylw Atynt: Cwestiynau l’w Ystyried | <p>In December 2021, during the Board development session, the Board discussed and identified strategic risks associated to the delivery of the new 5-year strategic plan outcomes.</p> <p>Since then, we have been working on developing the detail of our new Strategic Risk Register. Appendix 1 shows the high-level draft Strategic Risk Register covering:</p> | | | | |

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|--|---|---|--|---------------------------------------|--|
| Main Points: Key Issues to Draw to Attention; Questions to Consider | <ul style="list-style-type: none"> • Title • Risk Description • Risk Type • Risk Appetite • Inherent Score • Residual Score <p>Further work on refining the Strategic Risk Register will progress over the next month prior to more of the detail being discussed at Audit and Risk Committee in March.</p> | | | | |
| Goblygiadau Risg y cynigion / Risk Implications of Proposals | Teitl y Risg / Risk Title | Cyfeirnod cofrestr Risg/ Risk Register Reference | Sgoriau risg gweddilliol Residual Risk Scores | | |
| | | Cyfredol Current | Dyfodol Future | | |
| Asesiadau Effaith / Impact Assessments Considered | Cyfle cyfartal / Equality of Opportunity | | Diogelu data / Data Protection | Iaith Gymraeg / Welsh Language | Arall / Other (e.g climate change / future generations) |
| | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| | Not applicable as each new project, policy or programme has a specific impact assessment. | | | | |

Draft Strategic Risk Register 2022

| Before any controls/ mitigations | | | | | | | | Once effective controls in place | | |
|----------------------------------|-------------------------|---|----------------------|---------------|---------------------------|-----------------------|---------------------|----------------------------------|-----------------------|---------------------|
| Risk ID | Title | Risk Description | Risk Type | Risk Appetite | Inherent Likelihood Score | Inherent Impact Score | Inherent Risk Score | Residual Likelihood Score | Residual Impact Score | Residual Risk Score |
| SR-21-01-02 | Wellbeing Effectiveness | There is a risk that IF our wellbeing interventions are not effective, THEN they will not be adopted or accessed, RESULTING in reputational risk to SCW over our effectiveness and value for money. | People | Open | 4 | 3 | 12 | 3 | 2 | 6 |
| SR-21-02-01 | Public Perception | There is a risk that IF SCW does not positively influence perceptions of the social care sector, THEN the sector will be undervalued, and its impact not clearly understood RESULTING in under investment within the sector. | Reputational | Cautious | 4 | 4 | 16 | 3 | 4 | 12 |
| SR-21-02-03 | Pay/Reward | There is a risk that IF the pay, reward and conditions for care and early years workers are not addressed, THEN our routine activities will be adversely impacted by increased social care worker turnover, RESULTING in reduced effectiveness and efficiency in terms of our value for | Operational Delivery | Open | 4 | 4 | 16 | 3 | 4 | 12 |

| | | | | | | | | | | |
|-------------|--------------------------------------|--|----------------------|----------|---|---|----|---|---|---|
| | | money and improvement activities. | | | | | | | | |
| SR-21-03-02 | Welsh Government Funding and Support | There is a risk that IF Welsh Government funding does not align to the scope and future changes to our remit, THEN we will see a lack of resources and limited capacity to invest in non-statutory activities RESULTING in SCW being unable to fulfil its role to lead in evidence-based practice being development within the sector. | Financial/VFM | Open | 3 | 3 | 9 | 2 | 3 | 6 |
| SR-21-03-03 | Research and Data | There is a risk that IF SCW do not support the development of research and data capacity and priorities, THEN the sector will not have access to the evidence base required, RESULTING a lack of R&D capacity, and effective service planning and improvement. | Operational Delivery | Cautious | 3 | 3 | 9 | 3 | 2 | 6 |
| SR-21-04-01 | Application of Regulatory Framework | There is a risk that IF the extension of the register is not aligned with commensurate awareness of regulatory principles, processes and procedures amongst the workforce and providers, THEN there will be potential for inappropriate individuals remaining working in the | Governance | Averse | 3 | 4 | 12 | 2 | 4 | 8 |

| | | | | | | | | | | |
|-------------|--------------------------|--|----------------------|----------|---|---|----|---|---|---|
| | | sector, RESULTING in harm to individuals and to the reputation of Social Care Wales. | | | | | | | | |
| SR-21-04-02 | Regulator Effectiveness | There is a risk that IF the extension of the register is not aligned with increased efficiencies to allow for the expected proportionate fall in income, THEN there will be potential for funds being diverted from other functions of the organisation, RESULTING in inability of SCW to deliver against its remit. | Governance | Averse | 3 | 4 | 12 | 2 | 4 | 8 |
| SR-21-05-02 | Insufficient Recruitment | There is a risk that IF the sector is unable to attract and retain sufficient workers, THEN services will not have the capacity to provide the level and standard of care required, resulting in potential harm due to loss of service provision and quality. | Operational Delivery | Open | 3 | 4 | 12 | 3 | 3 | 9 |
| SR-21-05-03 | Employer Relationships | There is a risk that IF SCW do not strengthen the connection/relationship with employers, THEN the impact and VFM of our recruitment/retention campaigns may be lost, RESULTING in the impact and value of our activities being lost. | Financial/VFM | Cautious | 3 | 4 | 12 | 2 | 4 | 8 |

| | | | | | | | | | | |
|-------------|-------------------------------|--|----------------------|----------|---|---|----|---|---|----|
| SR-21-06-01 | Sector Collaboration Capacity | There is a risk that IF the sector and partner capacity issues remain, THEN it will not be possible to implement changes or improvements in a timely manner, RESULTING in slow turnaround of projects, a disenfranchised workforce, a risk of harm to the public and significant reputational damage for SCW. | People | Cautious | 4 | 3 | 12 | 4 | 3 | 12 |
| SR-21-06-02 | Professional Development | There is a risk that IF SCW do not develop a proportionate and positive set of expectations for registered people, such as CPD, THEN care workers and employers will struggle to deliver requirements, RESULTING in a loss of confidence in regulation and an increase in remedial actions required by employers, workforce and SCW. | Operational Delivery | Open | 4 | 3 | 12 | 2 | 3 | 6 |
| SR-21-07-01 | Welsh Language | There is a risk that IF we do not maintain our strategic leadership in delivery to support Welsh language choices, THEN those requiring social care in Welsh may not get the service they require, RESULTING in a substandard service. | Operational Delivery | Open | 4 | 3 | 12 | 3 | 2 | 6 |

| | | | | | | | | | | |
|-------------|---|--|----------------------|--------|---|---|----|---|---|----|
| SR-21-08-01 | Equality and Diversity | here is a risk that if Social Care Wales does not deliver visible change in the equality and diversity agenda both internally and in the sector, THEN we may not meet the Government's and public expectations in terms of change, RESULTING in reputational damage and losing the opportunity to correct inequities in our systems. | Operational Delivery | Open | 4 | 4 | 16 | 2 | 4 | 8 |
| SR-21-08-02 | Knowing and Understanding our Audiences | There is a risk that IF we don't identify our audiences appropriately to ensure person centred service design, THEN particular groups may disadvantaged RESULTING in their omission from service delivery models. | Governance | Averse | 4 | 5 | 20 | 3 | 5 | 15 |
| SR-21-10-01 | Governance and Assurance | There is a risk that IF SCW fail to create effective regulatory systems and processes, THEN objectives will not be met, risks may go unmanaged and/ or data inappropriately accessed, RESULTING in potential harm to individuals and reputational damage. | Operational Delivery | Averse | 4 | 5 | 20 | 2 | 3 | 6 |
| SR-21-10-02 | Cyber Resilience | There is a risk that IF our cyber detection, prevention and response arrangements are inadequate, up to date and effective, THEN our | Operational Delivery | Averse | 5 | 5 | 25 | 5 | 4 | 20 |

| | | | | | | | | | | |
|-------------|---------------------|---|----------------------|--------|---|---|----|---|---|----|
| | | systems may be compromised RESULTING in a permanent or sustained loss of data, systems and processes preventing us performing our functions. | | | | | | | | |
| SR-21-10-04 | Climate Change | There is a risk that IF new models of care are not researched and promoted in response to the impacts of climate change, THEN the demand for social care will increase RESULTING in cost and capacity issues that are unmanageable for the sector without significant increase in capacity and changes to delivery models services. | Operational Delivery | Hungry | 4 | 4 | 16 | 4 | 4 | 16 |
| SR-21-10-05 | Skills and Capacity | There is a risk that IF we can't recruit the right people, with the right skills, THEN it will be difficult to support sustained change and improvement within the sector, RESULTING in substandard delivery of our services and the sector as a whole. | Operational Delivery | Open | 3 | 4 | 12 | 3 | 3 | 9 |
| SR-21-10-06 | Interconnectivity | There is a risk that IF we do not develop and maintain our social care and health networks and stakeholders, THEN we will not contribute to the aspiration of developing one public service RESULTING failure to support the wider | Operational Delivery | Open | 4 | 4 | 16 | 3 | 4 | 12 |

| | | | | | | | | | | |
|-------------|----------|--|----------------------|------|---|---|----|---|---|----|
| | | programme for government and achieve best outcomes of the people of Wales. | | | | | | | | |
| SR-21-10-08 | COVID-19 | There is a risk that IF the current pandemic prevalence continues to impact services, THEN SCW will continue to focus on response reactions to immediate short term crisis management RESULTING in reduced oversight of workforce and loss of longer-term improvement initiatives. | Operational Delivery | Open | 4 | 4 | 16 | 4 | 4 | 16 |



| | | | | | |
|--|---|---------------------------------------|---|-------------------------------------|----------------------------|
| Cyfarfod / Meeting | Board Meeting | | | | |
| Lefel dosbarthiad / Openness Level | Preifat / Private | | | Cyhoeddus / Public | |
| | <input type="checkbox"/> | | | <input checked="" type="checkbox"/> | |
| Dyddiad / Date | 03.02.22 | | | | |
| Eitem Agenda Agenda Item | 9 | | | | |
| Teitl / Title | Strategic Equality Plan 2022-2027 | | | | |
| SCW/22/05 | | | | | |
| Awdur / Author | Abu Askira, Engagement and Development Manager | | | | |
| Cyfraniadau Gan/ Contributions From | David Pritchard, Director of Regulation | | | | |
| Papurau Cefnogol / Supporting Papers | Appendix 1 - Strategic Equality Plan 2022-2027 | | | | |
| Gweithgaredd Cynllun Busnes / Business Plan Activity | Priority theme 4: our organisation Ensuring continuous improvement of how we do our work to be an effective and efficient Welsh public service organisation | | | | |
| Gweithred / Action Required | Cymeradwyaeth / Approval | Darparu Llyw / Provide A Steer | Darparu Sicrwydd / Provide Assurance | Trafodaeth / Discussion | Craffu / Scrutinise |
| | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Argymhelliad / Recommendation | Members are invited to consider and approve the Strategic Equality Plan. | | | | |
| Prif Bwyntiau; Materion Allweddol i Dynnu Sylw Atynt: Cwestiynau I'w Ystyried | <p>The Specific Equality Duties in Wales as set out in the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 places a duty on Social Care Wales to publish a Strategic Equality Plan.</p> <p>The draft strategic equality plan was presented to the Board meeting of 21st October 2021. The final plan has now returned for approval with indicative metrics that will be used to measure our progress in meeting our ambitions.</p> | | | | |

| | | | | |
|--|--|---|--|--|
| Main Points: Key Issues to Draw to Attention; Questions to Consider | <p>It should be noted that our discussions with Welsh Government in 2021 regarding future budgets, Social Care Wales consistently identified the need for additional resources in this area to support wider ambitions. Given the overall positive budget allocation it is likely therefore that there will be greater scrutiny from our sponsors in this area.</p> | | | |
| Goblygiadau Risg y cynigion / Risk Implications of Proposals | Teitl y Risg / Risk Title | Cyfeirnod cofrestr Risg/ Risk Register Reference | Sgoriau risg gweddilliol Residual Risk Scores | |
| | | | Cyfredol Current | Dyfodol Future |
| <p>There is a risk that if Social Care Wales does not deliver visible change in the equality and diversity agenda both internally and in the sector, THEN we may not meet the Government's and public expectations in terms of change, RESULTING in reputational damage and losing the opportunity to correct inequities in our systems.</p> | <p>SR-21-08-01 (NEW)</p> | <p>20</p> | | |
| Asesiadau Effaith / Impact Assessments Considered | Cyfle cyfartal / Equality of Opportunity | Diogelu data / Data Protection | Iaith Gymraeg / Welsh Language | Arall / Other (e.g climate change / future generations) |
| | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| | <p>The data collected as part of the consultation on the Strategic Equality plan has been managed and risk assessed to be low risk.</p> <p>The development of the Strategic Equality Plan is in compliance with Welsh Language Standards.</p> <p>The Strategic Equality Plan has a long-term focus of achieving a more equal Wales.</p> <p>The Strategic Equality Plan recognises and seeks to advance equality of opportunity for protected characteristic groups and in particular highlights those who have experienced the most disadvantage during the pandemic – ethnic minorities, women, disabled people and older people.</p> | | | |

Strategic Equality Plan 2022-2027

1. Context

- 1.1 This report focuses on the development and publication of a new Strategic Equality Plan for Social Care Wales. The Specific Equality Duties in Wales as set out in the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 places a duty on Social Care Wales to publish a Strategic Equality Plan and Equality Objectives.
- 1.2 The consultation document **‘Have your say on what our priorities for equality, diversity and inclusion should be** was agreed by Board at its meeting on 29th April 2021.
- 1.3 A draft Strategic Equality Plan was considered by the board at its’ meeting on 21st October 2021.

2. Resource implications

- 2.1 The delivery of our equality objectives and the ambitions stated within the Strategic Equality Plan will require joined up working across several projects, functions and teams within the organisation.
- 2.2 The costs for associated / linked projects will be considered as part of the normal budgetary cycle and will be prioritised. However, acknowledging the recent publication of Welsh Government Action Plans in the areas of Race and LGBTQ+, a proportion of the additional funding requested from our sponsor in 2022/23 has been identified as supporting the delivery of this plan.
- 2.3 It is noted that this plan will be embedded within the core activities of Social Care Wales. Table 1 below sets out the responsibilities at senior level for each objective. The overall lead for the delivery of the plan will be the Director of Regulation.

Table 1- Overview/illustration of Management Team resources required for delivery of Strategic Equality plan

| Equality Objective | Lead Assistant Director | Delivery partner/manager |
|--|--|--|
| Improve the use of equality data and information | Assistant Director of Regulation Assistant Director of Data and Intelligence Assistant Director of Workforce | Data and Intelligence Manager Data Senior Officer |
| Equality at work | Assistant Director of Workforce | Engagement and Development Manager |

| | | |
|---|--|---|
| | Assistant Director of Regulation | |
| Digital inclusion | Assistant Director of Corporate Services Transition programme manager – early years and childcare | IT Manager |
| The well-being of the social care and early years workforce | Assistant Director of Workforce | Engagement and Development Manager |
| Equality, diversity and inclusion within Social Care Wales | Assistant Director of Corporate Services | HR and Wellbeing Manager Governance Senior Officer |

3. Risk and assurance

3.1

| | | | |
|--|---|--|-----------------------|
| Teitl y Risg / Risk Title | There is a risk that if Social Care Wales does not deliver visible change in the equality and diversity agenda both internally and in the sector, THEN we may not meet the Government's and public expectations in terms of change, RESULTING in reputational damage and losing the opportunity to correct inequities in our systems. | | |
| Cyfeirnod cofrestr Risg / Risk Register Reference | SR-21-08-01 (NEW) | Sgoriau risg gweddilliol Residual Risk Scores | |
| | | Cyfredol Current | Dyfodol Future |
| | | 20 | |
| Effaith ar risg / Impact on Risk | | | |
| This Strategic Equality Plan is a direct commitment to embedding our work on equality and diversity within our day-to-day delivery. It will set objectives for the organisation, and methods to monitor progress. In this way, this plan will decrease the likelihood of the risk coming about | | | |
| Newdiadau i Reolaethau / Sicrwydd Changes to Controls/ Assurance | | | |
| Oversight and monitoring by the Equality and Diversity Group, reporting to Leadership and EMT | | | |

| |
|---|
| Production of an annual equality report with associated metrics Embedding within annual business plan activities |
|---|

4. Engagement

- 4.1 The development of the Strategic Equality Plan and equality objectives has been informed by engagement with people who share one or more of the protected characteristics. In November 2020, we commissioned Diverse Cymru to deliver five engagement sessions with people who share one or more of the protected characteristics and/or with organisations who represent their interests. The aim of the engagement was to test out (seeking views) to inform our draft equality objectives. Six engagement events were held (5 of the scheduled events were through the medium of English) and one event was through the medium of Welsh.
- 4.2 In 2021, following amendment of the draft plan after the engagement above, Social Care Wales undertook an open consultation on the draft objectives for the Strategic Equality Plan.

5. Key messages from the consultation

- 5.1 Respondents agreed with all five of our equality objectives and agreed that each objective should be achievable within five years. There was a call for the next level of detail on how we would achieve each objective.
- 5.2 We received comment on our approach to tackling discrimination on the grounds of multiples identities. We have now included a statement within the plan, reinforcing our awareness of intersectionality and how people's multiple characteristics and social identities can overlap, creating compounding experiences of discrimination.
- 5.3 We were pleased to receive a number of helpful suggestions on how we should measure the impact of our equality objectives. The suggestions have informed the final iteration of the plan which includes a mixture of qualitative and quantitative measures to assess our progress against each objective.

6. Impact

- 6.1 We understand that our commitment to opposing discrimination can never be passive. We must be honest and open about where we are, what we need to do and what impact achieving our equality objectives will have by 2027.
- 6.2 By 2027, we want to have an improved diversity and a more representative social care workforce. A workforce representative of the communities it serves, particularly where there is evidence of underrepresentation.

- 6.3 By 2027, we will have taken supportive and challenging actions with providers and employers to help them address inequality and discrimination in the social care and early years workforce.
- 6.4 By 2027, we will ensure our digital resources and digital learning offer to the sector is built on a principle of inclusion informed by user-centred design principles.
- 6.5 By 2027, we will demonstrate both in action and results a social care Wales workforce and board which continues to be culturally aware and demonstrates anti-discriminatory practice across all its functions and services.



Becoming an anti-discrimination Wales promoting equality, valuing diversity in social care

Strategic Equality Plan 2022-2025

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Other formats: This document is available in large text, Braille and other languages, if required. You can request these by using the contact details above. This document is also available in Welsh.

Overview

This Strategic Equality plan (Equality Plan) demonstrates Social Care Wales's commitment to becoming an organisation that actively seeks to improve the lives of people with protected characteristics by:

- tackling discrimination
- promoting equality and diversity
- creating a more inclusive society.

We recognise our role is to be a leader in these areas in social care and early years, and to work with others in the sector to create real and meaningful change.

We understand that our commitment to oppose discrimination can never be passive. We must be honest and open about where we are, and what we need to do. The objectives set out in this equality plan are part of that, but we will need to go further in our work if we are to meet our, and our citizens', ambitions.

Foreword by our Chair and Chief Executive

We are publishing a new equality plan. This new plan will give us an opportunity to align with, and reflect, the ambitions of our *Strategic plan for 2022 to 2027*. It will also give us an opportunity to respond to the current and ongoing inequalities that have been highlighted and made worse by the Covid-19 pandemic.

The pandemic has shown how crucial the social care and early years workforces are to the well-being of people of all ages in communities across Wales. These workers have met the enormous challenges of the pandemic through their commitment and professionalism. There is now greater recognition by the public that social care and early years workers are key workers – and not just in a time of crisis.

Sadly, the social care workforce has been greatly affected by the pandemic. The social care workforce is among the occupational groups at highest risk of death from Covid-19, particularly care home workers and domiciliary care workers. The impact on the physical and mental health of workers has also been brought to the fore, with people having to cope with new and incredibly difficult challenges.

The impact of the pandemic on older and disabled people, ethnic minorities, some women and people living in socio-economic disadvantage is a wakeup call for the public sector and society. We must make sure our work supporting the Covid-19 recovery is informed by:

- up-to-date evidence
- our engagement with others
- the use of equality impact assessments to better understand the impact our decisions may have on different types of people¹.

The pandemic has made us focus our equality plan and equality objectives on tackling the inequalities made worse by Covid-19 and we are committed to putting equality and human rights at the centre of our decision making.

¹ *Rebuilding a more equal and fairer Wales: Focus on the unequal impact of the coronavirus pandemic*, May 2020 – Equality and Human Rights Commission

We are committed to being an anti-discrimination organisation – placing equality, diversity and inclusion at the heart of our work. Our support for the sector after Covid-19 must recognise the impact it has had on those with protected characteristics.

We also recognise that we can do more in some areas and we will prioritise the areas where we can make the most difference, in line with our remit and responsibilities.

This plan provides information about the five areas we propose to focus on in our work on equality and diversity going forward. Our equality objectives have been informed by a series of engagement events with people who share one or more of the protected characteristics.

Mick Giannasi, Chair, and Sue Evans, Chief Executive

Who are we? (to reflect strategic plan narrative once agreed)

We are the lead organisation in Wales for social care workforce regulation, service improvement, research and data, and workforce development.

Our role in early years is on a smaller scale, but no less important to us. We are a strategic partner for the Welsh Government, supporting the ongoing development, support and professionalisation of the workforce.

What do we do?

We:

- **develop the workforce** so they have the knowledge and skills to protect, empower and support those who need help and care
- **work with others to improve services** for areas agreed as a national priority
- **provide information** for the public, the workforce and other organisations
- **share practice** with the workforce so they can provide the best response to meet support needs
- **set priorities for research** to get evidence of what works well
- **set standards** for the care and support workforce, making them accountable for their work.

We support and promote innovation, and share knowledge, practice and experiences across social care in Wales. We work with partners to make sure we can work together to improve outcomes for people and families who use care and support, as well as those who provide it. We will act as a leader, champion and voice for social care and early years, offering constructive challenge and support to professionals and providers.

Our work is underpinned by the principle that adults and children who use care and support, as well as their families and carers, work together to create support that works for them. The approach is values driven and built on the principle that those who use a service are best placed to help design it. We will do this directly in our work where appropriate, but we will also make sure we follow this approach in all our advice about evidence to the sector.

Our vision

We want to make a positive difference for care and support in Wales for children, adults and their families and carers

Our strategic equality plan

We have a statutory duty to publish an equality plan.

But our ambition is to go beyond the plan and to promote equality and tackle discrimination in all our work. We want to play a leadership role in making sure Wales opposes discrimination, so we will be vigilant, and speak up and challenge discrimination, in whatever form it may take.

Developing our equality plan and equality objectives for 2022 to 2027

Our equality plan and equality objectives have been informed by a number of evidence sources, such as:

- [Locked out: liberating disabled people's lives and rights in Wales beyond COVID-19](#) -Welsh Government, July 2021
- *Into sharp relief: inequality and the pandemic* – Welsh Parliament Equality, Local Government and Communities Committee, August 2020
- *First Minister's BAME Covid-19 Advisory Group: Report of the Socioeconomic Subgroup* – June 2020
- Equality and Human Rights Commission, *Briefing Paper 1: Rebuilding a more equal and fairer Wales: Focus on the unequal impact of the coronavirus pandemic* – May 2020
- *the equality profile of the social care workers who are registered with us*
- *Coronavirus (COVID-19) related deaths by occupation, England and Wales: deaths registered between 9 March and 28 December 2020* – Office for National Statistics

Engaging and involving people who use care and support

When we set our equality objectives, it is important we listen and reflect the views of those who share one or more of the protected characteristics. Not only because we have a legal duty to do so, but so we can make sure our work is informed by their views and needs.

Our equality objectives have been informed by people who use care and support, their families and carers. With support from Diverse Cymru, we held six engagement events in December 2020 and also shared an online questionnaire in which we tested the draft equality objectives.

We received feedback from people who represented a range of the protected characteristics.

We are grateful to those people who helped us develop our equality objectives and all those who took the time to comment on our plans. Many people gave their time freely and willingly, and we would like to acknowledge and thank them for their contribution.

Their feedback has been invaluable in helping us make sure the equality objectives better reflect the priorities and concerns of diverse communities.

We will continue to engage with, and involve, a diverse range of people as we fulfil the commitments, we make in our strategic equality plan.

Our organisational approach

We will promote equality and tackle discrimination in everything we do. We will consider equality and diversity in all our work and expect all our staff to understand the principles of fairness, equality and inclusion, and put them into practice.

We will tackle discrimination on the grounds of protected characteristics² (set out in the Equality Act 2010) and discrimination experienced on the grounds of:

- preferred language
- family/domestic responsibilities
- socio-economic status
- any other individual characteristic that may limit a person's opportunity to achieve what matters to them.

It is also important that we recognise the reality of intersectionality in our work. We need to recognise the cumulative effect of multiple identities, and to understand the impact of our work as we develop and deliver our priorities.

Our Board members will use our five-year equality plan to scrutinise our work and our progress in accomplishing our equality objectives, holding our staff to account. We will share our progress on accomplishing our equality objectives with you on our website, and in our communication and meetings with you.

Comprehensive strategic approach

To make sure we embed equality, diversity and inclusion across our work we will remove the artificial distinction between our work in this area and our wider activity. The equality plan will become an underlying part of our new corporate strategic plan and we will report to our Board and the Welsh Government on our progress in fulfilling its commitments.

We will make our commitment to promoting equality and tackling discrimination across all outcomes within our strategic plan.

• ² [age](#), [disability](#), [gender reassignment](#), [marriage and civil partnership](#), [pregnancy and maternity](#), [race](#), [religion or belief](#) , [sex](#) and [sexual orientation](#).

Welsh Government leadership

We recognise that the Welsh Government is leading on the promotion of equality and the tackling of discrimination across public services. We are aware of the consultation on a Race Equality Action Plan and a LGBTQ+ Action Plan, which may be followed by other similar plans for those with protected characteristics.

We fully support and welcome this leadership from the Welsh Government. It sets an ambitious and timely set of markers for us all. We will continue to shape our plans in this area to reflect that leadership and to take forward actions that fall upon us.

We are also aware that the Equality and Human Rights Commission is carrying out an inquiry into racial inequality, looking at the experiences of low-paid ethnic minority workers in the health and social care sectors during the pandemic. We will look to feed this work into the delivery of our plan.

Finally, we recognise the ground-breaking leadership of the Welsh Government in the area of socio-economic disadvantage at a time when the coronavirus pandemic has led to increased levels of poverty in Wales and a potential economic downturn. We are committed, through our work around greater equality, diversity and inclusion, to support the aims of the socio-economic duty.

Welsh Language

We recognise our responsibilities under the Welsh Language (Wales) Measure 2011 and our leadership role in supporting the Welsh Government's *More than just words strategic framework for Welsh language services in health, social services and social care*.

Our Welsh Language Scheme (Welsh Language Act 1993) and the Welsh language standards set out how we need to treat the English and Welsh languages on an equality basis. While the Welsh language is not a protected characteristic under the Equality Act 2010, our approach and values ensure our work and policy decisions champion the importance of the Welsh language for people who use care and support, and their families and carers.

Our objectives

Objective 1: Improve the use of equality data and information

What do we want to achieve?

We will improve the data collected about the social care workforce and the way it is used to better understand what the sector can do to achieve a diverse workforce that better reflects the communities it serves.

Why is this one of our objectives?

We want a social care workforce that is more representative of the communities it serves, particularly where there is evidence of underrepresentation. We want to work with partners to identify and address the barriers that may prevent people who share one or more of the protected characteristics from joining the social care workforce.

By working with employers to tackle attraction, recruitment and retention issues, and provide them with training, information and resources, we will improve the provision of high-quality care and support for people, children and families.

Our recent publication about the domiciliary care workforce found that 84 per cent are female, 97 per cent of workers are white and only 9 per cent are fluent in Welsh. This needs to change if we are serious about providing meaningful care and support. Providing care and support for someone is a very personal activity, and a common bond of trust, culture and language helps provide the highest quality care.

We must also consider the groups most likely to be affected by the expected rise in poverty because of the Covid-19 pandemic. These include young people, ethnic minorities, and disabled people who are already closest to the poverty line³.

³ *How coronavirus has affected equality and human rights* – Equality and Human Rights Commission, 2020

People who use care and support, their carers and families told us that this objective should also focus on making sure people who use a variety of languages and who are from a variety of cultures are supported properly.

Our early actions will include:

| Actions | Impact measures / How will we know we're making a difference? |
|--|---|
| Through <i>A Strategic Approach to Social Care Data in Wales</i> we will take forward specific actions to enhance data collection and availability to support a fairer and more equal workplace. | Increased use of our data and insights by employers and local authorities, to identify trends and opportunities for improvements in employment and retention and practice. |
| Work with local authorities and providers we will improve the data we collect on the social care workforce. A new online portal will be piloted, prior to roll out across providers collecting aggregated information on protected characteristics | Improvements in quality and completion for equality and diversity of workforce data (e.g. % of data populated for protected characteristics) |
| As Professional Registration expands, we will use it to provide ourselves and the sector a greater understanding of our regulated workforce, including how it is changing over time. | Registration to adult care home workers and other new groups completed in October 2022. Profile reports of the whole Register including specific reports on new and existing groups published from January 2023 onwards. |

Objective 2: Equality at work

What do we want to achieve?

We will work with employers and leaders in social care and early years to help them advance equality of opportunity for the social care and early years workforce.

Why is this one of our objectives?

Ethnic minority communities have reported racial inequality in Wales, with some staff in health and social care settings saying they felt they had been treated less favourably than their white colleagues during the coronavirus pandemic⁴.

The GMB also reports that workers from an ethnic minority background remain at serious risk at work because of the lack of comprehensive risk assessments carried out during the

⁴ *First Minister's BAME Covid-19 Advisory Group: Report of The Socioeconomic Subgroup – June 2020*

pandemic.⁵ We believe social care workplaces should lead the way in terms of equality and inclusion, giving everyone the opportunity to thrive, regardless of their background, identity or circumstance, so they feel valued and supported at work.

Going above and beyond to support the most vulnerable in our society has been a major feature displayed by the social care and early years workforce during the pandemic. The pandemic has also raised the profile of the workforce, the work they do and their value to society as key workers.

But many of these workers are relatively low paid and in employment that's often insecure⁶. Having guaranteed employment and income are an essential part (among a number of factors) of making sure the social care and early years workforce achieves equal and fair work practices.

We will act as a supportive and critical friend, challenging providers and employers to make sure any actions to address inequality and discrimination in the social care and early years workforce are based on the strongest evidence.

We will support the ambition to have fair reward and recognition across the social care and early years workforce. This will take account of the *Report of the Fair Work Commission* (2019) and *Is Wales Fairer?* (2018).

Our early actions will include:

| Actions | Impact Measures / How will we know we're making a difference? |
|---|---|
| We will pilot new support mechanisms in our regulation work, to ensure people facing action have access to advice and representation through the process. | <ul style="list-style-type: none"> - Support services scoped and commissioned by April 2022. - Number of registered persons accessing support services from April 2022 onwards. |
| We will actively support the Welsh Government's Race Equality Action Plan, and other similar plans, to support the transformation set out for Wales. | Metrics in this area will be aligned to the Welsh Government's Race Equality Action Plan due to be published in 2022, following a major consultation exercise in 2021. |

⁵ *GMB Report Black, Asian and Minority Ethnic Workers & Covid-19* – October 2020

⁶ [Fair care work. A post Covid-19 agenda for integrated employment relations in health and social care](#), King's Business School – June 2020

Objective 3: Digital inclusion

What do we want to achieve?

We will work to make sure equality, accessibility and inclusion are central to our work of building a digitally ready social care and early years workforce in Wales.

Why is this one of our objectives?

The world has changed because of the pandemic. One of the biggest changes has been the increasing speed of the move to digital services and virtual communication, which risks worsening unfairness in society.

Social care and early years workers who can't access or use digital technology may struggle to engage with our increasing digital activity and that of others in the sector, as we begin the work to support the sector's recovery and sustainability.

We have also seen a quick growth in the use of digital technologies, such as tablet devices, to give people who use care and support access to support and advice. This highlights the need for us to rethink the role of digital resources in the way care is assessed and provided going forward⁷.

The workforce strategy's ambition to "build a digitally ready workforce" can only happen if equality and accessibility are at the heart of digital literacy, skills and capabilities.

People with protected characteristics told us this issue was a big area of concern for the future. People who use care and support, their carers and families also told us how they and their care workers needed to adapt quickly during the pandemic so they could be assessed online, as workers couldn't provide face-to-face support.

We will work with Digital Communities Wales to support the Welsh Government's commitment to improve people's access to affordable broadband across Wales and to improve people's digital knowledge and skills, so they can make the most of digital public services. We will also work with employers to support their workforce.

⁷ *The Road to Renewal: five priorities for health and social care* – King's Fund, July 2020

Our early actions will include:

| Actions | Impact Measures / How will we know we're making a difference? |
|--|--|
| We will work with others, including Digital Communities Wales, to support the workforce in their digital skills and confidence | Number of resources produced and qualitative feedback from users Statistics on increase of confidence from modules pre assessment and post assessment evaluations |
| We will embed user-centred design principles as we develop new digital resources for the sector, prioritising accessibility across all our digital work. | Feedback from workforce (learners) on specific initiatives (digital resources) including the evaluation from learners through our learning management system |

Objective 4: The well-being of the social care and early years workforce

What do we want to achieve?

We will promote our well-being resources and offers, and improve access to them, to support the well-being of the social care and early years workforce.

Why is this one of our objectives?

The Covid-19 pandemic has highlighted the pressures faced by frontline social care workers. These pressures – along with the increased risk of catching Covid-19 and the fear of putting family members at risk – have raised concerns about the increasing stress on workers⁸.

The pandemic continues to affect the physical and mental well-being of the workforce, with higher levels of sickness and anxiety. The social care workforce had one of the highest death rates of all occupations during the first wave of the pandemic, and the pandemic has led to a growing recognition of how important it is to support the well-being of the workforce.

⁸ *The Impact of COVID-19 on social care workers' workload, wellbeing and ability to provide care safely: Findings from the UK* – The University of Kent, November 2020

We are working with others to develop initiatives and resources to support the workforce’s well-being that reflect a range of experiences in different settings and roles. In doing this, we must recognise the specific and unique challenges faced by those with protected characteristics. We believe equality, diversity and inclusion are essential to ensuring the well-being of our workforce and they must be at the heart of our approach.

People who use care and support told us the effect of Covid-19 on mental health and well-being makes this objective much more urgent. They felt that we, along with social care and early years employers, must act immediately to accomplish this objective.

Our early actions will include:

| Actions | Impact Measures / How will we know we’re making a difference? |
|--|--|
| The development and provision of a broad wellbeing offer for those working in Social Care, ensuring the service is accessible and open to the needs of a diverse workforce. This will include the introduction of a health and wellbeing framework, designed to support employers in maintaining well-being amongst their staff. | <p>Improved wellbeing of the workforce</p> <p>Reach and uptake of our wellbeing support offers</p> <p>No of employers /workplaces using /accessing the resources on the health and wellbeing framework.</p> |
| Implementation of a consistent approach to monitoring and measuring employee experience through health and social care staff surveys. This will include enable us to capture staff experience across different settings, professional groups and protected characteristics. | <p>Delivering a wellbeing survey which is accessible, easy to understand and gives confidence to the workforce</p> <p>Completion rates for the wellbeing surveys</p> <p>Reach of the wellbeing survey and engagement from the diversity of the workforce</p> |

Objective 5: Equality, diversity and inclusion within Social Care Wales

What do we want to achieve?

We will promote opportunities to work with us, to help us achieve a more diverse and inclusive Board, staff and regulatory panel, and to widen our networks.

Why is this one of our objectives?

We want to lead by example. We are proud of the diversity of our Board, in terms of gender, age, disability, background and lived experiences. But we believe we can do more to improve the diversity of our Board.

We believe we can also do more to improve the diversity of our regulatory panel, which looks at the evidence gathered in cases where concerns have been raised about social care workers' behaviour.

People who use care and support have told us that to achieve this objective change must start with us. We should share examples where this has worked well and influence our networks and partners with our positive action and communication to help spread this shift in culture.

We will continue to monitor our staff diversity. We want to create an environment where staff can thrive, accomplish their best work and their difference is valued. We will try to stamp out discrimination, make sure everyone has the same opportunities and encourage good relations between our staff, our Board members and anyone else who's involved in our work.

The coronavirus pandemic has led to increased levels of poverty in Wales with lower incomes and a potential economic downturn. This will have a bigger impact on people who already experience socio-economic disadvantage and will cut across all forms of inequality.

Our work to achieve greater equality, diversity and inclusion in our organisation will help us move the socio-economic duty forward and reduce socio-economic disadvantage.

Our early actions will include

| Actions | Impact Measures / How will we know we're making a difference? |
|--|---|
| We will deliver cultural awareness training to all staff and members. This will be embedded within induction process for staff and Members, with evaluation to follow. | <ul style="list-style-type: none">• Results from staff survey on how the learning has informed their practice (increased knowledge and skills)• Results from Board effectiveness review on how learning has informed their practice (increased knowledge and skills) |
| We will revisit our recruitment activity to ensure we are encouraging applications from those with protected characteristics, including embedding external benchmarks | <ul style="list-style-type: none">• 100% of recruitment activity in line with best practice• Recruitment data profiles |

| | |
|--|---|
| <p>such as https://disabilityconfident.campaign.gov.uk/</p> | |
| <p>We will actively support the Welsh Government in its Social Care Wales board member recruitment, through engagement, communication and promotion of opportunities to support a more diverse Board in terms of members from a black, minority and ethnic background.</p> | <ul style="list-style-type: none"> • 'Reach' of Social Care Wales communication activity in supporting Board recruitment • Recruitment data profiles (from Welsh Government Public Bodies Unit) |

Measuring our progress

Each of the five objectives set out in this plan will be reported on through our Annual Equality Report, which will be published on our website. We will use a mixture of qualitative and quantitative measures to assess our progress against each objective.

Contact details

We welcome comments about the equality plan. If you have any comments or want to inform our work, please contact:

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info@socialcare.wales



| | | | | | |
|---|---|---------------------------------------|---|--------------------------------|----------------------------|
| Cyfarfod / Meeting | Board meeting | | | | |
| Lefel dosbarthiad / Openness Level | Preifat / Private | | Cyhoeddus / Public | | |
| | <input type="checkbox"/> | | <input checked="" type="checkbox"/> | | |
| Dyddiad / Date | 03.02.22 | | | | |
| Eitem Agenda Agenda Item | 10 | | | | |
| Teitl / Title SCW/22/06 | Registration requirements for social care workers | | | | |
| Awdur / Author | David Pritchard, Director of Regulation Hywel Dafydd, Assistant Director Regulation | | | | |
| Cyfraniadau Gan/ Contributions From | | | | | |
| Papurau Cefnogol / Supporting Papers | Appendix 1 - Confirmed competence for adult care home worker registration | | | | |
| | Appendix 2 - Consultation Document | | | | |
| Gweithgaredd Cynllun Busnes / Business Plan Activity | <ul style="list-style-type: none"> Quality practice through professional regulation and Continuous Professional Development (CPD) support Maintain an accurate Register and extend registration to new groups | | | | |
| Gweithred / Action Required | Cymeradwyaeth / Approval | Darparu Llyw / Provide A Steer | Darparu Sicrwydd / Provide Assurance | Trafodaeth / Discussion | Craffu / Scrutinise |
| | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Argymhelliad / Recommendation | <p>Board is asked to endorse the direction of travel laid out in the attached paper, and to allow a public consultation to be launched based on the changes outlined.</p> <p>If that consultation receives a positive response, it is proposed to move immediately to implement the first of the three changes identified below (removing link to Principles and Values). This will not require any formal rule change and can be actioned by the Registrar.</p> | | | | |

| | | | | |
|---|---|--|---|------------------|
| <p>Prif Bwyntiau; Materion Allweddol i Dynnu Sylw Atynt: Cwestiynau I'w Ystyried</p> <p>Main Points: Key Issues to Draw to Attention; Questions To Consider</p> | <p>This paper follows discussion at EMT about the current requirements for registration of social care workers (i.e., dom care, adult care home and residential childcare workers). That discussion sought to develop proposals that would simplify and streamline the process for workers and employers.</p> <p>This paper sets out three proposed changes:</p> <ol style="list-style-type: none"> 1. To remove the link between the Principles and Values Award and initial registration and move towards an employer-endorsed model for first registration. 2. To move, in collaboration with CIW, towards a shorter period of grace for workers before they are required to register. 3. To reduce our CPD requirements for these groups | | | |
| <p>Goblygiadau Risg y cynigion / Risk Implications of Proposals</p> | <p>Teitl y Risg / Risk Title</p> | <p>Cyfeirnod cofrestr Risg/ Risk Register Reference</p> | <p>Sgoriau risg gweddilliol Residual Risk Scores</p> | |
| | <p>Risk 1 There is a risk that IF the extension of the register is not aligned with commensurate awareness of regulatory principles, processes and procedures amongst the workforce and providers, THEN there will be potential for inappropriate individuals remaining working in the sector, RESULTING in harm to individuals and to the reputation of Social Care Wales.</p> | <p>SR-21-04-01</p> | <p>12</p> | <p>12</p> |
| | <p>Risk 2 There is a risk that IF the extension of the register is not aligned with increased efficiencies to allow for the expected proportionate fall in income, THEN there will be potential for funds being diverted from other functions of the organisation,</p> | <p>SR-21-04-02</p> | <p>6</p> | <p>4</p> |

| | | | | | |
|--|---|---------------------------------------|---------------------------------------|--|--|
| | RESULTING in inability of SCW to deliver against its remit. | | | | |
| | Risk 3 | | | | |
| | Risk 4 | | | | |
| Asesiadau Effaith / Impact Assessments Considered | Cyfle cyfartal / Equality of Opportunity | Diogelu data / Data Protection | Iaith Gymraeg / Welsh Language | Arall / Other (e.g climate change / future generations) | |
| | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| | Impact assessments will be carried out as part of the policy development. | | | | |

Proposed Changes to the Registration Requirements for Social Care Workers¹

1. Background

- 1.2 The development of the Regulation and Inspection of Social Care Act was accompanied by a commitment from the Welsh Government to require registration for those workers providing direct care in regulated settings. This would mean that those working in domiciliary care and adult care homes would be added to the Register.
- 1.3 These workers would join a Register that already included Social Workers, Managers, Social Work Students and Residential Child Care Workers.
- 1.4 Domiciliary care workers were the first group to be required to register in 2020, with adult care home workers to follow in 2022.
- 1.5 The purpose of registration was:
 - To strengthen public protection and assurance
 - To embed standards
 - To support professionalisation of the workforce
 - To improve the public status and perception of the workforce
 - To offer greater understanding of the workforce
 - To present new opportunities for networking and development
- 1.6 Recognising that these groups would be new to professional regulation, Social Care Wales reviewed the requirements for registration when it opened the Domiciliary Care Register in 2019. It developed three main avenues to register – qualification at level 2 or above, experience in the sector or completion of the whole All-Wales Induction Framework (AWIF) or the first two modules. This last became known as the Principles and Values Award. Those who have registered with this Award will, by the time of their renewal after three years, need to have completed their level 2 qualification and undertaken 90 hours of CPD. This latter requirement is expected at every subsequent renewal.
- 1.7 Although this system achieved domiciliary care worker registration as planned, through a major sector-wide effort over two years, the pandemic has demonstrated that where it is reasonable and practical, systems and structures must constantly be reviewed to ensure they are fit for purpose. Part of that consideration is whether they are necessary and appropriate to deliver the benefits of regulation above.
- 1.8 Both the Principles and Values Award, and the current extension of period for registration to twelve months, are examples of where Social Care Wales has responded to evidence and feedback and worked to refine the system.

¹ Social Care Workers in this paper refers to those registered with SCW, but who are not social workers, managers or social work students.

- 1.9 However, as the sector approaches mandatory Adult Care Home Worker registration some of the concerns raised about the current system are:
- Under the existing system, new workers can operate in the sector for 12 months without being required to register. This means that significant numbers of workers are not captured by the Public Register.
 - The requirement of the Principles and Values Award for registration, although valued for its role in induction and staff development, may deter new workers in a sector that faces ongoing recruitment and retention challenges
 - The requirements that the Principles and Values Award, in the context of the requirement to register, places on managers is disproportionate, especially for providers with large numbers of workers.
 - The expectations on Continuing Professional Development (CPD) for workers is not proportionate to their roles or their way of working, especially but not exclusively for those working part-time or who take career breaks.
- 1.10 Given these concerns, consideration has been given to changing registration requirements for social care workers prior to the mandatory registration of adult care home workers in October 2022.

2. Registration in other parts of the UK

- 2.1 Social Care Workers in England are not required to register, and no mechanism exists for them to do so. In Scotland, workers are required to register, and can do so without a qualification but must have achieved the appropriate level by the end of their first five-year period of registration. Workers are also required to undertake 60 hours of CPD over this period. In Northern Ireland, social care workers must register. There is no requirement for them to hold or to achieve qualifications at any point in their registration, although this is currently under review.

3. Principles for Registration changes

- 3.1 Any change to the registration framework for social care must demonstrate it will improve the outcomes for those engaged within the sector. Most importantly it must not negatively impact the ability to protect the public through regulation. A series of principles has therefore been developed to inform and guide potential changes to the system of registration.
- 3.2 Any changes should:
1. maintain the central commitment to public protection and, when possible, seek to strengthen it

2. simplify processes for registered persons, employers and/or the Register whenever possible, with requirements that are transparent and straightforward to understand
3. not be perceived as a barrier to bringing new workers into the sector and where possible, create a regulatory environment that encourages recruitment into social care
4. recognise that the central responsibility for the competence of workers remains with employers
5. continue to support the professionalisation of the workforce, offering straightforward pathways for professional development
6. maintain and strengthen opportunities to support the registered workforce through professional development, communication, and networking
7. not duplicate or cause confusion with other requirements and responsibilities that may fall on employers or workers.

4. Social Care Worker Registration

- 4.1 For the purposes of this paper, Social Care Workers on the Register include those working in specified regulated services, namely Residential Childcare, Domiciliary Care, Adult Care Homes and Residential Family Centres but are **not** working as Registered Managers, Social Workers or other professions regulated by the HPCP or NMC. These workers have been added to the Register over a decade, culminating with the mandatory requirement for the final two groups coming into force in October 2022. When this is complete, these workers will make up the significant majority (>80%) of the Register.
 - 4.2 The requirement to register, and the expectations placed on these workers have been developed over time, and include requirements on entry, high levels of continuing professional development and three years cycles of registration renewal. This approach to regulation reflects traditional expectations on other regulated professions such as medicine, nursing and social work.
 - 4.3 Following the pandemic therefore, consideration is being given to creating a registration regime more fit for purpose social care worker groups, reflecting the experiences and career pathways of those workers. We are also keen to learn lessons from the current recruitment and retention crisis within social care, which has demonstrated the need for all systems in the sector to be responsive to the challenges it faces.
- Requirement to Register and period of grace prior to registration requirement
Issue:
- 4.4 Currently, social care workers who do not hold an appropriate qualification or meet the confirmed competence criteria are required to complete either the Principles and Values Award or All Wales Induction Framework within 12

months before applying to register, extended from 6 months in response to Covid-19.

- 4.5 During this period of twelve months, workers are not fully subject to our regulatory system and members of the public are not able to check such individuals against our Register. Given the relatively high turnover rates in social care, this means that a significant proportion of workers caring for vulnerable people are not registered with us, and are effectively invisible to regulation.
- 4.6 Feedback from the sector has also expressed concerns that the nature and scale of the registration requirements are deterring workers from staying in the sector. Stakeholders have identified the academic nature of the requirements as a concern for some workers, especially for those part-time workers who have little opportunity to attend the required training and development within their work.
- 4.7 Finally, some evidence has identified that workers undertaking training for the registration requirements may need to repeat this work when entering formal qualification routes.
- 4.8 Proposed way forward:

The Regulation and Inspection of Social Care Act (RISCA), sections 83, sets out that the requirements for registration are:

- (a) the person is appropriately qualified (see section 84),
- (b) the person's fitness to practise is not impaired on one or more of the grounds in section 117(1), and
- (c) the person intends to practise the work of persons registered in the part of the register to which the application relates.

Section 84 of RISCA then states that for social care workers, 'appropriately qualified' means:

- (i) has successfully completed a course approved by SCW under section 114 for persons wishing to become a social care worker of that description, or
- (ii) satisfies any requirements as to training which SCW may by rules impose in relation to social care workers of that description.

Essentially, this provides significant latitude for Social Care Wales to set the initial requirements for registration.

- 4.9 It is proposed that Social Care Wales moves to an employer assessment model of competence for initial registration. This would mean, in a similar manner to our current [confirmed competence](#) route, employers would provide assurance that the individual worker had achieved a required level of competence (a copy of the existing competency areas in this system is

attached as Appendix 1, although it is proposed that this approach would be amended to be fit for purpose for these groups of workers).

- 4.10 This new approach would more closely align with other administrations in Scotland and Northern Ireland.
- 4.11 It is believed that this system would greatly simplify the process for workers and would also allow them to be brought into registration at an earlier time in their work. We would seek, through partnership with CIW, to reduce the period of grace from the current 12-month period to either 3 or 6 months (best aligned with employer probation periods), ensuring a greater proportion of the workforce are brought under regulatory oversight.
- 4.12 This change would also reinforce the principle that the central responsibility for the competence of workers is mainly the role of the employer. This is set out clearly in Regulated Services (Service Providers and Responsible Individuals) (Wales) Regulations 2017, whereby Welsh Ministers, through Care Inspectorate Wales, can take action against providers who fail to ensure appropriateness of staff. The Regulation says:

“The service provider must ensure that at all times a sufficient number of suitably qualified, trained, skilled, competent and experienced staff are deployed to work at the service...”

- 4.13 Making this change will bring a greater proportion of the workforce into regulation earlier so that issues related to fitness to practise can be addressed. For these reasons, we believe this change will not negatively impact on the central role of regulation of public protection but will strengthen it. The change will also reinforce the responsibility of employers for the competence of their workforce.
- 4.14 Finally, this change can give greater confidence to employers and workers who are new to the sector, encouraging recruitment and retention in the workforce. Requirements of registration will be more straightforward, and employers will be able to align their own induction requirements to meet their service needs. Workers will not be presented with additional assessment requirements in the first year of their career beyond those of their employer’s induction.

- Re-registration Requirements

Issue:

- 4.15 We remain committed to the professionalisation of the social care workforce and recognise that registration has an important role in that ambition. We believe that the achievement of qualifications, and continuing professional development, evidenced through regulation, are central elements of moving towards a more professionalised workforce.
- 4.16 Currently all registered social care workers, other than those registering with confirmed competence, are required to achieve the City and Guilds Level 2 or

3 in Health and Social Care (Core and Practice) (most of those who joined the register for domiciliary care when it opened already had this qualification and did not need to achieve any more specific qualifications to undertake their role, and we are anticipating the same for Adult Care Home Workers). For those who register with the All-Wales Induction Framework or the Principles and Values Award, they are required to achieve the qualification by the time of their first registration renewal (normally 3 years).

- 4.17 In terms of Continuing Professional Development (CPD), or Post Registration Training and Learning (PRTL) as it was called until recently, our expectations for social care workers have broadly replicated those used traditionally for social workers. That means, over the registration period of three years, [workers have to evidence 90 hours of appropriate CPD](#). There is currently no allowance for career breaks or part-time working.

Proposed way forward:

- 4.18 We will retain the requirement to achieve the Level 2 qualification by the first point of renewal, after three years.
- 4.19 In terms of CPD, we believe the current system presents significant challenges for social care workers. This is particularly true for part-time staff, who often have little opportunity to take up formal education and training. The current system also places too much emphasis on formal development, when we know that the most effective learning is often through practice rather than study. The majority of social care workers are part-time, and therefore on a wider level we will need to recognise and support flexible education and training opportunities
- 4.20 We therefore propose to reduce the requirement for social care workers from 90 hours to 45 hours, and to eventually move to an outcome focussed system of CPD which enables registered persons to reflect on and evidence how they meet the requirements of the code of professional practice in their delivery of care and support.

5. Risks

- 5.1 These changes will raise some risk potential, which will require a clear communication plan for the changes.

1) That these changes will be seen as a diminution in the regulatory framework.

- 5.2 By reducing the requirements for initial registration, these changes could be perceived as a weakening of the regulatory framework. However, these proposals will strengthen the framework by bringing workers onto the Register much more quickly, ensuring those who receive care have reassurance about those who care for them. This also means that the regulatory processes can be brought to bear more quickly against those who are not fit to practise.

Additionally, the fundamental ambition remains – to ensure all workers in the sector are required to work towards an appropriate qualification as part of their registration.

2) That those already registered through Principles and Values will consider this change unfair to them

- 5.3 Over five thousand domiciliary care workers registered through the Principles and Values Award, and it is anticipated that a similar number of adult care home workers will be planning to undertake the Award before mandatory registration. There is a risk that these workers will feel any change will mean their efforts were unnecessary. However, the Principles and Values Award is the first part of the larger Level 2 qualification, and the work to achieve the award should be seen in this context.

3) That this will undermine the Principles & Values Award and the AWIF.

- 5.4 It is accepted that the linkage between the Principles and Values Award / AWIF and registration requirements has strengthened interest in these learning pathways and any breakage of that link could undermine their status in the sector. However, these modules are an intrinsic part of the full qualification that most new registered people are required to either hold or achieve with their first registration period. Promotion and development of the digital versions of these learning pathways, potentially linked to joint induction frameworks, will continue to improve their accessibility and usability.

6. Next Steps

- 6.1 If the Board support the direction of travel outlined within this paper, then a formal consultation will be undertaken in February and March. Should that consultation be supportive, we would aim to implement the new changes in April so that they can take effect in good time for the major push to register Adult Care Home Workers.
- 6.2 A significant communication plan will be implemented to ensure changes are known and understood across the sector. This will include direct communication, through the Register, with Managers in relevant services including care homes.

Confirmed competence for adult care home worker registration

Required competencies

Employers should use this guide to determine if a worker meets the required competencies to be able to apply for registration with Social Care Wales. It is a legal requirement for evidence of competence to be available as part of an application to the Register. Full use of this guidance will help workers and managers provide appropriate evidence.

The competencies are based on the practice outcomes set out in the all-Wales induction framework for health and social care. There are seven sections in total. Those working with adults need to complete sections 1, 3, 5, 6 and 7.

Each section lists ways in which the worker should be practising. There is a column next to each outcome where any evidence you may have used should be recorded. It is likely that some pieces of evidence may cover more than one learning outcome across more than one section.

Some of the elements are specific to a worker's role. For example, those who do not support people with foot care will not be expected to show their practice in this area.

A suggested starting point for evidence mapping would be the worker's job description and probationary review. Once a worker has completed and passed their probation review, this could be used as evidence of competence.

Social Care Wales may sample the evidence used to support your decision, so you should be able to make this available to us should we request it from you.

Examples of evidence for these competencies could include (but is not limited to):

- probationary review and job description
- induction workbook activities
- training records
- certificates gained through assessed training e.g., moving and handling, first aid, food hygiene, etc
- supervision and/ or appraisal notes
- team meetings
- observation
- discussions
- feedback from colleagues and people who use the service

How to confirm a worker's competence

As part of their application, the worker will be asked to identify their manager from a list on SCWonline. The manager will be contacted by email to confirm the application and competence.

Confirmed competence can be used to apply for registration until October 2022.

Section 1: Principles and values (adults)

Workers should complete the planned learning for five of the seven sections (1, 3, 5, 6 and 7 for those working with adults; and 2, 4, 5, 6 and 7 for those working with children and young people).

| | |
|---|---------------------------|
| 1.1 How legislation, national policies and codes of conduct and practice underpin health and social care and support for individuals | List evidence used |
| Relate the principles and values of the Social Services and Well-Being (Wales) Act 2014 to your practice | |
| Uphold the Codes of Conduct and professional practice in your work | |
| 1.2 Rights based approaches. How rights-based approaches relate to health and social care | |
| Embed a rights-based approach in your practice | |
| 1.3 Person-centred approaches. How to use person-centred approaches | |
| Recognise the importance of knowing an individual's preferences and background and reflect this in the way that you practice | |
| Embed person centred approaches in your practice | |
| 1.4 Equality, diversity and inclusion. How to promote equality and diversity and inclusion | |
| Respect and promote equality, diversity and inclusion | |
| 1.5 Positive risk taking. How positive risk-taking supports well-being, voice, choice and control | |
| Follow workplace policies and procedures for the use of risk assessments to support individuals to take positive risks | |
| 1.7 Communication. The importance of effective communication in health and social care | |
| Identify and use a range of communication methods to meet the needs and preferences of the individual/s that you support | |
| 1.8 Welsh language and culture. The importance of Welsh language and culture for individuals and carers | |
| Implement the principles of Mwy na Geiriau / More than Just Words in your work | |

| | |
|---|--|
| 1.9 How positive approaches can be used to reduce restrictive practices in social care. | |
| Embed the use of positive approaches in your practice | |
| Follow workplace policies and procedures that are in place for behaviour support | |
| 1.11 Reflection. How own beliefs, values and life experiences can affect attitude and behaviour towards individuals and carers | |
| Reflect on how your attitude and behaviour impact on the individual/s that you support | |

Section 3: Health and wellbeing (adults)

Workers should complete the planned learning for five of the seven sections (1, 3, 5, 6 and 7 for those working with adults; and 2, 4, 5, 6 and 7 for those working with children and young people).

| 3.1 Well-being. What well-being means in the context of health and social care | List evidence used |
|--|---------------------------|
| Recognise the importance of families, friends and community networks and work in a way that supports and develops these relationships | |
| Recognise what matters to individuals | |
| 3.2 Factors that impact upon health and well-being. Factors that impact upon the health and well-being of individuals | |
| Know where to access further information or support related to the health and well-being of the individuals that you support | |
| Take account of any specific factors that impact upon the health and well-being of the individuals that you work with | |
| Support health promotion | |
| 3.3 Support for personal care and continence. How to support individuals with their personal care and continence management | |
| Follow individuals' personal plans when assisting them with their personal care and / or continence management | |
| Follow workplace policies and procedures for the recording of information when supporting a person with management of their continence | |
| Follow workplace policies and procedures for infection prevention and control when supporting an individual with their personal care and continence management | |
| 3.4 Pressure area care. Good practice in relation to pressure area care | |
| Follow individuals' personal plans and risk assessment when assisting them with pressure area care | |
| Follow workplace policies and procedures for infection prevention and control when supporting an individual with pressure area care | |
| Follow workplace policies and procedures for reporting and recording any changes in skin condition including improvement or deterioration | |
| 3.5 Oral health care. How to support good oral health care and mouth care for individuals | |
| Follow individuals' personal plans when assisting them with mouth care | |

| | |
|--|--|
| Follow workplace policies for infection prevention and control when supporting individuals with mouth care | |
| Follow workplace policies and procedures for recording and reporting any changes in the condition of the mouths of individuals | |
| 3.6 Foot Care. The importance of footcare to the health and well-being of individuals | |
| Follow individuals' personal plans when assisting them with their foot care | |
| Follow workplace policies and procedures in the monitoring, recording and reporting of the feet condition of individuals | |
| 3.7 Administration of medication. Roles and responsibilities related to the administration of medication in social care settings | |
| You are aware of what you can and cannot do in relation to the administration and use of medication at this stage of your training in the context of your role | |
| Follow your workplace policies and procedures in support of the administration and use of medication | |
| 3.8 Nutrition and Hydration. The importance of nutrition and hydration for the health and well-being of individuals | |
| Take account of any specific nutrition and hydration requirements for the individuals that you support | |
| Follow workplace policies and procedures for monitoring and recording when supporting individuals with the management of their nutrition and hydration | |
| 3.9 Falls Prevention. How to support falls prevention | |
| Minimise the factors that can contribute to falls | |
| Follow workplace policies and procedures for the recording and reporting of any concerns about factors that may lead to falls | |
| 3.10 End of life care. Factors that affect end of life care | |
| Follow workplace policies and procedures when supporting individuals with end of life care | |
| 3.11 Assistive Technology. How Assistive Technology can be used to support the health and well-being of individuals | |
| Follow workplace policies and procedures for the use of assistive technology | |
| 3.12 Sensory Loss. How sensory loss can impact upon the health and well-being of individuals | |
| Take account of sensory loss support requirements | |
| 3.13 Dementia. How living with dementia can impact on the health and well-being of individuals | |

| | |
|---|--|
| | |
| Support individuals that you work with to live well with dementia | |
| 3.14 Mental health. How mental ill-health can impact upon the health and well-being of individuals | |
| Support individuals to live well with mental ill-health | |

Section 5: Professional Practice

| 5.1 Role and responsibilities of the health and social care worker. The role, responsibilities and accountabilities of health and social care workers | List evidence used |
|---|---------------------------|
| Embed the ethos and structure of the organisation you work for and your role within it | |
| Take account of your own job description, what it requires you to do and the limits of your role | |
| Make use of support for yourself in undertaking your role | |
| Promote good practice by reporting matters that affect the welfare and safety of individuals or their carers or practices that are unsafe or conflict with the ethos, policies and procedures of the organisation | |
| Follow workplace policies and procedures | |
| 5.2 Partnership working. How to develop and maintain effective partnership working with others in health and social care | |
| Recognise the range and roles of other workers in your organisation and other agencies that you may come into contact with | |
| Apply the principles of partnership working and co-production in your work with others | |
| Apply the principles of confidentiality in all communication with others | |
| Develop good working relationships with other workers and professionals whilst maintaining clear professional boundaries | |
| 5.3 Team working. How effective team working supports good practice in health and social care | |
| The structure, purpose and make up of your own team and how you contribute to its work | |
| 5.4 Handling information. How to handle information | |
| Follow your workplace policies and procedures on the handling of information including: storing, recording, confidentiality and sharing | |
| Record written information with accuracy, clarity, relevance and an appropriate level of detail in a timely manner | |
| 5.5 Personal conduct of health and social care workers. The importance of upholding the profession of health and social care workers | |
| Uphold the profession of health and social care workers and role model best practice in your work | |
| 5.6 Continuing Professional Development. How continuing professional development contributes to professional practice | |

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| | |
| Meet your workplace requirements regarding learning and development in your role | |
| Actively identify your own learning and support needs and work with your manager to develop and follow a personal development plan to meet these | |
| Actively prepares for and contributes to supervision and appraisal | |
| Reflect on your practice to support your professional development | |
| Develop the literacy, numeracy and digital competency skills needed to meet the requirements of your role | |

Section 6: Safeguarding individuals

| | |
|---|---------------------------|
| 6.1 Legislative frameworks for Safeguarding. The purpose of legislation, national policies and Codes of Conduct and Professional Practice in relation to the safeguarding of individuals | List evidence used |
| Follow your local and workplace policies and procedures for safeguarding individuals | |
| 6.2 Safeguarding individuals from harm, abuse or neglect. How to work in ways that safeguard individuals from harm, abuse and neglect | |
| Promote and support the safeguarding of individuals | |
| 6.3 Factors, situations and actions that could lead or contribute to harm, abuse or neglect. The factors, situations and actions that could lead or contribute to harm, abuse or neglect | |
| Promote safe practice and minimise risks to individuals of harm, abuse or neglect | |
| 6.4 Reporting and recording in relation to safeguarding. How to respond, record and report concerns, disclosures or allegations related to safeguarding | |
| Where and how to access additional personal support if dealing with safeguarding issues | |
| Adhere to your workplace policies and procedures for recording and reporting concerns | |
| Follow workplace policies and procedures to record concerns with accuracy, clarity, relevance and an appropriate level of detail in a timely manner | |

Section 7: Health and safety

| 7.1 Health and Safety in the workplace. How to meet legislative requirements for health and safety in the workplace | List evidence used |
|--|---------------------------|
| Meet your responsibilities in line with health and safety legislation | |
| Adhere to your workplace policies and procedures for health and safety | |
| Follow workplace processes for the recording and reporting of any concerns or incidents related to health and safety | |
| 7.2 Risk assessments for health and safety. How risk assessments are used to support health and safety in the workplace | |
| Are compliant with health and safety risk assessments for your workplace and procedures for reporting concerns or incidents | |
| 7.3 Fire Safety. How to promote fire safety in work settings | |
| Adhere to the procedures of your work setting that must be followed in the event of a fire | |
| 7.4 Moving and Handling and Moving and Positioning. The principles of moving and handling and moving and positioning | |
| Undertake safe moving and positioning and/or moving and handling in accordance with your training and in the context of your role | |
| 7.5 Emergency first aid. How and when emergency first aid can be applied in the work setting Note: workers in health and social care settings would be expected to attend an external first aid course to complete this area of learning if it is relevant to their role | |
| Attend emergency first aid training suitable to your role and know when it is appropriate to apply emergency first aid and when medical help needs to be sought | |
| 7.6 Infection prevention and control. The main routes to infection and how to prevent the spread of infections in the workplace | |
| Follow good hygiene practice | |
| Implement your workplace policies and procedures for infection prevention and control | |
| Follow hand washing technique that is used to prevent the spread of infection | |
| 7.7 Food Safety. How to implement food safety measures | |

| | |
|--|--|
| Follow your workplace policies and procedures in relation to food safety | |
| 7.8 Hazardous substances. How to store, use and dispose of hazardous substances safely | |
| Follow your workplace policies and procedures for the storage, use and disposal of hazardous substances | |
| 7.9 Security in the work setting. How to maintain security in the work setting | |
| Adhere to arrangements that are in place to ensure that you, individuals and others are safe in the work setting | |
| Adhere to workplace policies and procedures for lone working, advising of whereabouts and access to the work setting | |
| 7.10 Managing stress. How to manage stress | |
| Use supervision to discuss your well-being with your line manager | |



Registration is changing

Have your say on our proposals for:

- a new way to register
- reducing the time to register
- continuous professional development for social care workers.

Consultation closes on 22 March 2022

Overview

We want to hear from you about our proposals for:

- a new way to register social care workers and reducing the time to register
- reducing the number of hours of continuous professional development (CPD) for social care workers.

Social Care Wales was established in 2017 and we are responsible for leading improvement in social care. Part of our role is to protect the public, as set out in the Regulation and Inspection of Social Care (Wales) Act 2016.

We keep a Register of workers who are fit to practise, to help safeguard the public and improve standards for people receiving and providing care. There are more than 34,000 workers on our Register and all adult care home workers will have to register with us by October 2022. This will mean that most of the social care workforce in Wales will be regulated.

The pandemic has led us to look at our processes and systems to make sure we continue to meet our commitment to protect the public. As the social care workforce continues to grow, we know how important it is to make our registration process simpler, to help encourage people to work in the social care sector.

For the purposes of this consultation, the term '**social care workers**' means residential childcare workers, domiciliary care workers, adult care home workers and residential family centre workers.

How to respond

Our proposals are explained in each section. If you'd like to have your say on our changes, you can do so by:

- completing the online survey at [xxxxxxx](#)
- completing this document and emailing it to consultations@socialcare.wales.
- registering to attend our webinar at 10am on 15 February 2022 by emailing consultations@socialcare.wales.

If you need a copy of this consultation in a different format or have any questions, please contact us at consultations@socialcare.wales.

The closing date for the consultation is **5pm, 22 March 2022**.

Thank you for taking the time to tell us what you think.

New way to register social care workers and reducing the time to register

Introduction of a new employer assessment route

What are we changing?

We propose:

- to introduce a **new way** to register, which will allow employers to endorse their workers' application to register after assessing them against a list of competencies. This route will be for people who don't have a required qualification and will replace the [Principles and Values Award](#) and/or the [All Wales Induction Framework](#)
- to work with Care Inspectorate Wales to reduce the time period before a social care worker must register to its previous period of six months.

Why are we changing it?

The pandemic has shown us the importance of having robust ways to register. We have looked at what is necessary and appropriate, while making sure that we meet the requirements of public protection.

The new employer assessment route will follow a similar approach to the [confirmed competence](#) route. Employers will provide assurance that the social care worker has met the required level of competence. This new route recognises that employers are, in the main, responsible for the competence of their workers.

Social care workers who use the employer assessment route to register will need to complete one of the qualifications listed in the qualification framework within the first (three-year) period of registration.

The Principles and Values Award will be available as a route to register until 31 March 2022, but from 1 April 2022, workers will not be able to register using the award. The All-Wales Induction Framework will still be an important resource and we will continue to develop and promote it.

We will work with Care Inspectorate Wales (CIW) to review the period before social care workers must register, to **reduce** the time from 12 months to **six months**.

Under regulations, care staff working in care homes for children, secure accommodation or domiciliary support services must register with us within six months of the date they start employment. The regulations give CIW the power to extend the six months period of grace in exceptional circumstances.

In response to the exceptional circumstances of the Covid-19 pandemic, CIW temporarily extended the period of grace to 12 months for all new employees in these services. CIW took this decision to support providers to recruit and retain extra staff when they needed them most.

But this extended time means that workers are not on the Register available to the public. They are also not subject to the same oversight as registered workers.

We believe the new employer assessment model for registration will make the process simpler for social care workers and will allow them to register earlier. The change will mean more of the workforce will be on the Register sooner and this will strengthen public protection.

We will continue to work with CIW to review the time period before social care workers must register, with the aim of changing it to six months when the pressures of the pandemic have eased.

Continuous professional development

Reducing the number of hours of continuous professional development (CPD) social care workers have to do to renew their registration.

What are we changing?

We propose to:

- **reduce** the amount of CPD social care workers have to do to renew their registration, from 90 hours to **45 hours**
- develop an **outcome-focused approach** to CPD, which will allow people on the Register to apply their knowledge by reflecting and showing how they meet the requirements of the [Code of Professional Practice](#) when they are providing care and support.

Why are we changing it?

We are committed to the professionalisation of the social care workforce and know that gaining qualifications and completing continuous professional development are important when developing a more skilled workforce.

Currently, everyone who is registered with us must show evidence of [90 hours of appropriate CPD](#) over the three-year registration period. We believe the current system is challenging for social care workers and we want to reduce the number of hours of CPD needed.

We also recognise that the current system places more weight on formal learning and development, when we know practical experience is often as effective as studying. So, we want to move towards an outcome-focused way of recording learning in the future.

Consultation questions:

About you/your organisation

Are you responding to this consultation:

a) as an individual

If you're responding as an individual, are you a/an:

- | | |
|---|--|
| <input type="checkbox"/> person who uses care and support | <input type="checkbox"/> owner of a setting providing care |
| <input type="checkbox"/> early years worker | <input type="checkbox"/> responsible individual |
| <input type="checkbox"/> social care manager | <input type="checkbox"/> employer of social care workers |
| <input type="checkbox"/> social care worker | <input type="checkbox"/> educational professional |
| <input type="checkbox"/> social worker | <input type="checkbox"/> member of the public |
| <input type="checkbox"/> social work student | |
| <input type="checkbox"/> other – please describe below: | |

b) on behalf of an organisation

If you're responding as an organisation, is the organisation:

- central or devolved government
- a local authority
- a social care employer
- a learning provider
- other – please describe below:

Organisation name/type of work carried out:

About our proposals

We welcome your views about our new proposals and would be grateful if you could take the time to answer these questions:

1. Do you agree with our proposal that social care workers who do not hold the recognised qualifications should register using a list of competencies assessed by their employer?

Yes No

2. Do you agree with our proposal to reduce the time social care workers have to register from 12 months to six months, once the employer assessment model is introduced?

Yes No

3. Do you agree with our proposal to reduce the amount of CPD social care workers have to do to renew their registration, from 90 hours to 45 hours?

Yes No

4. Do you agree with our proposal to move towards an outcome-focused approach to CPD in the future?

Yes No

5. Do you have any comments about our proposals?

Please comment in the space below:

Effects of our changes

6. What effects will our proposals have on the Welsh language, specifically on:

- i) opportunities for people to use Welsh**
- ii) treating the Welsh language no less favourably than the English language.**

How could we increase the positive effects or reduce the negative ones?

Please comment in the space below:

7. What effects will our proposals have on people with protected characteristics, specifically on:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation.

How could we increase the positive effects or reduce the negative ones?

Please comment in the space below:

How we will use your views

Any response you send us will be seen in full by our staff dealing with the issues this consultation covers. It may also be seen by other members of staff to help us plan future consultations.

We will be publishing a summary of the responses to this document. We may also publish the responses in full. Normally, the name and address of the person or organisation who sent the response are published with the response. This helps show that the consultation was carried out properly. If you do not want your name or address published, let us know in writing when you send your response. We will then blank them out.

Names or addresses we blank out might still get published later, but we do not think this would happen very often. The Freedom of Information Act 2000 and the Environmental Information Regulations 2004 allow the public to ask to see information held by many public bodies, including Social Care Wales. This includes information that has not been published.

But the law also allows us to withhold information in some circumstances. If anyone asks to see information we have withheld, we will have to decide whether to release it. If someone has asked for their name and address not to be published, that is an important fact we would take into account. There may sometimes be important reasons why we would have to reveal someone's name and address, even though they have asked for them not to be published. We would get in touch with the person and ask their views before we decided to reveal the information.

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| | | | | | |
|--|---|---------------------------------------|---|--------------------------------|----------------------------|
| CYFARFOD / MEETING | Board meeting | | | | |
| | PREIFAT / PRIVATE | | CYHOEDDUS / PUBLIC | | |
| | | | √ | | |
| DYDDIAD / DATE | 03.02.22 | | | | |
| EITEM AGENDA / AGENDA ITEM | 12 | | | | |
| TEITL / TITLE / SCW/22/07 | Business Plan 2021-22: Quarter 3 update | | | | |
| AWDUR / AUTHOR | Sue Evans, Chief Executive | | | | |
| CYFRANIADAU GAN/ CONTRIBUTIONS FROM: | | | | | |
| PAPURAU CEFNOGOL / SUPPORTING PAPERS | Appendix 1 – Business Plan Progress: 9 months update – performance commentary including risks Appendix 2 – Budget Report for the period to 31 December 2021 Appendix 3 – HR dashboard | | | | |
| GWEITHGAREDD CYNLLUN BUSNES / BUSINESS PLAN ACTIVITY | All Business plan activities. | | | | |
| GWEITHRED / ACTION REQUIRED | CYMERADWYAETH / APPROVAL | DARPARU LLYW / PROVIDE A STEER | DARPARU SICRWYDD / PROVIDE ASSURANCE | TRAFODAETH / DISCUSSION | CRAFFU / SCRUTINISE |
| | x | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | x |
| ARGYMHELLIAD / RECOMMENDATION | Members are asked to scrutinise and approve the progress against the Business Plan 2021-22 at the nine-month stage. | | | | |
| PRIF BWYNTIAU; MATERION ALLWEDDOL I DYNNU SYLW ATYNT; CWESTIYNAU I'W YSTYRIED MAIN POINTS; KEY ISSUES TO DRAW TO ATTENTION; | This performance report provides an update against: <ul style="list-style-type: none"> • progress against all priority themes including exception reporting of amber and red activities in Appendix 1 • our financial position at 9 months in Appendix 2 • a high-level performance dashboard of our 9-month HR report in Appendix 3 | | | | |

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| QUESTIONS TO CONSIDER | |
| ASESIADAU EFFAITH / IMPACT ASSESSMENTS | Impact assessments are completed for specific pieces of work. |

Business Plan 2021-22: Quarter 3 update

1. Purpose of report and recommendation

- 1.1 This report provides Members with the quarter 3 performance progress against our 2021-22 business plan.
- 1.2 A short performance commentary is included for each priority theme and exception reporting of amber and red activities.
- 1.3 Whilst significant progress is being made in the majority of business plan activities; there is a recognition that the pandemic is having a significant, continued impact on the sector. In particular the ability to undertake the level of engagement required on our work to ensure that it is truly co-produced with the sector for the sector. This approach has been the basis of some of our most successful work in recent years and so it was decided to draw back engagement unless it is absolutely essential.
- 1.4 Members are asked to consider and approve the progress against the Business Plan 2021-22 at the nine-month stage.

2. Context

- 2.1 The Business Plan 2021-22 sets out our priority themes, activities and budget for the year. It is the tool through which our Board and the Welsh Government monitor our performance in delivering the targets set.

3. Performance against business plan as at nine months

- 3.1 As at nine months the overall status of Social Care Wales' progress against activities is:

| | Activities | On track | Requires additional support | Major concerns |
|------------------------------|------------|------------|-----------------------------|----------------|
| Business plan targets | 54 | 38 | 16 | - |
| % as at 9 months | | 70% | 30% | 0% |

- 3.2 The Indicators used in this report is to assess how well we are performing as an organisation to deliver the activities in the Business Plan 2021-22. The indicators provide quantitative data on our activities and outputs, assist in assessing if key milestones are met, compliance with legislation/regulations and whether remedial action is required in certain areas. However, further work and refinement of measures and indicators will continue in line with our work in relation to measuring our impact of our new Strategic Plan and our new performance reporting framework.

3.3 The Strategic Risk Register is reviewed by the Executive Management Team (EMT) on a monthly basis.

3.4 A more detailed narrative is only provided on targets and activity which require additional support or where we have major concerns.

4. Role of the Board

4.1 Two of the four collective responsibilities of the Board, as set out in the Governance Framework, is to:

- make sure that Social Care Wales' activities are conducted efficiently and effectively
- monitor performance to ensure that Social Care Wales fully meets its aims, objectives and performance targets.

4.2 To what extent does the performance information (indicators, commentary, budget, HR dashboard) reflect the performance of the priority theme?

| |
|---|
| Priority theme 1 - Social Care and Early Years Workforce |
|---|

| Performance Indicators / Milestones / Outputs | QTR 1 | QTR 2 | QTR 3 | QTR 4 | Comparator / Target |
|---|-------------------------------|--------------------------------------|--------------------------------|-------|------------------------------------|
| Processing times of applications* | 88% | 49.6% (Average 8 days to process) | 86.2% | | 90% within 5 days |
| Number of open applications | 574 | 586 | 523 | | Less than 600 open at any one time |
| Adult Care Home Workers registered | 213 (991 total registered) | 184 (1175 total registered) | 234 (1409 total registered) | | 1500 for 21/22 |
| Number of fitness to practise cases open | 298 | 303 | 294 | | Last quarter |
| Number of active cases open longer than 18 months | 7% (21 cases) | 9% (27 cases) | 9.7% (29 cases) | | Less than 10% |
| Number of appeals lodged to CST and % upheld | 1 (no decision yet) | 1 (no decision yet) | 1 (withdrawn) | | |
| Eligible students receive a bursary with a placement provided | n/a | 100% | 100% | | 100% |
| No. enrolled for the new digital version of the Social Care Worker card | 15,024 | 17,541 | 19,050 | | 30,000 by year end |

* From complete form being received to registration being granted/renewed

| |
|-------------------------------|
| Performance Commentary |
|-------------------------------|

Most activities are on track with amber targets listed below and whilst the registration of adult care home workers is categorised as amber, this is fully in line with expectations. As well as the outputs recorded, we have been exploring options to change registration requirements during this period with the intention of consulting on them in the next quarter.

During this quarter, we received an average of 578 applications received per month, along with a small handful of renewals (average of 10 per month) since everyone on the Register has been given a one-year extension. Our processing times are slightly below target, but much improved on the previous quarter.

The number of open fitness to practise cases is stable. Domiciliary care worker cases account for 47% of all cases.

The number of care workers signing up for the social care worker card continues to climb steadily. This quarter has shown a rise of 8.6 per cent on the previous reporting period. This quarter, the focus has been on making sure we have an effective process for updating the expiry dates for existing cards. This will enable us to renew cards without asking everyone to sign-up once again. Plans are in place to re-promote the card and its benefits in the next quarter.

| Business plan activity | Narrative | QTR 3 | QTR 4 |
|--|--|-------|-------|
| Extend professional registration to adult care home workers and new managers | There are 1,409 adult care home workers on the Register. A range of materials are on the verge of being signed off and will be ready for our engagement activities this month. We will be meeting with most regional partnerships in the next quarter along with individual Local Authorities and employers. | | |
| Implement a revised CPD offer for registered people | Agreed to pause workstream whilst exploring options for changing registration requirements, which will be consulted on in the next quarter. | | |
| Provide financial support for social work students (bursaries) | <p>We have:</p> <ul style="list-style-type: none"> • processed 172 Bursary Application forms and 297 Bursary Renewal forms. • paid 132 Masters (including 13 pro rata payments to completing Bangor students) and 283 undergraduate student bursaries so far in academic year 2021/22 totalling some £512,801. • paid 7 PusC Core Payments totalling £31,467. • paid 20 Practice Learning Opportunity Fund (PLOF) Claims totalling £280,780. <p>It is now expected that in the region of 174 new bursaries will be awarded of the 227 available.</p> <p>In addition to date in the region of 40 additional students have been funded through “Grow your own” through the Regional Facilitation Grant. This will increase at the Open University February enrolment point</p> | | |
| Develop and implement a digital all Wales induction framework for the social care and EYCC workforce. | Some work has commenced on review of materials for Health and Social Care All Wales Induction Framework workbooks. High level timescales are agreed, and discovery is underway. This work will carry over into 2022/2023 and the contract with the external supplier has been arranged accordingly. We are expecting completion of all of the All Wales Induction Framework for both Early years and child care (EYCC) and Health and Social Care by the end of 2022. | | |
| Develop digital training and learning to support Levels 1 – 3 of the ‘All Wales Infection Prevention and | Content for all three modules is agreed and English modules are being uploaded for testing on the Learning Management System at the end of January with a view to launch 3 fully bilingual and accessible modules early April. There have been some delays due to requirements for accessibility testing and timescales for this being underestimated. Estimate approximately 6 weeks behind schedule. These | | |

Appendix 1

| | | | |
|---|---|--|--|
| Control Training, Learning and Development Framework' | resources are important for use in the sector and as a result the lessons learned from this project have been updated to include how we publish resources moving forward, where there has been high level of need and demand in the sector. | | |
|---|---|--|--|

These are our current strategic risks against our current Strategic Plan (17/22)

| Strategic risks | Inherent score | Residual score |
|---|----------------|----------------|
| If there is government, policy agenda and/or commitment changes in relation to early years then there could be wider implications for the sector and to our programme of work | Yellow (12) | Yellow (12) |
| There is a risk that if we do not continue to respond, listen and adapt to sector needs in responding to Covid (and its impact) THEN we will lose credibility | Yellow (9) | Yellow (9) |

| |
|--|
| Priority theme 2 - Social Care and Early Years Managers, Leaders and Owners |
|--|

| Performance Indicators / Milestones / Outputs | QTR 1 | QTR 2 | QTR 3 | QTR 4 | Comparator / Target |
|---|-----------------------------|---|---|--------------|----------------------------|
| Qualification's framework updated with new early years and childcare qualifications | n/a | 23 rd September | | | September - completed |
| Early Years Manager induction framework launched | n/a | n/a | Projected to be launched in new financial year | | March 2022 |
| Number of employers registered on the jobs portal | Available from next quarter | 4019 (a combined figure between registered employers and job seekers) | 6123 (a combined figure between registered employers and job seekers) | | Previous quarter |
| Numbers of new job seekers registered on the jobs portal | Available from next quarter | | | | Previous quarter |

| Performance Commentary |
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Majority of activities progressing well and to timelines.

Positive Approaches to reducing restrictive practice in social care has been through a light touch review and is now in the publication process. Design of a digital learning module is included in the digital programme for the next phase in the new financial year. Due to the fragility within the sector, induction for Early Years Managers has now been put back until next financial year, other work such as responding to the pandemic and current needs of the sector has been prioritised eg Early years e-bulletin & peer networks. The Early Years bulletin has been well received by the sector.

WeCare Recruitment campaign focussed on social care taking place across December-January 2022. Broad range of channels used (TV, cinema radio, social). The Jobs Portal remains a key focus for messaging and activity with the resource.

A total of 79 entries and nominations were received for the 2022 Accolades categories. All categories had a reasonable spread of entries apart from the one seeking projects showing good practice in the recruitment and retention of workers, which only attracted three. More entries and nominations had been expected given that more than 200 entry forms had been downloaded from the website. However, work pressures in the sector may have played a part in potential entries and nominations not coming to fruition. The judging process has gone smoothly, and is on-track, with all but one of our panels meeting and agreeing on a shortlist in their category. A date has also been agreed for the awards ceremony - 21 April 2021.

| Business plan activity | Narrative | QTR 3 | QTR 4 |
|---|---|-------|-------|
| Review and improve how we regulate | All workstreams are progressing either as expected or if there are delays and changes, they have been appropriately considered and approved at programme or project board level with any underspend reported to the finance team. Reported as amber at quarter 3 due to changes in milestone timescales. | | |
| Regulate social work training | Quality Assurance Annual report presented to Regulation and Standards Committee which an agreement in principle to publish pending some changes being made. Staffing situation has become challenging due to pending departures of both team members, meaning recruitment plans will be accelerated in the next quarter to ensure business continuity. | | |
| Develop a workforce plan for the direct care workforce in line with themes of the workforce strategy. | Final reports from consultants received. However due to delay in engagement with sector due to the pandemic submission slightly behind planned original dates, it has been decided to leave the final sign off until the new business plan and strategic plan has been further developed to allow for alignment across our key plans from 2022/3. | | |
| With HEIW, develop a workforce plan for the mental health workforce in line with themes of the draft workforce strategy | Extensive pre-consultation engagement with the sector has taken place and the draft Plan with proposed actions is now nearing completion. Planning for early February as consultation start date (subject to Ministerial approval & impact of Omicron). There may be a delay to publication as consultation period may be extended if pandemic situation dictates as effective sector consultation is critical to the success of this Plan therefore amber RAG status. No mitigation as this work is affected by pandemic unknowns. | | |
| Supporting the sector to work bilingually | There are current capacity issues, within the organisation, to refresh and review key documents to support our Welsh language support for the sector. Our strategic engagement has continued most notable through the Health and Social Care Welsh Language partnership board and through active membership of the Mwy na Geiriau evaluation task and finish group. We will align our work to the resulting Mwy Na Geiriau action plan in partnership with stakeholders across the sector. | | |

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| Priority theme 3: Social Care and Early Years Systems Leaders |
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| Performance Indicators / Milestones / Outputs | QTR 1 | QTR 2 | QTR 3 | QTR 4 | Comparator / Target |
|---|------------------|------------------|--|-------|---------------------|
| Workforce Strategy Implementation plans costed and approved | N/A | N/A | N/A | | March 2022 |
| Visitors to data portal | 651 | 625 | 886 | | Previous quarter |
| Research support and engagement framework launched | Delayed until Q2 | Delayed until Q3 | Delayed until Q4 | | June 2021 |
| Evidence for Improvement Draft Strategy approved | N/A | N/A | Will be published in new financial year – see performance commentary | | March 2022 |

| Performance Commentary |
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The current *Social care research and development strategy 2018-23* has been reviewed. The overarching strategy remains highly relevant and, due to pressures on the sector and the final publication of our strategic plan, we do not intend to produce an Evidence for Improvement Strategy during this financial year. Instead we will focus on developing a delivery plan for the remaining areas of the original strategy.

The Research Support and Engagement Framework has been delayed predominately due to staffing capacity. With a number of new colleagues now in place this will be published in the next quarter.

There are a large number of significant developments underway including the launch of the new data portal, progressing digital communities and consideration on how to take a strategic approach to supporting social care innovation.

| Business plan activity | Narrative | QTR 3 | QTR 4 |
|---|---|-------|-------|
| Implementation of the Social Care Research and Development Strategy 2018-23 | <p>New advisory group for the innovation offer met December 2021, with good and growing interest from a wide range of stakeholders. We commissioned a third party supplier to undertake user research to inform the innovation offer - work to commence in quarter 4. Input into the cross-government innovation strategy and the health and social care innovation programme ongoing, with our precise role being negotiated.</p> <p>We agreed with Health & Care Research Wales that we would fund a priority-setting process with the James Lind Alliance around strengths-based approaches with</p> | | |

| | | | |
|--|--|--|--|
| | <p>children and families. This will follow the same process as the 2020 process on care and support for older people. Work is underway, with survey and workshop activity planned for the next quarter.</p> <p>This task is marked amber as we are still working on the new Implementation Plan for the Research Strategy and the Research Support and Engagement Framework, with the aim of publishing these in the next quarter.</p> | | |
| <p>Develop the skills, capabilities, and connections of those using, delivering, and researching care and support in Wales</p> | <p>Work on developing our community management approach is progressing well with suppliers through user research. This work will continue as planned in the next quarter with selecting the relevant digital platform to support this approach.</p> <p>To support development of capacity/skills building and our research support offer, we've progressed well with academic mapping (interviewing 15 academics so far), supported with Developing Enriched Evidence Practice (DEEP) catalyst training, completed Using Evidence Phase 2 discovery work with providers, and worked with our Research Skills Advisory group.</p> <p>Work to develop a research support offer and our approach to evidence synthesis is ongoing, but delivery will move into 2022-23 due to delays with recruitment during this year.</p> | | |
| <p>Develop the social care data portal and projections platform</p> | <p>The final discovery report was presented to the EMT in October. Following consideration of the options, we agreed that we would deliver a value-add product which allows for people to interact with the data on the portal. We are working, with the supplier, on delivering a 'continuity portal' in quarter 4, which transfers the current data portal functionality and data to the new platform. This work would be followed by the development of a 'discovery portal' in 2022/23.</p> | | |
| <p>Improve how social care data is collected and used - work together with colleagues from across health and care sectors to build a comprehensive and inclusive social care data strategy</p> | <p>We procured a supplier for a project to develop a skills framework and development approach for data analytic skills. This work is due for completion in the next quarter.</p> <p>We presented a proposal to the Programme Board of the National Data Resource to secure funding for work on the data strategy. Further discussions are planned for Q4, with a general commitment between Social Care Wales and Digital Health & Care Wales for a joint programme of work. This includes funding for a Citizens Jury approach for sharing data.</p> <p>The publication of the high level roadmap and quick win summary report have been delayed due to workload issues - these will be published in Quarter 4.</p> | | |

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| Priority 4 - Our own workforce |
|---------------------------------------|

| Performance Indicators / Milestones / Outputs | QTR 1 | QTR 2 | QTR 3 | QTR 4 | Comparator / Target |
|--|---|---|--|--------------|--|
| Staff sickness levels | 1.19%. | Year to date 0.79% | Year to date is 1.87% | | 3% (Excluding long term absence) |
| Staff engagement levels (annual staff survey) | N/A | N/A | 90% | | 80% target |
| Timely laying of Statutory Annual Accounts | N/A | August 2021 | N/A | | August 2021 - completed |
| Internal audits receive substantial or moderate assurance | N/A | N/A | 100% | | 90% |
| External accreditation awarded or maintained: <ul style="list-style-type: none"> • ISO 27001 • Disability Confidence | Maintained Level 1 awarded | Maintained Level 1 awarded | Maintained Level 1 awarded | | Maintained |
| Budget forecast | No Budget overspend predicted / cash balance below 2% predicted | No Budget overspend predicted / cash balance below 2% predicted | Budget underspend in region of £700k predicted (pension payment of £350k to be made dependant on permission by Sponsor. This will ensure cash balance of less than 2% at the end of the financial year | | No Budget overspend and 2% cash target at end of year to be achieved |

| Performance Commentary |
|---|
| <p>Work on outlining our Business Plan 22/23 has begun following the recent draft Senedd budget for 22/23. An outline of the Business Plan 22/23 will be considered by the Board in February. The Board will be signing off the 5 year strategic plan in February prior to approval by the Deputy Minister.</p> <p>The key principles for a marketing and communications strategy were agreed by the Leadership Team in October 2021. Since then, work has focused on developing the detail underpinning the strategy. This has included identifying audiences, messages, channels, services and touchpoints with our digital work. This work ties in closely with the outcomes agreed as part of our new five-year strategic plan. It is anticipated that the detailed marketing and communications strategy will be complete by the end of January 2022.</p> <p>As a result of national restrictions we have put phase 2 of the office pilot on hold until mid January. In the meantime our draft hybrid working policy has been developed and is currently 'out' for consultation with staff. The results from the staff survey (due in January 2022) will also provide further evidence and feedback on our approaches in supporting staff. We are also in discussions with our Internal Auditors on scoping an advisory report to learn the lessons from Covid including what works (to take forward as part of our future business operations). During quarter 4 we will be commissioning external support on our broader business continuity arrangements, plans and procedures.</p> |

| Business plan activity | Narrative | QTR 3 | QTR 4 |
|--|---|-------|-------|
| Maintain compliance with statutory organisational requirements and organisational standards. | Our annual assurance report on the Welsh Language Standards was agreed by Leadership team. This report will be published bilingually on our website. We promoted Welsh Language Awareness Day on 7 December. During the last quarter we had an Internal Audit on our DPA 2018 compliance. The final report will be considered by our management team in February 2022 prior to Audit and Risk Committee. The Information Governance group continues to meet monthly to work through the work plan for the year which brings together ISO27001 compliance, DPA and records management. The Strategic Equalities Plan will be published alongside the new strategic plan in 2022. Work is progressing on embedding our compliance requirements for this business plan activity. Activity has been highlighted as needing further developments/ improvements as there is still a need to further embed actions for compliance in relation to Impact Assessments and Information Governance requirements. | | |
| Maximise our digital offer across all our business. | This work underpins several business plan activities. During the past quarter we have taken forward a couple of recommendations on the digital road map such as central place to commissioning digital services, a standardised approach to digital requirements and implementing single sign on for registered people and our learning management system. This activity is marked as amber due to a number of factors such as planned delays | | |

| | | | |
|--|---|--|--|
| | to the recruitment of a digital team; progress on evaluating our existing learning management system and linking in our requirements with that of other public sector organisations on the digital journey. We have also experienced staff capacity and absences within delivery teams which has impacted on the deadlines of initial delivery. | | |
|--|---|--|--|

These are our current strategic risks against our current Strategic Plan (17/22)

| Strategic risks | Inherent score | Residual score |
|--|-----------------------|-----------------------|
| If we don't have increased budget allocations to meet what is expected from the current and future Government term of office work programme, then we will not be able to deliver our remit in future including statutory responsibilities and areas of Government priorities | Yellow (9) | Green (6) |
| If we can't recruit the right people, with the right skills into our organisation we won't be able to achieve our priorities. | Yellow (12) | Yellow (12) |
| If we don't put sufficient internal controls in place to mitigate cyber fraud, hacking and scamming we are vulnerable to successful attacks which would disrupt business operations | Red (25) | Amber (16) |
| If we are unable to recruit Board members through Public Appointments with the right skills, experience, and diversity then we will have a gap at Board level to support the social care and early years sector and scrutinise fully the work of the organisation. | Yellow (9) | Yellow (9) |
| There is a risk that If we do not meet our ambitions in the area of equality and diversity, THEN the quality of our staff and the effectiveness of our work in the sector will be impacted, which could result in reputational damage of Social Care Wales | Yellow (12) | Yellow (12) |

Budget Report for the period to 31 December 2021

This is the third budget monitoring quarterly report for the financial year 2021-22. The report covers income and spend for the first nine months to 31 December 2021. The report is based on a total annual budget of £25,407,000. This is financed from £23,251,000 Grant in Aid (including £410k internal carry forward), £1,405,000 registration fee income, £60,000 Apprenticeship certification income and £66,000 in relation to our Workforce Strategy Mental Health Work. In addition, mid-year additional funding from Welsh Government was secured for the WeCare campaign and for recovery funding to support Social Care Workforce Wellbeing totalling £625,000.

A high-level summary of performance for the first nine months is reported below and a more detailed approach is also attached: -

Financial Summary to 31 December 2021

| | Annual Budget | Actual YTD | Budget YTD | Variance | Outturn Prediction |
|--|---------------|---------------|---------------|--------------|--------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Income | 25,407 | 12,990 | 12,930 | 60 | 25,463 |
| Expenditure | | | | | |
| Grants Programme | 11,699 | 5,064 | 5,189 | 125 | 11,672 |
| Workforce Regulation | 4,649 | 2,924 | 3,313 | 389 | 4,040 |
| Improvement and Development inc Res and Data | 4,443 | 2,657 | 3,139 | 482 | 4,627 |
| Early Years and Childcare | 345 | 157 | 257 | 100 | 345 |
| Strategy and Business Support | 4,271 | 2,805 | 3,099 | 294 | 4,081 |
| Totals | 25,407 | 13,607 | 14,996 | 1,389 | 24,765 |

Income Analysis

| Income | Annual Budget | Actual YTD | Budget YTD | Variance | Predicted Income |
|--|---------------|---------------|---------------|-----------|------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Grant In Aid | 23,251 | 11,340 | 11,340 | - | 23,251 |
| We Care-Additional funding | 160 | 160 | 160 | - | 160 |
| Wellbeing-Addditional funding | 115 | | | - | 115 |
| We Care-Addditional funding | 350 | 350 | 350 | | 350 |
| Apprenticeship Certificate Income | 60 | 27 | 47 | (20) | 40 |
| Registration Fee Income | 1,405 | 1,069 | 983 | 86 | 1,470 |
| Mental Health Workforce | 66 | 32 | 50 | (17) | 66 |
| Other Income | 0 | 11 | - | 11 | 11 |
| Total Income | 25,407 | 12,990 | 12,930 | 60 | 25,463 |

£60k of Income has been received more than budgeted in the first nine months of the financial year. This predominately relates to Registration Income being higher than profiled and is due to a significant amount of income received from debtors in November and December 2021. Although the budget was calculated with an allowance for income from debtors the amount received has been significantly higher. Therefore, the outturn figure for Registration fees has been increased compared to budget and it is now predicted that income in totality will be £56k greater than budget at the end of the financial year.

Expenditure Analysis

As at the end of December we are reporting a £1,389K expenditure underspend with all budgets underspent. Analysis in respect of the main headings is provided below: -

| Expenditure | Annual Budget | Actual YTD | Budget YTD | Variance | Predicted Outturn |
|----------------------------------|---------------|--------------|--------------|------------|-------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Grants Programme | | | | | |
| SCWWDP | 7,149 | 3,133 | 3,038 | (94) | 7,149 |
| People Using Services and Carers | 70 | 38 | 40 | 2 | 70 |
| Regional Facilitation | 782 | 782 | 782 | - | 1,184 |
| Student Funding | 2,235 | 692 | 844 | 152 | 1,942 |
| PLOF | 1,326 | 405 | 485 | 80 | 1,190 |
| SfCD | 14 | 14 | - | (14) | 14 |
| Research | 123 | - | - | - | 123 |
| Sub-total | 11,699 | 5,064 | 5,189 | 125 | 11,672 |

- The Grants Programme shows an underspend of £125k. The main contributors are overspends in the SCWWDP budget of £94k and underspends of £152k in the Student Funding budget and £80k in the PLOF budget. The SCWWDP overspend is a matter of timing but the underspend in the Student Funding and the PLOF budgets reflects that only 174 bursaries have been awarded from the 228 available. Therefore, the outturn figures have been reduced by £293k in the Student Funding budget and £136k for the PLOF budget. In addition, it should be noted the increase in the outturn figure of £402k for Regional Facilitation Grant reflects the decision made to allow bids from the Regions in respect to current issues in the sector and improve long term resilience. Taking all these elements into account it is now predicted that the Grants Management Budget will be underspent by £27k at the end of the financial year

| Expenditure | Annual Budget | Actual YTD | Budget YTD | Variance | Predicted Outturn |
|-----------------------------|---------------|--------------|--------------|------------|-------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Workforce Regulation | | | | | |
| Administration | 85 | 53 | 64 | 11 | 78 |
| Hearings | 1,128 | 522 | 785 | 263 | 684 |
| Projects | 369 | 109 | 223 | 114 | 229 |
| Salaries | 3,067 | 2,239 | 2,240 | 2 | 3,050 |
| Sub-total | 4,649 | 2,924 | 3,313 | 389 | 4,040 |

- The Workforce Regulation has a £389k underspend to date with the majority of the underspend relating to the Hearings Budget. This reflects that activity to date has been significantly lower than budgeted. The budget is £263k underspent to date and based on hearings planned for the rest of the financial year it is projected that this budget will be underspent by £444k at the end of the financial year.
- The underspend in the projects budget reflects slower progress on the Regulation reform project than planned and the project will only spend £63k of the original budget of £200k and the outturn figure has been amended accordingly
- Therefore, in totality it projected that the Workforce Regulation budget will be underspent by £609k at the end of the financial year.

| Expenditure | Annual Budget | Actual YTD | Budget YTD | Variance | Predicted Outturn |
|------------------------------------|---------------|--------------|--------------|------------|-------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Improvement and Development | | | | | |
| Administration | 45 | 18 | 27 | 9 | 34 |
| Intelligence and Data Admin | 6 | 0 | - | (0) | 6 |
| Projects | 1,943 | 1,044 | 1,319 | 275 | 2,401 |
| Salaries | 2,449 | 1,594 | 1,793 | 199 | 2,187 |
| Sub-total | 4,443 | 2,657 | 3,139 | 482 | 4,627 |

- The Improvement and Development budget is underspent by £482k primarily due to an underspend of £199k in the Salaries budget and £275k in the projects budget. It is predicted that the Salaries budget will be £262k underspent at the end of the financial year. This reflects that there will be significant savings in the budget due to delays in recruitment and not recruiting into posts but is reduced by the provision for a potential pay award.
- The underspend in the projects budget is a matter of timing and it is projected that this budget will be overspent by £458k and reflects additional investment as part of our continued response to current issues within the sector and improve long term resilience in the sector including an additional internal investment of in the WeCare campaign.
- However, it is projected that the Improvement and Development budget in totality will be £184k overspent at the end of the financial year.

| Expenditure | Annual Budget | Actual YTD | Budget YTD | Variance | Predicted Outturn |
|----------------------------------|---------------|------------|------------|------------|-------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Early Years and Childcare | | | | | |
| Projects | 124 | 15 | 97 | 82 | 124 |
| Salaries | 221 | 142 | 160 | 18 | 221 |
| Sub-total | 345 | 157 | 257 | 100 | 345 |

- The Early Years and Childcare has a significant underspend of £100k but this is a matter of timing and represents the projects element of the budget. However, it is still projected that this budget will be fully spent at the end of the financial year.

| Expenditure | Annual Budget | Actual YTD | Budget YTD | Variance | Predicted Outturn |
|--------------------------------------|---------------|--------------|--------------|------------|-------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Strategy and Business Support | | | | | |
| Premises | 602 | 444 | 452 | 8 | 592 |
| Governance | 98 | 70 | 70 | (0) | 92 |
| Communications | 113 | 68 | 66 | (2) | 111 |
| Carreg and IT | 617 | 460 | 476 | 17 | 656 |
| Finance & Grant Admin | 10 | 1 | 5 | 3 | 7 |
| Human Resources | 118 | 107 | 70 | (37) | 160 |
| Projects | 308 | 74 | 188 | 114 | 322 |
| Salaries | 2,407 | 1,581 | 1,772 | 191 | 2,142 |
| Sub-total | 4,271 | 2,805 | 3,099 | 294 | 4,081 |

- Strategy and Business support shows an underspend of £294k with major underspends in the Salaries budget of £191k and the projects budget of £114k. The Salary underspend reflects vacancy and delays in recruitment in particular in respect of the Communications department. It is predicted that the Salaries element will be underspent by £265k at the end of the financial year after taking into account a potential pay award
- The underspend in the projects budget is a matter of timing and it is projected that this budget will £14k overspent at the end of the financial year.
- However, in totality it is projected that the Strategy and Business Support budget will be £190k underspent at the end of the financial year.

Therefore, with income predicted to be £56k greater than budget and expenditure predicted to be lower than budget by £642k we are predicting a total net underspend of £698k. With the 2% cash limit allowing an underspend of £350k we have approached Sponsor Division to obtain permission to make a lump sum payment of £350k into the Pension scheme.

Financial Summary to 31 December 2021

| Income | Annual Budget £'000 | Actual YTD £'000 | Budget YTD £'000 | Varianc e £'000 | Predicted Income £'000 |
|-----------------------------------|---------------------------|------------------------|------------------------|-----------------------|------------------------------|
| Grant In Aid | 23,251 | 11,340 | 11,340 | - | 23,251 |
| We Care-Additional funding | 160 | 160 | 160 | - | 160 |
| Wellbeing-Additional funding | 115 | | | - | 115 |
| We Care-Additional funding | 350 | 350 | 350 | | 350 |
| Apprenticeship Certificate Income | 60 | 27 | 47 | (20) | 40 |
| Registration Fee Income | 1,405 | 1,069 | 983 | 86 | 1,470 |
| Mental Health Workforce | 66 | 32 | 50 | (17) | 66 |
| Other Income | 0 | 11 | - | 11 | 11 |
| Total Income | 25,407 | 12,990 | 12,930 | 60 | 25,463 |

| Expenditure | Annual Budget £'000 | Actual YTD £'000 | Budget YTD £'000 | Varianc e £'000 | Predicted Outturn £'000 |
|--------------------------------------|---------------------------|------------------------|------------------------|-----------------------|-------------------------------|
| Grants Programme | | | | | |
| SCWWDP | 7,149 | 3,133 | 3,038 | (94) | 7,149 |
| People Using Services and Carers | 70 | 38 | 40 | 2 | 70 |
| Regional Facilitation | 782 | 782 | 782 | - | 1,184 |
| Student Funding | 2,235 | 692 | 844 | 152 | 1,942 |
| PLOF | 1,326 | 405 | 485 | 80 | 1,190 |
| SfCD | 14 | 14 | - | (14) | 14 |
| Research | 123 | - | - | - | 123 |
| Sub-total | 11,699 | 5,064 | 5,189 | 125 | 11,672 |
| Workforce Regulation | | | | | |
| Administration | 85 | 53 | 64 | 11 | 78 |
| Hearings | 1,128 | 522 | 785 | 263 | 684 |
| Projects | 369 | 109 | 223 | 114 | 229 |
| Salaries | 3,067 | 2,239 | 2,240 | 2 | 3,050 |
| Sub-total | 4,649 | 2,924 | 3,313 | 389 | 4,040 |
| Improvement and Development | | | | | |
| Administration | 45 | 18 | 27 | 9 | 34 |
| Intelligence and Data Admin | 6 | 0 | - | (0) | 6 |
| Projects | 1,943 | 1,044 | 1,319 | 275 | 2,401 |
| Salaries | 2,449 | 1,594 | 1,793 | 199 | 2,187 |
| Sub-total | 4,443 | 2,657 | 3,139 | 482 | 4,627 |
| Early Years and Childcare | | | | | |
| Projects | 124 | 15 | 97 | 82 | 124 |
| Salaries | 221 | 142 | 160 | 18 | 221 |
| Sub-total | 345 | 157 | 257 | 100 | 345 |
| Strategy and Business Support | | | | | |
| Premises | 602 | 444 | 452 | 8 | 592 |
| Governance | 98 | 70 | 70 | (0) | 92 |
| Communications | 113 | 68 | 66 | (2) | 111 |
| Carreg and IT | 617 | 460 | 476 | 17 | 656 |
| Finance & Grant Admin | 10 | 1 | 5 | 3 | 7 |
| Human Resources | 118 | 107 | 70 | (37) | 160 |
| Projects | 308 | 74 | 188 | 114 | 322 |
| Salaries | 2,407 | 1,581 | 1,772 | 191 | 2,142 |
| Sub-total | 4,271 | 2,805 | 3,099 | 294 | 4,081 |
| Total Expenditure | 25,407 | 13,607 | 14,996 | 1,389 | 24,765 |

HR Quarter 3 Dashboard

| Key points from Quarter 3 | Future focus in Quarter 4 |
|---|---|
| <p>We undertook our Annual People Survey, achieving a response rate of 86%.</p> <p>The survey shows our engagement score is 90% (target is 80%) which is the highest score we have achieved since we began running the survey as the Care Council for Wales in 2005. Benchmarking scores against the results of the wider Civil Service scores will take place once their report is published.</p> <p>We ran a series of listening exercises with staff to inform development of a hybrid working policy.</p> <p>Developed underlying principles to support our new 5-year Learning and Development Strategy.</p> | <p>Finalise and approve Hybrid Working Policy and begin the review of associated policies and procedures</p> <p>Finalise and approve our Learning and Development Strategy</p> <p>Revise and refresh our Health and Wellbeing action plan</p> |
| Staff turnover | Staff absence |
| <p>Our year-to-date turnover rate is 8%. Our target turnover rate is to remain under 15%.</p> <p>We had 1 leaver in Q3 and 12 this year to date.</p> | <p>The total sickness absence rate excluding long term absence, for the year to date, is 1.87%</p> <p>This is currently within our <3% target.</p> <p>Our current absence rate for <i>all</i> absences is 4.55%.</p> |