



# Gofal Cymdeithasol Cymru Social Care Wales

## PUBLIC BOARD MEETING

20 October 2022

Hybrid meeting, Social Care Wales offices, Cardiff & Zoom

09:00 – 13:00

**09:00** Private session – Board members only

<b>Public session</b>			<b>Page</b>
09:30	1.	Welcome and opening comments from the Chair	Oral
09:35	2.	Apologies and Declaration of Interests	Oral
09:40	3.	<a href="#">Minutes of the Board meeting 21 July 2022</a> To endorse	SCW/22/27 3
09:45	4.	<a href="#">Action log</a> & Matters arising	SCW/22/28 24
09:50	5.	Update from Committee Chairs To note and receive	Oral
10:00	6.	Accountability with the Deputy Minister for Social Services, Julie Morgan MS	Oral
<b>11:00 – 11:15 Comfort break</b>			
11:15	7.	Context setting and key messages from the Chief Executive To note and receive	Oral
11:30	8.	<a href="#">Business Plan Q2 progress report</a> To consider and approve	SCW/22/29 29
11:55	9.	<a href="#">2023-2024 Social Care Wales Workforce Development Programme grant circular letter</a> To consider and approve	SCW/22/30 60
12:10	10.	<a href="#">Impact Report 2021-22</a> To consider and approve	SCW/22/31 79
12:30	11.	<a href="#">Annual Equality Report 2021-22</a> To consider and approve	SCW/22/32 100

**For information only:**

12. [Board development sessions synopsis](#)  
To note

SCW/22/33

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**12:45 – 12:50 Break**

**For discussion:**

- 12:50 13. Meeting effectiveness  
To discuss

Oral

- 12:55 14. A.O.B

Oral

**Date of next meeting:**

**Thursday 02 February 2023 – via Zoom**



# Gofal Cymdeithasol Cymru Social Care Wales

## **PUBLIC BOARD MEETING**

**21 July 2022**

**Virtual meeting via Zoom**

**09:30 - 13:00**

### **Present:**

#### **Board Members:**

Mick Giannasi, Chair  
Abigail Harris  
Carl Cooper  
Damian Bridgeman  
Emma Britton  
Grace Quantock  
Helen Mary Jones  
Jane Moore  
Maria Battle Items (1-9 & 14-15)  
Peter Max  
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 & IT)  
Kate Salter (Assistant Director Corporate Services)  
Liz Parker (Staff Partnership Council Chair)  
Llinos Bradbury (Board Secretary - minutes)

#### **In attendance:**

Aled Jones, Cymen (simultaneous translation)  
Marianne Halstead (PA Support for Damian Bridgeman)

### **Public session:**

#### **1. Welcome and Opening Comments from the Chair**

- i. The Chair welcomed everyone to the meeting and particularly extended a warm welcome to Liz Parker as Chair of the Staff Partnership Council (SPC) who was attending following a decision at the last Board meeting to invite the Chair of SPC to meetings as a participating observer. Meg Kenward was also welcomed having recently joined the Communications team as a content officer. The Chair also mentioned that this was the first Board meeting for HMJ since being appointed as a Board member on 1 May 2022.
- ii. The Chair encouraged contributions in Welsh making use of the simultaneous translation service which was available.
- iii. The Chair informed Board members that a Jamboard would be used to capture feedback about the effectiveness of the meeting. Three questions had been asked; 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 Jo Kember and Donna Hutton. The Chair also noted apologies from Tracy Veale, Audit Wales who was disappointed not to be able to attend to present the Auditor General's Audit of Accounts Report and Management Letter, but the Auditor General was offering an unqualified opinion with no amendments or recommendations. She wanted also to pass on her thanks to GR and the team for their support during the audit.
- ii. Declarations of interest were noted from:
  - GQ who had recently been appointed as Vice Chair of the Citizen Voice Body for Wales. Congratulations were extended to GQ and the Chair informed the Board that discussions have been held with the Public Bodies Unit to confirm that there was no direct conflict of interest between the roles.
  - PM restated his declaration as a provider that will be impacted by the Rules changes at item 11 on the agenda for today's meeting.

## 3. Minutes of the Board Meeting 28 April 2022

- i. The minutes of the meeting of 28 April 2022 were discussed and endorsed by the Board as an accurate record of the meeting.

## 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.
- ii. AL updated on the climate change risk (action 04/22/SCW), advising that the Welsh Government's social care route map towards net zero has been published and shared with the Board members.
- iii. There were no further comments or questions on the action log and members agreed that they had **noted and received** the updates against the actions.
- iv. The Chair raised the Chairs Action that had been taken in June, details of which were included within the papers and related to the potential expansion of the remit of Social Care Wales to include the play workforce. This followed a short notice request by Welsh Government for the Board's perspective in relation to the opportunity to make changes to the legislation. Board members were made aware at the time of the need to take Chairs Action and provided feedback which was reflected in the discussion and outcome during the meeting. The Chair's Action Group decided to support the proposal but highlighted that additional resources would be needed if the organisation's remit was to be expanded.
- v. HMJ supported the decision but felt that it was an important decision to be making at short notice and outside of the Board's usual meetings. She wondered whether there

was an opportunity to discuss with Welsh Government to avoid having to make such quick decisions in future.

- vi. DP said that there has been an opportunity to make amendments to the legislation, the Regulation and Inspection of Social Care Act, and the decision to amend the legislation lies with the Senedd but Welsh Government were considerate to ask the Board for its view. At this stage it is only a potential expansion to the remit and would be discussed with the Welsh Government through the usual annual remit letter discussions.
- v. The Board **noted** the Chairs Action that had been undertaken.

## 5. Update from Committee Chairs

- i. The Chair invited CC as the Chair of the Audit and Risk Committee to provide an overview of the Committees discussion at its June meeting; he highlighted the following:
  - The working relationship with the new Internal Auditors (TIAA) had begun and they had provided the Committee with the Audit Strategy and plan for 2022-23;
  - Following concerns raised in a previous meeting about the number of corporate policies which were out of date or in need of review, the Committee had received an update on the corporate policy register. A number of policies had been reviewed and the Committee was confident that all relevant policies will be updated within the next few months;
  - The Committee has started discussing its own development needs alongside the schedule of Board development sessions to ensure that the Committee is continuing to be as effective as possible;
  - The Committee continues to use and refine the new Risk Register and the new reporting mechanism for risk; consequently, the Committee feels the mechanism and method for reporting risk is more effective than previously;
  - The Committee approved the process for recruiting two Independent Members to the Committee with one having experience of cyber security and the other an individual with a background in accounting, the latter replacing the current appointee when her term comes to an end in March 2023.
- ii. As Chair of the Improvement Committee, PM provided a summary of the June Committee meeting and highlighted the following: -
  - A rich discussion had taken place in relation to supporting the shift to strengths based practice;
  - An update had been received on the programme of work supporting hospital discharge with an evaluation to be completed; the Committee felt that this work could be shared across local authorities and health boards;
  - A discussion had taken following an update on the uptake of strengths-based practice training by Local Authorities;
  - An overview of the planned Employer Support Service had been received;

- A discussion had taken place in relation to the Direct Care Workforce Plan which highlighted the issues of terms and conditions, with work being taken forward by the Fair Work Forum. Members identified the need to take into account the number of part time workers given that a high percentage of the workforce was part time and therefore their needs will be different;
- The Committee was also keen to encourage communication of best practice more widely and to ensure that leaders across social care, health and Welsh Government were sighted.

iii. As Deputy Chair of the Regulation and Standards Committee, GQ said that the discussions at the June meeting had been focused around:

- The mandatory registration of adult care home workers;
- Outstanding applications to register and whether the Registration Team had the necessary resources to deal with the increase in registration applications over the coming months. The Committee was provided with assurance that the necessary resources were in place and a plan to manage the number of workers needing to be registered;
- Workforce survey update;
- Extending and maintaining register update.

iv. There were no further 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 with some verbal updates. She highlighted the following issues which she thought would be of particular interest to members:
- The Early Years and Childcare Remit Letter had been received; the Social Care Remit Letter was expected and would be picked up as part of discussions at a quarter 1 monitoring meeting with Sponsor Team in Welsh Government on 22 July. It was believed that it was making its way through the scrutiny process within Welsh Government. Recruitment to additional posts would continue whilst the remit letter was awaited;
  - £464k of additional funding had been secured to support the sector with innovation;
  - £25k had also been secured to undertake a scoping exercise to see what could be done to support Heads of Children's Services further and improve the system; it was anticipated that a business case for further funding would be submitted to the Welsh Government once the scoping exercise had been completed;
  - Additional funding had been secured to support research capacity building, recognising that the amount of research funding within social care is small in comparison to the NHS;

- Joint Workforce Strategy face to face events had been held with HEIW with around 200 people from across social care and health attending with a further 2 virtual events planned for September;
- The Leadership team had been discussing stakeholder engagement and how this could be evidenced better to the Board in future. The Communications and Public Affairs manager will update the Board on the Marketing and Communications strategy at a future Board development session;
- A drop-in session had been confirmed in the Senedd on 17 November following feedback in a recent Members of Senedd perceptions survey;
- The report from the National Care Service Expert Group was expected at the end of July;
- The Annual Report and Accounts was on the agenda for the meeting with an unqualified report from the Auditor General;
- The Quarter 1 Business Plan update provided evidence of progress against Business Plan activities for 2022-23;
- The Rules changes was a complex piece of work and SE thanked the Regulation Team for their work on this;
- The full HR report was available on the portal and the Equal Pay Report showed a reduction on the gender pay gap;
- Confirmation had been received that the Welsh Government's pay parity exercise had been concluded with around 25 members of Social Care Wales staff being impacted positively following the announcement;
- Jim Widdett, Improvement and Development Manager and mental health lead had been invited to attend the Deputy Minister's Mental Health Oversight and Delivery group following a joint presentation made with the CEO of HEIW;
- Health and Care Research Wales had been allocated £1.5m per annum for an evidence centre for health, social care and public health to increase capacity beyond clinical research;
- There would be an event at the National Eisteddfod on 1 August, promoting the caring in Welsh award from the Accolades; Officers had also been invited to attend an event commemorating Aled Roberts, former Board member and Welsh Language Commissioner; the new workplan for Mwy na Geiriau was also being launched;
- Evidence of lack of parity for undergraduate and post graduate bursaries had been provided to the Welsh Government and an announcement was expected on the social work bursary scheme shortly;
- Ministers were keen to get greater capacity in the community across health and social care and the desire to create 1,000 alternative beds before the winter; officers were involved in weekly meetings supporting this work.

ii. The Chair thanked SE for the update and asked for any questions or comments. The following issues were raised:

- TP recognised SE's comments on the Remit letter and uncertainty of its contents at the moment but asked about the discussions around increasing the organisations remit and its readiness to take on additional work. He felt that it was great that the Welsh Government was putting its trust in Social Care Wales to take on the additional work; however, he would like to see greater clarity and connection between the additional work areas and the resources;

- SE said that the Executive Management Team regularly reviewed the organisation's capacity and where that wasn't sufficient or the necessary skills available then the additional funding was used to commission external support; this balanced the pressure on staff as well as enabling the organisation to respond to requests from either the Welsh Government or the sector;
- GQ asked whether the impact on the sector of climate breakdown and climate change is part of the future research development. She was also interested to know how research could help the organisation lead and support the sector through climate change;
- SE said that she wasn't sure whether climate change was on this research call but would ask the question; it may also be relevant to link into the work AL was leading on around climate and carbon reduction for the social care sector and to explore whether resources were available for research funding through that work;
- AL added that research had not been identified within the roadmap published by Welsh Government. It may become more embedded within the national service frameworks and national commissioning framework to get decarbonisation embedded within future commissioning processes. The commissioning work is led by the National Commissioning Board and anticipated to be co-ordinated by the new National Office for Social Care, when that is established. Internally, work had progressed with a recent session held with the Staff Partnership Council to consider how this work could be embedded within the organisation and within the organisation's research agenda;
- GQ thanked officers for the update but remained concerned that research on the impact of climate change appeared to be a gap and asked for a Board development session in future to look at what more the organisation could do on this issue as she was concerned about the impact;
- SMcC said that it was challenging influencing research priorities; work was undertaken last year with the James Lind Alliance to identify the research priorities of the sector for the over 65 population, but this did not identify climate change. Research priorities are being looked at for children and young people and there is a need to look at how to keep the priorities up to date. For some topics it will be worth working with UK partners, recognising that Health and Care Research Wales's budget is fairly small compared to other UK funders. At its next meeting, the Improvement Committee would consider the Research and Innovation Strategy which will also look at research priorities going forward, how these can be captured and what response should be put in place. However, it was important that Social Care Wales has an influencing role rather than a commissioning role in relation to research;
- SE said that EMT would consider how the climate change issue could be pushed up the agenda in recognition that other sectors such as the rail industry and the fire service are re-considering their strategic approach given the recent heatwave;
- PM suggested that climate change be added to the terms of reference to one or more Committee. The Chair agreed with this suggestion and asked LIB to arrange for it to be discussed by the Chairs Coordinating Group; **ACTION**
- JM noted that the work to support Heads of Children's services will be a complex and sensitive area given the position of the Government on children who are looked after.



- JM thought that there was a potential risk that Social Care Wales would be caught between the view of the Government and Heads of Children's services. On the other hand, this area of work had the possibility to demonstrate to the sector the impact of Social Care Wales and could lead to something meaningful and real for the sector and vulnerable children and families.
- SE recognised that this has been an issue across the UK and within Wales for many years and that Ministers want to see change happening. The sector had been under enormous pressure, particularly over the last few years and need support and help to have that time to pause, reflect and re-design early intervention and prevention. The scoping exercise with key stakeholders will gather intelligence and evidence, with Social Care Wales acting as a broker and critical friend, aiming to balance the pressures in the sector and the expectations of Government. The Ministerial Advisory Group, which was independently chaired, had quoted Social Care Wales as the leadership organisation to help make improvements in the system for vulnerable children, which was a positive step forward and recognition for the organisation;
- AH wanted to pick up on the Workforce Strategy events and the offer to talk to the Regional Partnership Board (RPB) Chairs. The Cardiff and Vale RPB was currently concluding their market stability report which highlighted significant gaps in provision in the market and signalled the need to shift the balance to more direct provision and internal provision; for example, 80% of children who are looked after having to be placed out of area. As a result, a lot of work would need to be undertaken to shift from commissioned to in-house provision and Social Care Wales improvement work could prove valuable in helping that necessary shift.
- AH felt that there was a window of opportunity to be able to ensure that there was a single workforce across health and social care and that the barriers and terms and conditions were addressed. In reference to the earlier conversation on climate AH understood that, from an NHS perspective, adaption plans are needed to be developed with guidance expected from Government. She felt that links should be made with local government the evidence of good practice.
- CC supported AH's comments on the market stability reports, adding that one of the Government's expectations for the report was about moving the provision of residential childcare from the "for profit sector" to the public sector or "not for profit" organisations, which would be very challenging in Wales.
- Making reference to GQ's earlier announcement as the Vice Chair of the Citizen Voice Body, CC asked what discussions, if any, have taken place between the new organisation and Social Care Wales?
- HMJ asked for assurance that the voices of children and young people were being heard in the work undertaken to support the Heads of Children's Services, whether this was being done directly by Social Care Wales or through other relevant organisations, as what individual children experience can be very different from the overall picture;
- The Chair thought that there was a need for further consideration on the market stability reports from the RPBS and the shape of the sector that may be best explored in a future Board Development Session. **ACTION**
- SE responding to AHs comments said that Social Care Wales was a member of the National Commissioning Board and aimed to influence what could be done to support the system from a workforce perspective. SE recognised the challenges in excluding "for profit" providers, as mentioned by CC, but officers

confirmed that there was liaison with Heads of Children's Services. Social Care Wales has regular debate with Social Workers through the Social Work Professional Group that had been established and had close contact with those facing the challenges on the front line;

- In relation to the Citizen Voice Body, SE said that DP was a member of the Establishment Board; the Chair and interim Chief Executive of the Citizens Voice Body have also asked to meet with SE and the Chair and have requested help with a programme of training for their officers on social care, as most of its officers had previous NHS experience. Social Care Wales will provide a training session to help officers understand social care and learn about the role of Social Care Wales;
- Responding to the question from HMJ, SE agreed that hearing the voices of children and young people was fundamental. Traditionally, three routes had been used, either through Children in Wales, the Children's Commissioner or through Voices from Care. The Ministerial Oversight group also has Voices from Care on the group to ensure that their voices are heard.
- The Chair also added that he had been in initial on-line discussions with the Chair of the Citizen Voice Body who was interested in learning from the establishment of Social Care Wales in 2017. He felt that GQs role as a member of both Boards would provide a helpful link between both organisations at a corporate governance and level and contribute to, what would be a helpful strategic relationship going forward.

iii. There were no further comments or questions and Chair thanked SE for the comprehensive update which was **noted** by the Board.

## **7. New and Emerging Business Activities and Remit Letter Update**

i. As the Remit Letter was yet to be received and new business activities were covered in item 6, this item was not discussed further.

## **8. Business Plan Q1 Progress Report**

i. The Chair noted that this was the first report against the Business Plan for 2022-23 and that the format would evolve through the year as more information is gathered to support the evidence of the outcomes and impact of the Business Plan activities.

ii. KS explained that the three-month report set out performance against the Business Plan for 2022-23 as at the end of June 2022, and built on the discussions which had taken place with the Board around developing the performance framework. The performance commentary focused on areas where the targets were not met as expected.

iii. KS asked the Board particularly to note priority theme one, social care and yearly years workforce, where available statistics have been included to enable any patterns or trends to be identified.

- iv. The Chair thanked KS for the overview and before going to questions and comments asked SB to provide an overview of the work of the Regulation and Standards Committee which was had delegated responsibility from the Board to regularly scrutinise this area of the organisation's performance.
- v. SB assured members that the Committee felt confident in the progress being made to date, despite the red status of the performance indicators for the processing of applications and number of open applications. This was due to the numbers needing to be registered between now and the October deadline for Adult Care Home Workers. The Committee had sought assurance that staffing levels were sufficient to cope with the demands and had received that assurance, albeit that there was a time lag between going out to recruit, new staff starting, their induction and them being ready to process applications. GQ also felt the Committee had provided in depth scrutiny of performance in this area at the June meeting and although the Committee were concerned with the red status reporting, officers responded appropriately, setting out their plans to tackle the increasing registrations as well as reflecting upon learning during the registration of domiciliary care workers.
- vi. The Chair thanked SB and GQ for their comments and asked for any questions or comments from Board members on priority theme one:
- Referring to the two indicators which were categorised as red, AH whether some flexibility was needed in respect of the targets when it was known that meeting these targets would be challenging, given the current growth in the Register. She also asked whether there were any consequences for those people who are waiting longer than the target 5 days to become registered given that the current average is 22 days;
  - SE explained that at the beginning of July there were 4,000 adult care home workers registered with an additional 4,000 applications submitted. However, it was anticipated that the majority of those needing to be registered would leave it until the end of September to do so. The targets could be adapted but SE preferred to keep them consistent with an acceptance that the targets would not be met again until all Adult Care Home Workers are registered;
  - DP added that the targets and measures were set for business-as-usual conditions but given the current expansion in the Register it was not business as usual for the organisation and as such the targets were not as relevant as they usually were. Answering the question on the potential consequences of the delay in registering workers, DP confirmed that in most cases there were no consequences as there is a period of grace for workers in which they can work in the sector before needing to be registered which was currently 12 months. Discussions had been held with CIW and there was an acknowledgement that with the majority of applications are likely to be submitted in September, there would inevitably be some workers who would not be registered on 1 October. CIW would be taking this into consideration during inspections;
  - DP was keen not to lose the overarching view of how the team was performing but recognised that it was not the most useful data set given the current expansion in the Register;

- AH thanked SE and DP for their responses and added that it is good to see the numbers of people accessing and looking for jobs on the website on the dashboard;
  - SB raised concerns that the indicator related to feedback on digital learning was green, despite the suggestion that over half of learners didn't find the courses of benefit. KS said that this was the first time that this data had been included within the Business Plan activities and a further deep dive evaluation on the digital learning modules was planned in quarter 2 which would provide a better picture and enable further opportunities to be developed. Digital learning modules are a new area of work for the organisation using a shared service system and therefore there is a need to evaluate access to the learning as a whole.
  - DP added that the infection, prevention and control (IPC) module was introduced to provide a broad introductory level for those new to working in the sector. If more experienced learners undertake the learning, then it was likely that this subject area is not new for them. It was hoped that as more new people entering the sector undertake the learning then the numbers who find the module useful will increase.
- vii. There were no further comments or questions on priority theme one and KS moved the discussion onto priority theme 2: social care and early years managers, leaders and owners. There were no questions or comments on this priority theme.
- viii. KS then moved onto priority theme 3: strategic leaders and stakeholders. She informed the Board that new business activities in relation to supporting innovation and supporting Heads of Children's services will be reported within this priority theme from quarter two onwards. KS asked for any questions or comments on this theme and the following were raised:
- PM asked about the reporting of engagement and noted that whilst some events were referenced, it didn't appear that any engagement had been undertaken with strategic leaders and stakeholders; however, he was aware from personal experience, that such events had taken place over the last quarter. The report of these activities provides a good opportunity to highlight what events were held, what was heard at those events and what the organisation was doing as a result. He felt that this was currently missing from the report and was a missed opportunity to emphasise the work which the organisation was doing on engagement;
  - KS thanked PM for his comments and referred back to SE's previous comments that the leadership group was looking at and considering how to ensure that engagement activity was appropriately evidenced; the example provide by PM was useful to take back to the Leadership Group for further discussion on how to present engagement to the Board through the quarterly performance framework going forward.
- ix. There were no further questions or comments and KS moved onto look at priority theme four: the Social Care Wales workforce. As CC had previously mentioned the internal audit plan for 2022-23 had been agreed by the Audit Committee and internal audits would start to be undertaken in quarter 2. KS highlighted the sickness absence

level in the dashboard was 2.38% or 1.5% excluding long term absence. KS asked for any questions or comments in respect of priority theme four:

- HMJ had noted that staff turnover looked much higher during the first quarter of 2022-23 and asked for assurance that there wasn't a pattern or theme to the turnover that would cause concern for the future;
- KS said that, given it is the first-time turnover has exceeded the target since the organisation was established, this something that was being monitored to ensure that there wasn't a pattern. When anyone leaves the organisation, an exit interview was held to discuss the reasons for leaving and at that stage, nothing has been identified that provided cause for concern;
- The Chair asked LP if there was anything she wanted to add from a SPC perspective. LP said that from a SPC perspective the organisation keeps in touch with staff on a regular basis, updating them as necessary on relevant developments; there are opportunities for people to develop within the organisation as well. SPC also discuss reasons for going external for recruitment and the reasons behind this;
- SB asked whether there was any update on cyber security since the Board last had an update. AL informed the Board that new firewalls and a Virtual Private Network (VPN) had been implemented in recent weeks, and the IT Team were now looking at implementing some of the functionality of the new Microsoft licences purchased, in particular 'In-Tune' which will allow the updating of software to be done remotely. AL also confirmed that there have been no issues or incidents which would require the Board's attention;
- DB asked, given the current cost of living crisis and the likelihood that the outlook is only going to get worse, whether there was any indication that this had contributed to the increase in staff turnover rates. He also asked what contingency plans were in place, should staff find themselves in fuel or financial poverty;
- AL added some perspective to the turnover rate in that 6 members of staff had left the organisation during the period, 2 of whom had retired; as such, although the percentage figure was higher than previously seen, the volume of turnover was still not significant. In relation to cost of living the Welsh Governments' pay parity exercise had been concluded and announced earlier in the week. This would raise the first spine points of the Social Care Wales pay grades to the equivalent in Welsh Government pay, which will be part of this year's pay award. An announcement had also been made that week on the pay review for public bodies at an UK level. A Remuneration Committee meeting will be scheduled as soon as possible to look at the parameters set but currently the Welsh Government remit on pay is still in place which caps pay awards at 3%; it was hoped that an update will be received following the announcement at an UK level.
- DB thanked AL for the update but was particularly interested in the support available to staff should they come across cost-of-living issues;
- AL said that no members staff within the organisation were paid lower than the national living wage salary and it was therefore not anticipated that the organisation would be impacted to the same extent as others within the care sector who had significant numbers of low paid staff;
- DB wanted assurance that the organisation was considering those who may be on the cusp of moving into fuel or financial poverty and the effect this may have

on their mental wellbeing. He emphasised that this did not only impact on people on lower wages;

- The Chair reminded members that there was an Employee Assistance Programme alongside a focus on wellbeing and there were mechanisms which staff who found themselves in difficulties could access. However, he agreed that given the current economic climate, it would be timely to consider whether the right policies and support mechanisms were in place and agreed to arrange for a further discussion to be held around this issue at the next Remuneration Committee meeting. **ACTION**
- PM asked whether it was a surprise that only 10 out of 60 Senedd members attended the launch of the Strategic Plan held in April at the Senedd. HMJ, reflecting on previous experience, advised that 10 out of 60 was a good turnout given that there were 6 other events on that day in the Senedd and 2 were health and social care related. It was also positive that so many stayed to listen to the speeches and were engaged in the discussion.
- The Chair added that a recent perceptions survey has been undertaken with MSs and will be shared in due course with the Board and as a result a further drop-in session has been arranged for 16 November at the Senedd.

- x. GR provided an overview of the budget paper and emphasised that as the Remit Letter had not yet been received, the budget allocation was based on the allocation for Social Care Wales within the Welsh Government's published budget. Additional income received in relation to supporting innovation had also been added to the budget and the higher than originally budgeted early years monies, reflect the £811k increase in the budget. The budget is currently £239k underspent due to salaries underspend, panel members salaries and projects in Improvement and Development which are largely a matter of timing related to the data portal work. There were no concerns currently; however, a close eye was being kept on the hearings budget, the bursary budget and student numbers at the end of quarter two. The Executive Management Team also felt that the 4% vacancy factor for salaries was too low and had changed that to 8%. He said that a close eye would be kept on recruitment.
- xi. There were no questions or comments on the budget report.
- xii. Members agreed that they had **scrutinised** and **approved** the progress against the Business Plan 2022-23 at the three-month stage.

## **9. Draft Annual Report and Accounts 2021-22, Audit of Accounts Report and Management Letter**

- i. The Chair reiterated that apologies had been received from Tracy Veale, Audit Wales for this item and passed on her thanks GR and the finance team for facilitating the work which Audit Wales had undertaken.
- ii. Had she been present, she would have emphasised the unqualified opinion on the accounts and highlighted the fact that there no adjustments or amendments were necessary.

- iii CC, as Chair of the Audit and Risk Committee, confirmed that he was happy to provide assurance to the Board that the Audit and Risk Committee had spent a significant amount of time scrutinising the financial statement and associated reports. As the External Auditors were present, it was therefore felt prudent for the Committee to focus on scrutinising the financial aspect of the report. A small number of minor changes to the report had been suggested during the Committee meeting which had since been reflected in the version which was before the Board. The Committee received assurances from External Audit on the accounts and praised the work of the finance team in producing the accounts. As a result, the Committee were happy to approve the report for Board consideration and as Chair, CC was happy to recommend approval to the Board.
- iv. GR provided the Board with an overview of the report and in particular highlighted the following:
- If the accounts were approved by the Board they would be signed by SE as the Accounting Officer on Wednesday 27<sup>th</sup> July, signed subsequently by the Auditor General on Friday 29 July and laid before the Senedd on the same day;
  - The paper for the meeting includes the audit report from Audit Wales and the letter of representation which once approved by the Board, would then be signed by both SE and CC as Chair of the Audit and Risk Committee;
  - The statement of comprehensive net expenditure provided an overview of expenditure; increases have been seen in staffing costs (25% increase) which reflects the increasing in staff numbers within the organisation but also a pension adjustment. There was also an increase in non-grant expenditure, reflecting the increase in Grant in Aid received and additional income received particularly in relation to the We Care campaign;
  - From the income perspective (not Grant in Aid) there had been a rise in registration fee income reflecting the last year of the increase in fee levels;
  - There was a significant increase in tangible assets on the statement of financial position which related to development to the Carreg system and the data portal;
  - There was a swing moving from negative reserves of £1.193m last financial year to a positive of £1.144m which reflects the positive position of the pension fund.
- v. SE added that Board members previous contributions had enabled officers to focus on the areas they wanted to see prioritised within the report. There will be a separate impact report written in the autumn which will be more user friendly and promote more information and activities.
- vi. SE took the opportunity to thank all the various teams who were undertaking the work and said that they could be proud of what had been achieved whilst also looking for continuous improvement.
- vii. The Chair asked for any question or comments:
- PM asked whether the heading on the last paragraph on page 105 titled 'long expenditure trends' should be 'long term expenditure trends'. GR confirmed that it should be long term expenditure trends and that it would be changed. He

- also asked whether officers were confident that future funding gaps were going to be funded given the remit letter and that confirmation of financial allocation has yet to be confirmed for 2022-23;
- SE explained that the organisation had previously received a three-year budget commitment and therefore had some degree of certainty in terms of the financial allocation for the next three years: the fact that the Remit Letter had not yet been received introduced an element of uncertainty but it is important to work on the basis of what is known and as such, the risk is considered to be low. In previous years as the current one, due to prudent financial management there has always been a forecast underspend at the half year stage, which following Board agreement has been used to fund further developmental work for the sector. This provides some degree of flexibility if there are unexpected variations in funding allocations;
  - With reference to the performance report, PM expressed an underlying concern that there were areas where the impact of the organisation's work was not clear. For example, the report mentioned the Fitness to Practise (FtP) review but didn't explain what change had occurred as a result. There were also a number of references to recruitment, but in the assessment of risk, capacity wasn't mentioned which in PM's view was currently the biggest risk facing the sector;
  - SE thanked PM for his comments and acknowledged that the FtP review was a good example as the work on implementing the actions arising from the review was being delivered in the current financial year and would be reported in the 2022-23 report. In relation to risk, whilst fully recognising the challenges which the sector was currently facing, the risks identified in the report related to Social Care Wales as an organisation rather than the sector;
  - GR agreed to review the performance commentary and add sentences where necessary to identify those initiatives where developments will be reported in the report for 2022-23;
  - DB said that the graphics within the report weren't able to be read by screen readers. He advised that for those using Office 365, there is an accessibility checker to check the accessibility of such tables and graphics. GR agreed to discuss the accessibility of the report with the designers;
  - AH commented on the language used when reporting on the assurances provided following internal audits (i.e., substantial, moderate and limited). In audit terms, moderate means reasonable but that may not be conveyed to the public by the terminology. She would therefore welcome a discussion with the new internal auditors to understand what language they were intending to use when reporting the outcome of internal audits.
  - CC welcomed the observations provided by AH and added the feedback from the internal auditors was that moderate meant very good. That emphasised the importance of the point which had raised as without explanation, moderate could be seen as something which was less than satisfactory;
  - AL agreed to look at the terminology being used by the new internal auditors to ensure that future reports were realistic and meaningful; **ACTION**
  - EB recalled a discussion at the last meeting whereby the Audit and Risk Committee was advised that this was a standardised national approach; that said, she welcomed a discussion with the new internal auditors on the language and words used within their reports;



- TP added that he didn't feel the language was consistent as reasonable was also associated with substantial assurance when looking at the definitions, if moderate is good then maybe a short sentence after the rating 'this is good' would be adequate.
- vii. There were no further questions or comments and the Chair concluded by formally thanking GR and the team for their work not only in pulling together the report but also in ensuring that the systems and processes were in place to ensure an unqualified opinion on the accounts.
- viii. Board members agreed that they had **scrutinised** and **approved** the Draft Annual Report and Accounts and **scrutinised** and **approved** the Audit of Accounts report.

## **10. Annual Chair of Audit and Risk Committee Assurance Report to Board**

- i. CC presented this report which summarised the work of the Audit and Risk Committee during 2021-22. In doing so, he acknowledged that he was presenting on behalf of Rhian Watcyn Jones who was the Chair during that period. The report was detailed and hopefully self-explanatory and as such he was not proposing to repeat the content. However, he was happy to receive any question or comments.
- ii. Before doing that, CC wanted to draw attention to a couple of key issues, namely the appointment of new internal auditors which had already been mentioned, the overview of the internal audit assurance reports and the fact that the Committee had taken on an additional role in relation to cyber security and ICT. Finally, CC drew the Board's attention to Rhian's personal reflections of her time as the Chair of the Committee in the final paragraphs and thanked her for her work over the last year and during her time as Chair of the Committee.
- iii. As a member of the Committee, TP wished to draw to the attention of the Board the range of work areas that had been subjected to internal audits during the year; he hoped this provided assurance on the breadth and depth of the discussions which had taken place in the Committee meetings. He also commended the way in which the internal audit reports were presented which enabled him as a lay member to focus questions on the right areas.
- iv. There were no further question or comments and the Board agreed that it had discussed and approved the Annual Chair of Audit and Risk Committee Assurance Report.

## **11. Changes to the Social Care Wales Registration and Fitness to Practise Rules**

- i. DP provided the Board with the context to this item. The Rules on the organisation's regulatory processes are part of a legal framework set within the Regulation and Inspection of Social Care (Wales) Act (RISCA). Subordinate to this, there are regulations that the Senedd approves which set the context in which the Rules for regulation can be written. The responsibility for developing and approving the Rules themselves then rest with the Board. DP also explained that there are policies and

procedures sitting below the Rules which set out in detail, how the organisation operates. There were seven sets of Rules for the Board to consider. These had gone through a rigorous internal process and had been co-produced with the organisation's legal advisors. He was therefore confident that they met expectations.

- ii. DP acknowledged that it was a difficult document to digest given its length and complexity; however, a tracked changed version had been provided alongside an explanatory table detailing the changes made and the reasons for them. Most of those changes resulted from the new regulations which were being introduced on 01 October 2022 requiring adult care home workers and residential centre workers to register. Whilst that was the primary reason for the revision, the opportunity had also been taken to provide further clarity where necessary, to update hyperlinks and where possible, to reflect practical realities such as hearings being held virtually rather than in-person. Some clarifications in law have also been included where helpful and changes which had resulted from Brexit had also been reflected.
- iii. The Chair thanked DP for the overview and asked for any questions or comments:
  - HMJ praised the work of those who were involved in re-drafting the Rules as she was aware how difficult a task it could be. The paper referenced wide ranging engagement on the Rule changes, and she asked for more information on the engagement process which had been followed given previous comments by Board members about engagement with the sector;
  - DP said that the ambition of getting Adult Care Home Workers registered and the accompanying regulations was a Senedd responsibility, and the consultation had therefore been undertaken by Welsh Government. Social Care Wales has supported the process by explaining how regulation works;
  - From a Social Care Wales perspective, engagement had been undertaken with the sector over the last year and based on experience of registering domiciliary care workers, new registration routes were created to support adult care home workers to register. It was envisaged that the question of how the organisation regulates would continue to be an ongoing discussion with the sector;
  - PM asked whether the views of those involved in fitness to practise outside the organisation such as the fitness to practice panel members, had been requested?
  - DP advised the Board that there was an annual 2-day session with panel members where any proposed changes are discussed; this was very well attended and has good engagement. Panel members were also able to submit reflections following hearings and, where appropriate, convene post hearing learning events to learn any lessons. All feedback from Panel Members is reflected in the Rules but the process of gathering their feedback will continue.
  - The Chair asked DP to explain what would happen next should Board approve the Rules. DP advised that, if approved, the Rules would be published and would come into effect from 1 October 2022. He also advised that any referral currently in process or received up until 1 October will be dealt with under the 2020 Rules;
  - PM asked, given the changes in the Rules, whether there was enough time for the registered workforce to be aware of those changes, given that some are already Registered and therefore under the 2020 Rules currently. DP said that he does not expect individuals to be reading the relevant rules, upon

registration, registrants received a welcome letter which detailed the responsibility of the registered person as well as the organisation's responsibilities to them. The registered workforce was encouraged to follow the Code of Professional Practice and therefore, they wouldn't be expected to be aware of the Rules, unless issues around their registration or fitness to practise at which point, they would be made aware of the relevant Rules.

- iii. The Chair thanked the members for their questions and the comments and Board **approved** the changes to the Social Care Wales Rules.

## 12. Equal Pay Review Report 2022

- i. The Chair reminded the Board that they had previously been made aware that a review of equal pay is undertaken every year to identify if there are any actual or potential inequalities relating to pay within the organisation. The organisation is not obliged to do so as it doesn't reach the threshold of number of employees. However, it was considered to be an important issue and so a review was conducted on an annual basis. In the absence of the Head of Human Resources, the Chair asked KS to provide the Board with an overview of the paper.
- ii. KS highlighted the three key messages for the organisation, which were as follows:
  - There was no evidence of pay discrimination based on protected characteristics;
  - The gender pay gap had reduced from 23.52% in March 2021 to 16.64% in June 2022;
  - Although it was a positive that the gender pay gap has reduced, the organisation must not become complacent and should continue to monitor and report on an annual basis.
- iii. KS also drew the Board's attention to the increased rate of response from staff in updating their equalities data (70% response rate compared to 63% previously) which was testament to the work which the Equality, Diversity and Inclusion Group had undertaken within the organisation to explain the rationale for gathering the data and how it would be used.
- iv. AL added that a job evaluation scheme is operated within the organisation which is gender and characteristic neutral when looking at roles. Looking at the report, the change to the gender pay gap is due to more males being recruited at the lower grades within the organisation over the last year.
- v. The organisation has been asked by the Remuneration Committee to review the current job evaluation scheme which will be undertaken over the year and work has begun on this by looking at the Welsh Government's Job Evaluation Grading Scheme (JEGS) as part of the desire to move towards pay parity across the public sector in Wales.
- vi. The Chair asked whether there was anything LP wanted to comment on from a workforce perspective. LP said that discussions around the job evaluation scheme

has been held at the SPC meetings and that staff felt strongly that this is something that should happen. Discussion will continue as it will impact on staff and there will be wide consultation with staff if there are any proposed changes when the time is right.

- vii. The Chair thanked LP for her comments and asked the Board for any questions or comments:
- GQ said that it was good to see progress being made in this area and asked whether neurodivergences such as autism were included within the definition of disability as studies have shown a wider pay gap for those with autism compared to other disabilities. KS thanked GQ for the question but would need to undertake further analysis to check whether autism is included. Once that had been completed, the response would be shared through the Board portal for all Board members; **ACTION**
  - HMJ was concerned that although the paper indicated that there was no evidence of pay discrimination on the grounds of characteristics, there was still a significant pay gap between women and men and therefore the organisation may need to be more proactive in reducing the current gender pay gap, rather than relying on employing more men at the lower grades. There are practical initiatives that can be put in place, such as encouraging women to apply for promotion, targeting women to work the more non-traditional fields such as cyber. Although the report says that the organisation wasn't going to be complacent, it felt a little complacent as it lacked specific actions going forward.
  - HMJ also asked that the characteristics listed within the diversity profile of the organisation were framed in the same way as those in legislation (i.e. sex rather than gender);
  - HMJ asked, given that research shows that men are 75% more likely to ask to start above the minimum salary of a role compared to women, for assurances that EMT look at the detail of who is asking to start above the minimum salary for each role to see whether this translates to requests at Social Care Wales. If that were the case there would need to be a review of accepting such requests to ensure that the role is advertised at the appropriate salary, especially if they are in difficult to recruit roles;
  - AL said that once a role has been graded through the job evaluation scheme, it is placed within the pay structure and irrespective of who is in the role with each pay grade having three spine point which people move through length of service. The job evaluation scheme is neutral, each grade has a salary attached to it, the external benchmarking report undertaken last year didn't highlight particular areas where they felt the pay scales were out of market range. The organisation ensures that appointing panels are a mix of women and men.
  - The reporting of a request to start above the minimum of a scale isn't collectively being reported; however, where a request is made the relevant Director requires a clear rationale for the request;
  - KS added that the report includes, at the end of each pay scale, details of where requests have been made to start above the minimum and it is mostly females who are doing this within the organisation. The leadership team receives quarterly performance updates in this area and KS would look to embed this into the quarterly HR monitoring report, rather than wait until year end to ensure that it is monitored;

- HMJ responding to AL's point on the range of the market reflected that the range within the market continues to deliver inequality and as an organisation that seeks to be better, it would be good to see the outcome of the work on the organisation's pay framework reflect this going forward;
- SE added that the Leadership group prides itself in promoting equity, fairness and transparency and when requests are received there is a challenge from peers to understand reasons for the request.

vii. There were no further questions or comments on the paper and the Board agreed that it had **noted** and **discussed** the report.

### **13. Board Development Sessions Synopsis**

- i. The Chair noted that this was a new standing item for Board meetings going forward, following a suggestion from a Board member based on experiences elsewhere. A summary of the topics which are discussed at the Board development sessions held since the last Board meeting would be published to convey the Board's work between the formal Board meetings to a public audience.
- ii. It was not intended that the item is discussed unless a member wished to do so. The Board noted the information contained within the paper.

### **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) Is there anything you would have liked to focus more on in this meeting?
  - (ii) Is there anything that you think we should have focused less on at this meeting?
  - (iii) Do you feel there was sufficient challenge in the meeting?
- iii. In summary, the comments on the Jamboard suggested that:
  - There was good balance to the discussions in the meeting given the time allocated to critical agenda items;
  - Having most of the information in advance allowed for less time introducing papers and more time for discussion and questions;
  - Members would like the Board to keep a close eye on equality issues and know more about the characteristics of those employed as consultants on behalf of the organisation;
  - It was felt that the crisis in the health and care sector should be given more prominence, albeit that the organisation isn't a provider of care services;
  - Pre-meeting information helps to identify areas for further exploration;
  - The Board should ensure, where possible, that tracked changed documents are available to enable members to see changes easier;

- There was sufficient challenge in the meeting;
- It might be helpful to explore alternative methods for gathering feedback / assessing effectiveness such as using a mentimeter. **ACTION**

iv. The Chair thanked members for their contributions and said that the feedback would be considered by CCG at its next meeting to identify any action which need to be taken forward.

## 15. Any Other Business

i. No other business was discussed.

### Date of Next Meeting:

Thursday 20 October 2022

### Actions

Number	Item	Action	Who
08/22/SCW	Item 6 - Context Setting and Key Messages from the Chief Executive	CCG to consider whether climate change should be added to the terms of reference of relevant Committees	CCG members
09/22/SCW	Item 6 - Context Setting and Key Messages from the Chief Executive	Schedule a further exploration of Market Stability Reports at a future Board Development Session	Llinos Bradbury
10/22/SCW	Item 8 - Business Plan Q1 progress report	Further discussion at the next Remuneration Committee meeting to ensure that the right policies and support are in place to support staff through the current cost of living crisis	Remuneration Committee members
11/22/SCW	Item 9 - Draft Annual Report and Accounts 2021-22, audit of accounts report and	Check what terms and wording is used by the new internal auditors on the outcome assurance to ensure readability in future	Andrew Lycett

	Management Letter		
12/22/SCW	Item 12 - Equal Pay Review Report 2022	Confirm whether neurodivergences such as autism are included within the definition of disability	Kate Salter
13/22/SCW	Item 14 – Meeting effectiveness	Explore alternative methods for gathering feedback on the meetings effectiveness	Llinos Bradbury

## Social Care Wales Board meeting actions

### Rolling action Log 2022-23

Action number	Meeting date	Item	Action required	Action by	Target date	Outcome / update	Current status	Date completed
08/22/SCW	21.07.22	Item 6 - Context Setting and Key Messages from the Chief Executive	CCG to consider whether climate change should be added to the terms of reference of relevant Committees	CCG members	November	The September CCG meeting over ran and therefore this has been added to the November meeting for discussion.	open	
09/22/SCW	21.07.22	Item 6 - Context Setting and Key Messages from the Chief Executive	Schedule a further exploration of Market Stability Reports at a future Board Development Session	Llinos Bradbury	August	Scheduled for January 2023 development session	Closed	September 2022
10/22/SCW	21.07.22	Item 8 - Business Plan Q1 progress report	Further discussion at the next Remuneration Committee meeting to ensure that the right policies and support are in place to support staff through the	Remuneration Committee members	September	The Committee received a copy of the draft Financial Wellbeing policy that has been developed for the organisation, there was support from the Committee for this policy and further discussions are being held between officers	Closed	27.09.22



			current cost of living crisis			prior to the policy being approved.		
11/22/SCW	21.07.22	Item 9 - Draft Annual Report and Accounts 2021-22, audit of accounts report and Management Letter	Check what terms and wording is used by the new internal auditors on the outcome assurance to ensure readability in future	Andrew Lycett	August	TIAA use the following within their Audit Reporting Framework:  -Substantial assurance -Reasonable assurance -Limited assurance -No assurance	Closed	October 2022
12/22/SCW	21.07.22	Item 12 - Equal Pay Review Report 2022	Confirm whether neurodivergences such as autism are included within the definition of disability	Kate Salter	August	Response sent to Grace Quantock:  A person is considered disabled under the Equality Act 2010 if they have a <i>physical or mental impairment that has a 'substantial' and 'long-term' negative effect on your ability to do normal daily activities.</i>  A person automatically meet the disability definition under the Equality Act 2010 from the day you're diagnosed with HIV infection, cancer or	Closed	August 2022

					<p>multiple sclerosis, but other than those very specific conditions there is no prescriptive list of what is covered by the definition, though there are some conditions that are not to be regarded as impairments for the purposes of the Act. e.g. addiction to non-prescribed drugs or alcohol, but there is a very specific and clear list of these exceptions.</p> <p>The definition of a disability is quite wide, and whilst there is therefore no clear yes/no answer to the question, I would suggest it reasonable to assume that a person may be covered by the definition if they have a learning difficulty, dyslexia or autism for example.</p>		
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13/22/SCW	21.07.22	Item 14 – Meeting effectiveness	Explore alternative methods for gathering feedback on the meetings effectiveness	Llinos Bradbury	October	Use of mentimeter is being looked at alongside other methods with a view to using it at the next virtual Board meeting in February 2023.	Open	
06/22/SCW	28.04.22	Item 8 – Strategic Risk Register	Climate change to be discussed scheduled for a future development day	Andrew Lycett	September	Climate change discussion added to the forward plan for a Board development session (date tbc)	Open	
07/22/SCW	28.04.22	Item 10 - Independent Pay and Reward Benchmarking Review	Review the pay mechanism and job evaluation scheme for the organisation	Sue Evans	2022-23	This is a medium-term objective and work has commenced to gain a greater understanding of the Welsh Government JEGS scheme (training was provided to a selection of Assistant Directors and members of SPC on 6-7 October on the JEGS scheme), given the preferred policy direction of Welsh Government for greater future alignment of pay scales.	Open	

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	2022-23	We have written to RPB chairs, offering a presentation and discussion on the new Strategic Plan. RPBs are currently focussed on responding to current operational challenges to create extra community capacity before winter. Officers continue to meet with relevant leads to inform workforce and service developments. I met with new portfolio holders to share the Strategic Plan, 65% attendance from Local Authorities – good discussion and request to return in 6 months to focus on workforce. We still await report of the Expert Reference Group.	Open	
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CYFARFOD / MEETING	Board meeting				
	PREIFAT / PRIVATE		CYHOEDDUS / PUBLIC		
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DYDDIAD / DATE	20.10.22				
EITEM AGENDA AGENDA ITEM	8				
TEITL / TITLE SCW/22/29	Business Plan 2022-23: Quarter 2 update				
AWDUR / AUTHOR	Sue Evans, Chief Executive				
CYFRANIADAU GAN/ CONTRIBUTIONS FROM:					
PAPURAU CEFNOGOL / SUPPORTING PAPERS	Appendix 1 – Business Plan Progress: 6 months update Appendix 2 – Budget Report for the period to 30 September 2022 Appendix 3 – HR Quarter 2 performance dashboard				
GWEITHGAREDD CYNLLUN BUSNES / BUSINES PLAN ACTIVITY	All Business plan activities.				
GWEITHRED / ACTION REQUIRED	CYMERADWYAETH / APPROVAL	DARPARU LLYW / PROVIDE A STEER	DARPARU SICRWYDD / PROVIDE ASSURANCE	TRAFODAETH / DISCUSSION	CRAFFU / SCRUTINISE
	×	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	×
ARGYMHELLIAD / RECOMMENDATION	Members are asked to <b>scrutinise</b> and <b>approve</b> the progress against the Business Plan 2022-23 at the six-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"> <li>• progress against all priority themes including exception reporting of amber and red activities in Appendix 1</li> <li>• our financial position at six months in Appendix 2</li> <li>• HR Quarter 2 performance dashboard</li> </ul>				

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

## Business Plan 2022-23: Quarter 2 update

### 1. Purpose of report and recommendation

- 1.1 This report provides Members with the quarter 2 performance progress against our 2022-23 business plan.
- 1.2 A short performance analysis from the Leadership Team is included for each priority theme and exception reporting of amber and red activities.
- 1.3 At the six months stage the majority of activities are progressing well and to plan. The performance analysis for each priority theme provides further information on any amber targets.
- 1.4 Members are asked to consider and approve the progress against the Business Plan 2022-23 at the six-month stage.

### 2. Context

- 2.1 The Business Plan 2022-23 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 three months

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

	Activities	On track	Requires additional support	On hold
<b>Business plan targets</b>	51	33	17	1
<b>% as at 6 months</b>		<b>65%</b>	<b>33%</b>	<b>2%</b>

- 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 2022-23. 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.
- 3.3 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.



## Priority theme 1: social care and early years workforce

### Quarterly Data Set

Performance Indicators / Milestones / Outputs	QTR 4 21/22	QTR 1 22/23	QTR 2 22/23	Comparator / Target
Processing times of applications (From complete form being received to registration being granted/renewed)	74%	59%	45%	90% within 5 days
Number of open applications (This includes all applications submitted including those awaiting further information etc)	1920	3641	9912	Less than 600 open at any one time
Numbers of total registered – Adult Care Home Workers	2306	3988	8920	On-going
Number of fitness to practise cases open	306	323	311	Last quarter
Percentage of active cases open longer than 18 months	13%	15%	18%	Less than 10%
Number of active cases open longer than 18 months	39	49	56	Previous quarter
Number of appeals lodged to Care Standards Tribunal and % upheld	0	0	1	Previous quarter

Performance Indicators / Milestones / Outputs	QTR 4 21/22	QTR 1 22/23	QTR 2 22/23	Comparator / Target
Hearings Held	60	71	51	Previous quarter
Claims for apprenticeship certification are approved/rejected within 10 working days	100% (2551 applications processed for 21/22)	100%	100%	90% within 10 working days
No. enrolled for the new digital version of the Social Care Worker card	22,186	24,684	29,697.	Increase the number from 22,000 figure to 34,000 by year end.
Digital learning data		<p><b>Digital technology</b> = 7 users completed; 45% of people will use technology in their day-to-day work</p> <p><b>Introduction to Infection, Prevention and Control</b> = 128 learners completed; 45% of learners agree their understanding has improved following learning</p> <p><b>Basic knowledge and application of Infection, Prevention and Control</b> = 87 learners completed; 51% of learners agree their understanding has improved following learning</p> <p><b>Sound knowledge and understanding of Infection,</b></p>	<p><b>Digital technology</b> = 5 users completed; 47% of people will use technology in their day-to-day work</p> <p><b>Introduction to Infection, Prevention and Control</b> = 168 learners completed; 55% of learners agree their understanding has improved following learning</p> <p><b>Basic knowledge and application of Infection, Prevention and Control</b> = 122 learners completed; 59% of learners agree their understanding has</p>	Baseline data in 22/23

Performance Indicators / Milestones / Outputs	QTR 4 21/22	QTR 1 22/23	QTR 2 22/23	Comparator / Target
		<p><b>Prevention and Control</b> = 99 learners completed; 53% of learners agree their understanding has improved following learning</p> <p><b>Group A Safeguarding eLearning</b> = 1,189 certificates issued following successful completion of module</p>	<p>improved following learning</p> <p><b>Sound knowledge and understanding of Infection, Prevention and Control</b> = 100 learners completed; 59% of learners agree their understanding has improved following learning</p> <p><b>Group A Safeguarding eLearning</b> = 793 certificates issued following successful completion of module</p>	

**Performance Analysis**

During Quarter 2 the number of applications increased significantly from the previous quarter with 9912 open applications compared with the previous figure of 3641. This is significantly more than our business-as-usual target, but due to adult care home worker registration we aren't in a business-as-usual period at the moment. Over the next quarter the priority will be to clear as much of this backlog as possible. We are experiencing an extremely high volume of applications, so as expected the performance targets have been impacted. For this quarter 45% of applications were registered within 5 days of being complete, and 14% applications processed within 5 days of receipt (processed means being worked on by a processor with the applicant being informed of the status). The team are putting in considerable effort to stay on top of work across the board, which includes up to 300 emails and calls per day. We have now held over 100 events, and during this quarter have written to all employers without a registered person. In addition, we have written to every applicant and employer to ensure that they are aware of their responsibilities now that the deadline has passed.

The number of open investigations decreased by 12 in quarter two to 311 cases with 141 of those relating to domiciliary care workers. Additionally, there was an increase of 7 active cases open longer than 18-months to 56. This reflected both the forecasted addition of domiciliary care workers

cases reaching this threshold after registration in 2020, and challenges due to delayed recruitment to the team. This latter has seen recruitment in September and will see increased capacity following induction in the third quarter.

51 hearings were held with one appeal lodged following the decision. The appeal is yet to be considered by the Care Standards Tribunal.

The steady sign-up rate for the Care Worker Card has continued throughout the quarter, placing us in a good position to reach the target of 34,000 by the end of the financial year. Work has started on updating communications to cardholders when they sign up to make sure information is still current. A survey of cardholders to find out their awareness and perceptions of the benefits of having the card has been drafted but not yet distributed. This is now scheduled to go out towards the end of Q3 when the team will hopefully have more available capacity to do the work.

Business plan activity	Narrative	Quarter 2	Quarter 3 Predicted status
Maintain an accurate Register of social care workers	We are experiencing an extremely high volume of applications, so as expected the performance targets have been impacted. For this quarter 45% of applications were registered within 5 days of being complete, and 14% applications processed within 5 days of receipt (processed means being worked on by a processor with the applicant being informed of the status). There are 9,912 outstanding applications. This is significantly more than our business-as-usual target, but due to adult care home worker registration we aren't in a business-as-usual period at the moment.		
Extend professional registration to adult care home workers and new managers	There are 8,920 adult care home workers (ACHW) on our Register (45% of the total expected number of 20,000), with 8,820 applications to be processed.		
Undertake investigations of allegations against social care registered professionals	141 cases relate to domiciliary care workers (45%); 19 adult care home workers. We have 60 cases waiting to be allocated to a case officer. Some case holding officers are fully occupied with investigating ACHW applications to the register and therefore not taking any registered worker cases. There are 100 applications, 66 of these are ACHW. Recruitment for two temporary officers to assist with applications for the extension of the register to ACHWs has been delayed. But now due to be in place from October.		

	<p>The rising level of over 18-month cases reflects capacity within the team. Recruitment has taken longer than expected but we will see the additional staff join from October 2022 onwards.</p>		
<p>Provide financial support for social work students (bursaries)</p>	<p>Expected new student numbers for 2022/23 are down on those for 2021/22 with a maximum number of 165 nominated but with many of those not completed Social Care Wales forms or even enrolled correctly at their Higher Education Institutions yet. Some of the 165 may not proceed.</p> <p>Renewing student numbers are potentially lower with some students already withdrawn or deferred and others currently going through exam boards and either expected to leave the course or facing resitting modules or entire years and not receiving a bursary in 2022/23.</p>		
<p>Promote recognition for the workforce through a Social Care Card</p> <ul style="list-style-type: none"> <li>- Feedback from users on benefits</li> <li>- Implement requirements for 22/23 card</li> </ul>	<p>The steady sign-up rate for the Care Worker Card has continued throughout the quarter, placing us in a good position to reach the target of 34,000 by the end of the financial year. Work has started on updating communications to cardholders when they sign up to make sure information is still current. A survey of cardholders to find out their awareness and perceptions of the benefits of having the card has been drafted but not yet distributed. This is now scheduled to go out towards the end of Quarter 3 when the team will hopefully have more available capacity to do the work.</p> <p>Regular e-mails will start when the survey of cardholders is distributed.</p>		
<p>Develop digital learning modules and resources to support the social care and early years workforce in using and improving their digital skills</p>	<p>Issues with login to the learning@wales platform has seen complications and difficulty in accessing modules this quarter. This following a system upgrade which impacted on all API including the single sign on. This has been an issue for several weeks now. Despite this we are seeing completions from those who had existing learning@wales accounts.</p> <p>Work in underway to complete content for digital learning. 3 workbooks are now in editing stage. Completion of the 5 is anticipated in late October/early November. This is available on Learning@Wales. We will report on figures in Quarter 4, following the launch of the Framework in Q3.</p>		

	<p>The Restrictive Practice social care and early years and childcare project is delayed until 2023/24 due to capacity.</p> <p>In regard to the development/redesign of Welsh language learning resources for Early Years, content is now complete and is currently with our suppliers who are in the process of developing the storyboard for this resource.</p>		
<p>Support the early years and childcare workforce: Continue to support the Welsh Government in its ambitions to further professionalise the early years workforce.</p>	<p>We have joined a Welsh Government steering group to consider registration of the Early Years and Child Care (EYCC) workforce, following the publication of an independent review.</p>	<p>On hold</p>	

**Highlighted Marcomms Activities**

<p><b>Marcomms Activity</b></p>	<p><b>Quarter 2</b></p>
<p>Promote the date for registering adult care home workers and revise messages as needed</p>	<p>We have now held over 100 events with approximately 1400 people attending.</p> <p>During this quarter have written to all employers without a registered person. In addition, we have written to every applicant and employer to ensure that they are aware of their responsibilities now that the deadline has passed.</p>
<p>Wellbeing events</p>	<p>Building resilience and wellbeing through peer support - A call for new cohorts has been put out to the sector. We have 12 managers booked on to our facilitation training.</p>

	Delivery of Resilience training for managers - The next four cohorts have been agreed and began in September 2022. 55 of the 56 allocated places have currently been filled.
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Strategic risks	Inherent score	Residual score
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 Social Care Wales over our effectiveness and value for money.	Yellow (12)	Green (6)
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.	Yellow (12)	Yellow (8)
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 Social Care Wales to deliver against its remit.	Yellow (12)	Yellow (8)
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 slower turnaround of projects, inability to work co-productively and significant reputational damage for Social Care Wales.	Orange (16)	Yellow (12)

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

### Quarterly Core Data Set

Performance Indicators / Milestones / Outputs	QTR 4 21/22	QTR 1 22/23	QTR 2 22/23	Comparator / Target
WeCare website visitors		33,412	27,549	Base line data
Jobs portal views	6922 (a combined figure between registered employers and job seekers)	19,664	9648	Base line data
Jobs Portal – Published jobs		1856	1223	Base line data
Jobs Portal - Applications		113	93 (main route is direct with employer)	Base line data
Introduction to Social Care Cohort data		177 completers of the training to end of June  Website visits increased by 100% from 732 visits in April to 1500 visits in May	269 completers. 45 gained employment/ education/volunteer opportunity. 3 employed in Social Care. 6 employed outside social care, 3 of which in childcare. Education = 7. Volunteering = 2. Awaiting interviews = 8. Overall percentage figure of 16.72% gaining employment of FE/HE.	Base line data



			Or 13.38% gaining employment alone.	
No of Ambassadors		7 regions have adopted the programme. Being run on a regional level	7 regions have adopted the programme. Being run on a regional level	In discussion with regions on data collection
Support workshops to employers and learning providers		Monthly employer engagement workshops in April, May and June; Best Practice network June;	Employer engagement workshops in July and September; All Wales Induction Framework for Social Care managers workshop held in July.	Base line data
Number of EYCC qualification queries received		29 to <a href="mailto:eycc@socialcare.wales">eycc@socialcare.wales</a> We have identified the vast majority of queries are in relation to equivalency from other home countries Systems have been put in place to support processing	31 to <a href="mailto:eycc@socialcare.wales">eycc@socialcare.wales</a>	Base line data
Number of interactions with the EYCC AWIF		1115 page views 789 unique views 26 certificates of completion  (Jan 2022 - June 2022)	1120 page views 809 unique views 19 certificates of completion  (July 2022 - October 2022)	Base line data

**Performance Analysis**

The completion of the 2021/22 Social Work annual monitoring is currently underway and the annual report should be produced by January.

The Qualifications team are working with the consortium to complete the light touch review of vocational qualifications. The Qualifications Operational Group meetings have restarted and are meeting regularly. Units are currently being developed for L2 and L3 Health and Social Care qualifications to fill identified gaps. Additionally, further case studies for the Core assessment and the review of supporting resources are currently being developed and are on track to be completed by the end of November.

The Social Care Wales Workforce Development Programme (SCWWD) monitoring report on end of year grant for 2021/22 has been written and presented to both the Improvement Committee and the Audit and Risk Committee. The reports have also been shared internally with officers and externally with the Regional Workforce leads. Regarding the Grant remit letter for 2023/24, a revised letter draft and accompanying Board paper for consideration at EMT on 3 October in readiness for Board approval at the end of October.

Work continues with the National centre to develop the Camau course, which is an entry level Welsh language course for social care staff, and an aftercare programme will begin to be developed in Q3-Q4. This will look at aligning existing provision and create packages of learning. Q3 will also see the development of a Welsh Language digital learning module focused on the cultural importance of the language and its value in care.

Visitor activity for the WeCare Wales website for quarter 2 shows a decrease when compared to quarter 1 and in particular this is prevalent in the number of visitors to the jobs portal. To be noted that during tail end of quarter 4 (2021/22) and quarter 1 (2022/23) significant campaign activity took place significantly boosting the number of views. Although during quarter 2 a social care TV campaign was run, and the jobs portal was featured there have been campaigns for Social Workers and Welsh language during this period both of which the call to action was not the jobs portal but other related content. We have also seen a similar trend in the Q1 and Q2 data for 2021 which showed a similar drop (in this case around 50% less in quarter 2). However, when looking at the number of visitors to the jobs portal compared with 2021 data, we can see that in 2022, quarter 1 had increased by 70% and in quarter 2 increased by 68%.

The WeCare Ambassador programme is being run on a regional level. Each region has determined their process of utilising the scheme and have contact with the key schools to set in place visits. Moving to a regional approach has been positively received by the regions as they are best placed to facilitate and maximise the potential opportunities with schools.

The values-based recruitment sessions have now been completed. We continue to promote resources developed through the employer part of the job's portal. The Introduction to Social Care continues to build momentum, with a growing number joining cohorts and now data around numbers in employment or further education. Links have been made with groups such as the African Community, Ukrainians, younger people (in partnership with Prince's Trust). These links have helped widen the reach of the programme but also connect with harder to reach communities and explore further sources for potential employees.

Business plan activity	Narrative	Quarter 2	Quarter 3 Predicted status
Continue delivering, developing and promoting strengths	Delivery date will now move Quarter 4. Work has been delayed due to the time in recruiting extra capacity within the team.		

based social care practice - Series of provider workshops delivered			
Develop Employer support service - Agree strategy and delivery arrangements	The strategy is currently being developed but won't be approved by October 2022. The delay is due to the time for recruitment into the new team who are now in place (August 2022).		

### Highlighted Marcomms Activities

Marcomms Activity	Quarter 2
Recognise the value of the workforce through organising the 2023 Accolades	The 2023 Accolades were launched on 21 September. The appeal for entries and nominations is being communicated through e-bulletins, the website, direct e-mails, partners' communications and social media. There are five categories this time, three for groups and organisations and two for individuals. With the support of the Accolades internal working group, much progress has already been made in enlisting judges for each category. The closing date for entries and nominations is 2 December.
Deliver support workshops to employers and learning providers	Employer engagement workshops: July – 45 attended / September – 59 attended  All Wales Induction Framework for Social Care managers workshop held in July: attended by 35 (Beginning to introduce the L4 and L5 quals with employers. Session given by an employer on their approach to induction for managers and the importance of mentoring in the process).

Strategic risks	Inherent score	Residual score
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 money and improvement activities	Orange (16)	Yellow (12)
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, and Social Care Wales will be less able to work co-productively with the sector and deliver against its strategic ambitions	Red (20)	Orange (15)
There is a risk that IF Social Care Wales do not strengthen the connection/relationship with employers, THEN the impact and Value For Money of our recruitment/retention campaigns may be lost, RESULTING in the impact and value of our activities being lost	Yellow (12)	Yellow (8)
There is a risk that IF Social Care Wales do not develop a proportionate and positive set of expectations for registered people, such as Continuing Professional Development, 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 Social Care Wales.	Yellow (12)	Green (6)
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 programme for government and achieve best outcomes of the people of Wales	Orange (16)	Yellow (12)

## Priority theme 3: strategic leaders and stakeholders

### Quarterly Data Set

Performance Indicators / Milestones / Outputs	QTR 4 21/22	QTR 1 22/23	QTR 2 22/23	Comparator / Target
Data from Portal	-	No data – officers will discuss with Grant Thornton on data collection	No data available at time of report ITT for data acquisition project in progress. Currently posted on Sell2Wales.	TBC
Workshops and events	-	Aspiring middle manager programme - Workshops have been held as part of the development phase	Aspiring middle manager programme - Applications are now open. The programme will run two cohorts, one in January and one in September 2023.	Ongoing

### Performance Analysis

Data Portal launched in May with new look and feel. We have been receiving feedback on the platform from users and continue to fix and enhance usability issues. Feedback was also formally received from 18 users to inform the development of the discovery phase. This work is slightly behind where we would want to be at this point in the year as we have taken longer than anticipated to agree contracts. Maintenance contract now agreed, and plan of work and knowledge transfer plan are both in action.

The Invitation to Tender (ITT) for commissioning the co-design and launch of the Social Care Research and Development Strategy work has been drafted and shared with the Research Strategy Implementation Group and Social Care Wales's Improvement Committee. We will commission the work early in Quarter 3.

The roadmap for leading the strategic approach to social care data in Wales is now complete and awaiting publication. Work with Welsh Government and Digital Health and Care Wales (DHCW) on a deliberative engagement approach covering health and care has been agreed. This is where people come together to consider an issue in-depth. Mixed groups come together with topic experts to discuss information

which might be new to them and to develop an informed view. The original funding for a Citizen Jury will now be used to contribute to this work.

The contract for the practicing compassionate and collective leadership pilot has been awarded. Development will take place in the next quarter and the programme will take place in quarter 4. Applications for the first cohort of Aspiring Middle Managers programme are now open. The programme will run two cohorts, one in January and one in September 2023.

Work is progressing well in relation to community resilience projects; there have been 10 Governance Group meetings to discuss and shape the work programme along with 4 peer sessions. The co-chairs have committed to meet up with us every fortnight to discuss and review progress. This is also linking into Primary care Programme and Community of Practice for Regional Investment Fund and Developing Evidence Enriched Practice (DEEP) networks. Plans to deliver the learning programme is slightly behind due to partners involvement in supporting Ukraine crisis but pace is now picking up.

Business plan activity	Narrative	Quarter 2	Quarter 3 Predicted status
Develop the data discovery platform	<p>Data Portal launched in May with new look and feel. We have been receiving feedback on the platform from users and continue to fix and enhance usability issues. Feedback was also formally received from 18 users to inform the development of the discovery phase. This work is slightly behind where we would want to be at this point in the year as we have taken longer than anticipated to agree contracts. Maintenance contract now agreed, and plan of work and knowledge transfer plan are both in action. We expect to make significant progress in the next two quarters.</p> <p>Invitation to Tender (ITT) for data acquisition project in progress. Projects already underway include working with FTP/Regulation to provide new BI function (Dashboards), Appointing Data Portal Lead, Systems rationalisation and other digital projects.</p>		
Co-design and launch of the Social Care Research and Development Strategy	The ITT for commissioning this work has been drafted and shared with the Research Strategy Implementation Group and Social Care Wales's Improvement Committee. We will commission the work early in Quarter 3.		

<p>Leading the strategic approach to social care data in Wales</p>	<p>Roadmap awaiting publication.</p> <p>We are working with Welsh Government and Digital Health and Care Wales on a deliberative engagement approach covering health and care. The original funding for a Citizen Jury will now be used to contribute to this work. We will manage the commissioning process. ITT in translation.</p> <p>Recruitment to posts within the team are progressing and aim to add capacity for our Information Governance lead at the end of Quarter 3. Data Standards Lead role advertised but did not receive any applicants. Will be readvertised.</p>		
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### Highlighted Marcomms Activities

Marcomms Activity	Quarter 2
Community management expanded (Evidence Network) and guidance produced	Learning event held
Partnership peer learning sessions delivered	Over 10 Governance Group meetings to discuss and shape work programme have been held as well as 4 peer sessions.

Strategic risks	Inherent score	Residual score
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 money and improvement activities	Orange (16)	Yellow (12)
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, and Social Care Wales will be less able to work co-productively with the sector and deliver against its strategic ambitions	Red (20)	Orange (15)

## Priority theme 4: the Social Care Wales workforce

### Quarterly Data Set

Performance Indicators / Milestones / Outputs	QTR 4 21/22	QTR 1 22/23	QTR 2 22/23	Comparator / Target
Surveys of stakeholder perceptions relating to awareness, understanding and support among key stakeholders held	MS Survey delayed	MS Survey carried out in April and May.	Wales Omnibus Survey will be undertaken, as planned, in Q4	Maintain recognition position level from previous year – 39% 2021/22. Increase recognition by 3% to 42%.  Increase the % of awareness of our work from 23% to 25%.
Budget reports	2%	4%	4%	4% balance achieved monthly
Cyber resilience data		On target	On target	
Internal audits	92%	No internal audits conducted to date	No internal audits conducted to date but scheduled for Q3 & Q4 as planned	80% of Internal Audit receive substantial and moderate rating
ISO27001 accreditation	Accreditation maintained	Accreditation maintained	Accredited in June, next audit scheduled for October	
Staff sickness levels	1.78% This is the figure for the whole year	2.38% (Cumulative)	2.62% (all absences), 1.41% excluding long term sickness	Less than 3%
Staff Turnover	9%	15.52%	7.02%	Less than 15%



**Performance Analysis**

The ISA 260 which reports on the audit of the Annual Accounts by Audit Wales has been received and gives a clean audit opinion and reports that there were no material misstatements. Accounts signed by the Auditor General and laid before the Senedd on the 29 July. There has been a delay in the submission of our Business Plan 2022/23 whilst we receive confirmation and clarification on Remit Letter activities and funding. September Board development session had the opportunity to consider and discuss the Impact Report data, following Leadership considerations in early September. The timescale for submitting and publishing our impact report will be November following Board discussions in October.

Following the agreement of a marketing and communications approach by the Leadership Team, an annual activity plan has been developed. This is based on the eight national outcomes set out in the strategic plan. This activity plan is now being used at each meeting of programme boards to monitor progress of the marketing and communication elements of our projects and initiatives across the organisation.

There are a number of amber targets which are highlighted below.

Business plan activity	Narrative	Quarter 2	Quarter 3 predicted status
Publish our annual work (business plan 2021/22) and 5-year plan (a new strategic plan 2022 – 2027)	<p>There has been a delay in the submission of our Business Plan 22/23 whilst we receive confirmation and clarification on Remit Letter activities and funding. Due to the delay on the clarification from Sponsor on this we have marked this activity as Amber. But following discussions with Sponsor Finance Team on the funding the Business Plan will be submitted to the Deputy Minister following receipt of an updated Remit Letter in October 2022.</p> <p>September Board development session had the opportunity to consider and discuss the Impact Report data, following Leadership considerations in early September. The timescale for submitting and publishing our impact report is November.</p>		

<p>Implement our Strategic Equalities Plan</p>	<p>We have been working with the Welsh Government, ADSS Cymru and other partners to develop the delivery plan for the Anti Racist Wales Action Plan (ARWAP). Inaugural meetings of social care and EYCC ARWAP working groups have met. From this our actions under ARWAP have been identified and action plan in development to align to strategic plan and workforce strategy.</p> <p>The Annual Equality Plan is in preparation.</p> <p>The appointment of a new member of staff to support the organisation's ambitions in equality, diversity and inclusion is imminent.</p>		
<p>Implement our People, Learning and Development strategy</p>	<p>Planned activities in relation to progressing the new elements of this are scheduled for Q3 and Q4. All core activities for level 1 are in place and ongoing.</p> <p>To be progressed in Q3. We have identified that additional HR resource will be required to ensure some of our planned projects for the second half of this year are progressed. If we don't secure additional resources there is a possibility, we will need to revisit timescales in relation to this work, which is why the status is amber.</p> <p>In Q2 our Leave and Family Leave policies have been reviewed taking into account our new ways of working. These were discussed at Staff Partnership Council and approved by EMT in September. We have identified some change to be made to the Hybrid working policy that will be reviewed in October along with our Ill Health Management Policy.</p>		
<p>Implement our Digital strategy</p>	<p>The Digital Team posts (3 roles) are advertised but the original timescales for having these posts in place will be moved from December to February. In the meantime, we have a member of the team who is taking forward and linking in with relevant colleagues on specific digital system developments to maintain and develop our digital system development and associated training materials.</p>		

	<p>We have a rolling programme of work which includes maintenance activities and development activities for the wider organisation. Maintenance tasks are quite fluid, so we can meet deadlines to support other teams' projects. We have been working on changing the structure of the team to integrate more with Ashton Court staff. This will increase capacity within the team and provide opportunities to upskill our internal staff. Progress against the plan is steady.</p>		
<p>Maintain compliance with statutory organisational requirements and organisational standards</p>	<p>We met with an officer from the Welsh Language Commissioner's Office in July on our assurance report for 2021/22. Positive feedback which was provided within the Audit and Risk Committee in the compliance report in September. There are some wider organisational matters which are being considered through the relevant programme board (such as responsiveness to queries).</p> <p>Audit and Risk Committee Compliance report in September provided an update and further information on the work needed to address policies within the organisational policy register. This activity is identified as amber as it will take time, in accordance with policy register timescales, to make sure we have most of our policies updated.</p>		
<p>Develop and maintain current business operations – set out future ways of working.</p>	<p>We have a business continuity planning group newly established (May) that considers current and future business continuity requirements. We are testing a new 'space' booking system which was due to go live in September but will be issued in October. Hybrid policy going through a review following recent learning and ongoing feedback from Staff Partnership Council (SPC).</p> <p>The Estate review report is not due to start until quarter 4.</p>		

**Highlighted Marcomms Activities**

Marcomms Activity	Quarter 1	
Design and publish annual accounts	Published	
Plan for and attend National Social Care Conference	Conference attended	
Strategic risks	Inherent score	Residual score
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 Social Care Wales being unable to fulfil its role to lead in evidence-based practice being development within the sector	Yellow (9)	Green (6)
There is a risk that IF Social Care Wales 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.	Red (20)	Green (6)
There is a risk that IF our cyber detection, prevention and response arrangements are inadequate, up to date and effective, THEN our systems may be compromised RESULTING in a permanent or sustained loss of data, systems and processes preventing us performing our functions	Red (25)	Red (20)
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	Orange (16)	Orange (16)
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.	Yellow (12)	Yellow (9)
There is a risk that IF the current pandemic prevalence continues to impact services, THEN Social Care Wales 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	Orange (16)	Orange (16)

## Budget Report for the period to 30 September 2022

This is the second budget monitoring quarterly report for the financial year 2022-23. The report covers income and spend for the first six months to 30 September 2022. The report is based on a total annual budget of £30,539,000. This is financed from £26,569,000 initial Grant in Aid (including £450k internal carry forward), £2,102,000 registration fee income, £40,000 Apprenticeship certification income and £73,000 in relation to our Workforce Strategy Mental Health Work. In addition, Foundation Economy funding of £125,000 has been allocated for the introduction to Social Work Training programme and we will be in receipt of £180,000 from Digital and Health Care Wales for National Data Resource.

In the first quarter of the financial year additional Grant In Aid was allocated of £646,000 for our Innovation work and £25k for a Children and Young People services transformation pilot. A further £779k was allocated in the second quarter with £669k allocated for Bursary improvements and £100k to WeCare for a Media/TV campaign.

A high-level summary of performance for the financial year is reported below and a more detailed analysis is also attached: -

### Financial Summary to 30 September 2022

	Annual Budget	Actual YTD	Budget YTD	Variance	Predicted outturn
	£'000	£'000	£'000	£'000	£'000
<b>Income</b>	30,539	6,577	6,509	68	30,096
<b>Expenditure</b>					
Grants Programme	12,640	452	327	(125)	12,452
Workforce Regulation	5,544	2,134	2,426	292	4,991
Improvement and Development inc Res and Data	6,248	1,788	2,121	333	5,874
Early Years and Childcare	478	136	176	40	478
Strategy and Business Support	5,629	2,260	2,270	10	5,493
<b>Totals</b>	<b>30,539</b>	<b>6,770</b>	<b>7,320</b>	<b>550</b>	<b>29,288</b>

## Income Analysis

Income	Annual Budget £'000	Actual YTD £'000	Budget YTD £'000	Variance £'000	Predicted Income £'000
<b>Grant In Aid</b>	26,569	5,400	5,400	0	26,361
<b>Additional Funding- Innovation</b>	646	0	0	0	646
<b>Additional Funding- Transform Pilot</b>	25	0	0	0	8
<b>Additional Funding-Intro to Social Care</b>	124	0	0	0	124
<b>Additional Funding -NDR</b>	180	0	0	0	180
<b>Additional funding-Media/TV advertising</b>	100	0	0	0	100
<b>Additional Funding- Bursary funding imp</b>	679	0	0	0	464
<b>Apprenticeship Certificate Income</b>	40	17	23	(7)	32
<b>Registration Fee Income</b>	2,102	1,138	1,050	87	2,102
<b>Mental Health Workforce</b>	73	18	36	(18)	73
<b>Other Income</b>	0	5	0	5	5
<b>Total Income</b>	<b>30,539</b>	<b>6,577</b>	<b>6,509</b>	<b>68</b>	<b>30,096</b>

£68k of Income has been received more than budgeted in the financial year to date. This predominately relates to Registration Income being received at a quicker rate than anticipated in relation to Adult Care Home workers. In the next few months, we will closely scrutinise this budget and increase the outturn prediction if required.

The income outturn prediction figure has been reduced by £443k due to the following: -

- Our remit letter reflected a lower income figure of £208k than assumed in the budget reflecting an adjustment for general depreciation of £230k but reduced by additional capital monies of £22k
- Even at this early stage of the financial year of the additional monies reflected in our remit letter we will be drawing down at a maximum only £464k (of £679k) of Bursary improvement monies and £8k (of £25k) of the Transformation pilot monies.

## Expenditure Analysis

As at the end of the first quarter there was an underspend of £550k against budget. 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
<b>Grants Programme</b>					
SCWWDP	7,149	-	-	-	7,149
People Using Services and Carers	68	25	28	3	68
Regional Facilitation	1,465	-	-	-	1,865
Student Funding	2,050	326	209	(117)	1,792
PLOF	1,215	28	30	2	1,100
Bursary Funding Improvements	679	58	60		464
SfCD	14	15	-	(15)	14
<b>Sub-total</b>	<b>12,640</b>	<b>452</b>	<b>327</b>	<b>(125)</b>	<b>12,452</b>

- The Grants Programme shows an overspend of £125k primarily in the Student Funding (Bursaries) Budget which is a matter of timing. Please note that the Student Funding budget outturn is predicted to be £258k less than budget with the Practice Learning Opportunity Funding budget £115k less than budget reflecting the latest information in respect of intake numbers on the Social Work programmes. It is anticipated that only in the region of 165 new bursaries will be awarded of the 200 budgeted for.
- In late July Welsh Government announced an increased level of bursaries for both undergraduate and postgraduate students with additional funding being provided. Due to the low intake numbers only £464k of Bursary Funding improvements will be spent. However as noted above there will be a corresponding decrease in the additional monies drawn down
- The Regional Facilitation Grant outturn has been increased by £400k to reflect the decision by Management Team to provide additional funding to the Regions focussing on SCWWDP priorities including retention initiatives
- Overall, it is now projected that the Grants programme will be underspend by £188k at the end of the financial year

Expenditure	Annual Budget	Actual YTD	Budget YTD	Variance	Predicted Outturn
	£'000	£'000	£'000	£'000	£'000
<b>Workforce Regulation</b>					
Administration	105	48	56	8	106
Hearings	903	283	426	143	632
Projects	322	49	49	0	329
Salaries	4,214	1,754	1,895	142	3,924
<b>Sub-total</b>	<b>5,544</b>	<b>2,134</b>	<b>2,426</b>	<b>292</b>	<b>4,991</b>

- The Workforce Regulation budget has a £292k underspend to date with significant underspends in the Hearings (£143k) and the Salaries budget (£142k).

- There is an underspend in the Hearings budget reflecting lower activity to date and the streamlining of more cases than budgeted further to the efficiency review of Fitness to Practice practices in 2021-22. Based on planned hearings and an estimate of number of hearings in the latter months of the financial year it is predicted that the Hearings budget will be £271k underspent at the end of the financial year
- The Salary budget is £142k underspent reflecting savings in Panel member salaries budget due to the low hearing activity to date and that the Salary vacancy rate is greater than budgeted. Therefore, the salary budget outturn has been reduced by £290k to reflect panel salary savings, a projected vacancy rate of 12% and the Salary contingency budget not been fully utilized
- In totality it is projected that the Workforce Regulation budget will be £553k underspent at the end of the financial year

Expenditure	Annual Budget	Actual YTD	Budget YTD	Variance	Predicted Outturn
	£'000	£'000	£'000	£'000	£'000
<b>Improvement and Development</b>					
Administration	37	13	13	0	37
Intelligence and Data Admin	31	4	5	0	31
Projects	3,210	504	803	300	3,006
Salaries	2,970	1,267	1,300	33	2,800
<b>Sub-total</b>	<b>6,248</b>	<b>1,788</b>	<b>2,121</b>	<b>333</b>	<b>5,874</b>

- The Improvement and Development budget was underspent by £333k primarily due to underspends in the projects budget but this is a matter of timing. A major contributor to the underspend is in relation to a delay in Phase 2 of the Data Portal project. It is projected that the projects budget will be £204k underspent at the end of the financial year primarily due to the decision not to proceed with new Social Work Qualification Development project
- The salary budget is underspent by £33k to date and is projected to be underspent by £170k at the end of financial year reflecting its allocation of the increase in the projected vacancy factor and the Salary Contingency budget not being fully utilised
- Therefore, it is projected that the budget will be £374k underspent at the end of the financial year

Expenditure	Annual Budget	Actual YTD	Budget YTD	Variance	Predicted Outturn
	£'000	£'000	£'000	£'000	£'000
<b>Early Years and Childcare</b>					
Projects	169	5	22	17	169
Salaries	309	131	154	23	309
<b>Sub-total</b>	<b>478</b>	<b>136</b>	<b>176</b>	<b>40</b>	<b>478</b>

- The Early Years and Childcare was underspent by £40k primarily due to a delay in the recruitment of one post to the team however it is anticipated 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
<b>Strategy and Business Support</b>					
Premises	584	321	296	(25)	602
Governance	93	54	41	(13)	98
Communications	143	58	80	23	143
Carreg and IT	1,066	423	408	(16)	1,066
Digital	127	23	20	3	127
Finance & Grant Admin	9	0	6	6	7
Human Resources	290	114	101	(13)	301
Projects	491	90	157	67	491
Salaries	2,827	1,177	1,162	(16)	2,657
<b>Sub-total</b>	<b>5,629</b>	<b>2,260</b>	<b>2,270</b>	<b>10</b>	<b>5,493</b>

- Strategy and Business support shows an underspend of £10k to date with both underspends and overspends in its constituent parts
- However, it is projected that the budget will be underspent by £136k at the end of the financial year again reflecting the increase in the projected vacancy factor and the Salary Contingency budget not been fully utilized

In total the expenditure section shows a year-to-date underspend of £550k with a year-end underspend of £1,251k projected. However, income is also projected to be £443k under budget which means a net underspend of £808k is projected. A cash position forecast to the end of 31 March 2023 has forecasted that a net underspend to the level of £500k will allow us to meet our 2% cash limit at the end of the financial year. Therefore, additional investment of a minimum of £308k is required. Management Team in October will be exploring opportunities for investment to further support the sector.

## Financial Summary to 30 September 2022

Income	Annual Budget £'000	Actual YTD £'000	Budget YTD £'000	Variance £'000	Predicted Income £'000
Grant In Aid	26,569	5,400	5,400	0	26,361
Additional Funding- Innovation	646	0	0	0	646
Additional Funding- Transform Pilot	25	0	0	0	8
Additional Funding-Intro to Social Care	124	0	0	0	124
Additional Funding -NDR	180	0	0	0	180
Additional funding-Media/TV advertising	100	0	0	0	100
Additional Funding- Bursary funding imp	679	0	0	0	464
Apprenticeship Certificate Income	40	17	23	(7)	32
Registration Fee Income	2,102	1,138	1,050	87	2,102
Mental Health Workforce	73	18	36	(18)	73
Other Income	0	5	0	5	5
<b>Total Income</b>	<b>30,539</b>	<b>6,577</b>	<b>6,509</b>	<b>68</b>	<b>30,096</b>

  

Expenditure	Annual Budget £'000	Actual YTD £'000	Budget YTD £'000	Variance £'000	Predicted Outturn £'000
<b>Grants Programme</b>					
SCWWDP	7,149	-	-	-	7,149
People Using Services and Carers	68	25	28	3	68
Regional Facilitation	1,465	-	-	-	1,865
Student Funding	2,050	326	209	(117)	1,792
PLOF	1,215	28	30	2	1,100
Bursary Funding Improvements	679	58	60		464
SfCD	14	15	-	(15)	14
<b>Sub-total</b>	<b>12,640</b>	<b>452</b>	<b>327</b>	<b>(125)</b>	<b>12,452</b>
<b>Workforce Regulation</b>					
Administration	105	48	56	8	106
Hearings	903	283	426	143	632
Projects	322	49	49	0	329
Salaries	4,214	1,754	1,895	142	3,924
<b>Sub-total</b>	<b>5,544</b>	<b>2,134</b>	<b>2,426</b>	<b>292</b>	<b>4,991</b>
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Digital	127	23	20	3	127
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Human Resources	290	114	101	(13)	301
Projects	491	90	157	67	491
Salaries	2,827	1,177	1,162	(16)	2,657
<b>Sub-total</b>	<b>5,629</b>	<b>2,260</b>	<b>2,270</b>	<b>10</b>	<b>5,493</b>
<b>Total Expenditure</b>	<b>30,539</b>	<b>6,770</b>	<b>7,320</b>	<b>550</b>	<b>29,289</b>

HR Q2 performance dashboard

<b>Staff turnover</b>	<b>Staff absence</b>
<p>Our year-to-date turnover rate is <b>7.02%</b></p> <p>Our target turnover rate is to remain under 15%.</p> <p>We have had 12 leavers this year to date.</p>	<p>We have stayed within our &lt;3% target for absences excluding long term sickness.</p> <p>Our overall absence rate is <b>2.62%</b></p> <p>Total excluding long term absence is <b>1.41%</b>.</p>
<p><b>Recruitment:</b></p>	
<p>We have advertised and closed 33 vacancies in this period and have a current success rate of 67%</p>	
<p><b>Key focus for Quarter 3</b></p>	
<ul style="list-style-type: none"> <li>• Continue to progress the recruitment activity and support new staff induction</li> <li>• Progressing activities in our Learning and Development Plan with a specific focus on the skills analysis.</li> <li>• Undertaking listening exercises to kick start development of our Health and Wellbeing Strategy</li> <li>• Implement pay parity and pay award and roll out the financial wellbeing policy</li> </ul>	



<b>Cyfarfod / Meeting</b>	<b>Board meeting</b>				
<b>Lefel dosbarthiad / Openness Level</b>	<b>Preifat / Private</b>		<b>Cyhoeddus / Public</b>		
	<input type="checkbox"/>		<input checked="" type="checkbox"/>		
<b>Dyddiad / Date</b>	<b>20.10.22</b>				
<b>Eitem Agenda Agenda Item</b>	<b>9</b>				
<b>Teitl / Title</b> <b>SCW/22/30</b>	<b>2023-2024 Social Care Wales Workforce Development Programme grant circular letter</b>				
<b>Awdur / Author</b>	<b>Jon Day, Assistant Director Workforce</b>				
<b>Cyfraniadau Gan/ Contributions From</b>					
<b>Papurau Cefnogol / Supporting Papers</b>	<b>Appendix 1 – Draft grant circular letter 2023-2024</b>				
<b>Gweithgaredd Cynllun Busnes / Business Plan Activity</b>	Social Care and Early Years Managers, Leaders and Owners - Manage and administer the Social Care Wales Workforce Development Programme (SCWWDP) Grant for 2022/23 SCWWDP grant and Regional Facilitation Grant.				
<b>Gweithred / Action Required</b>	<b>Cymeradwyaeth / Approval</b>	<b>Darparu Llyw / Provide A Steer</b>	<b>Darparu Sicrwydd / Provide Assurance</b>	<b>Trafodaeth / Discussion</b>	<b>Craffu / Scrutinise</b>
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Argymhelliad / Recommendation</b>	Board is invited to <b>approve</b> the SCWWDP grant circular letter for 2023/2024.				
<b>Prif Bwyntiau; Materion Allweddol i Dynnu Sylw Atynt: Cwestiynau I'w Ystyried</b> <b>Main Points: Key Issues To Draw To</b>	<ul style="list-style-type: none"> <li>• The grant had a comprehensive review in readiness for 2022/23 grant year</li> <li>• The grant was aligned to the themes of the workforce strategy as a result of the review</li> <li>• As a result the changes this year are quite light</li> <li>• Some financial changes which are drawn out in the board paper</li> <li>• Some minor strengthening of statements, again drawn out in the board paper</li> </ul>				

<b>Attention; Questions To Consider</b>	<ul style="list-style-type: none"> <li>All changes apart for the financial tables are marked as tracked changes</li> </ul>			
<b>Goblygiadau Risg y cynigion / Risk Implications of Proposals</b>	<b>Cyf Risg/ Risk Ref</b>		<b>Sgoriau risg gweddilliol Residual Risk Scores</b>	
		<b>Teitl y Risg / Risk Title</b>	<b>Likelihood</b>	<b>Impact</b>
<b>Asesiadau Effaith / Impact Assessments Considered</b>	<b>Cyfle cyfartal / Equality of Opportunity</b>	<b>Diogelu data / Data Protection</b>	<b>Iaith Gymraeg / Welsh Language</b>	<b>Arall / Other (e.g climate change / future generations)</b>
	☒	☒	☒	☒
	No impacts to be addressed as a result of the assessments.			

## 2023-2024 SCWWDP grant circular letter

### 1. Context

- 1.1 The responsibility for SCWWDP transferred to Social Care Wales in April 2017, with the initial year seeing the grant administered in line with previous arrangements with Welsh Government.
- 1.2 Reviews of the process and the national priorities have taken place twice, in 2017 and 2021, respectively.
- 1.3 The review in 2021 took the opportunity to align the grant letter to the themes of the workforce strategy and therefore replaced the previous national priorities
- 1.4 Over the life of the grant with Social Care Wales we have also added the Regional Facilitation Grant (RFG) element to SCWWDP administration process. The RFG does not attract 30% match funding.
- 1.5 The grant is subject to an agreed remit the details which requires approval by board and the draft proposal is included as Appendix 1 including proposed changes shown as tracked changes
- 1.6 There are a couple of areas where the wording has been strengthened based on feedback from the workforce manager network e.g. partnership with other agencies and sectors, training for information, advice and assistance workers and providing the necessary infrastructure for the delivery of qualifying and post qualifying social worker training
- 1.7 A change has also been made to add reference to micro carers being in scope of the grant
- 1.8 The second key changes is a change to funding allocation.
- 1.9 There is an increase of £103,000 to the previous figure of £206,000 in the RFG specifically aimed at increasing the number of social work degree learners. This brings the overall figure to £309,000 across Wales and this represents the final increase from plans identified 3 years ago.
- 1.10 There has been a move of money included in the RFG last year, ring fenced for qualifying and post qualifying social work training, into the mainstream SCWWDP grant so that it now attracts 30% match funding
- 1.11 This represents an increase of increase to SCWWDP funding of £490,701 which attracts an increase of £210,301 for the 30% match, making a total increase of £701,002 for 2023/2024

## 2. Resource implications

- 2.1 The grant allocated is £7,640,051 which requires 30% match funding from the regions to the value of £3,274,308 making the overall resource available £10,914,359.
- 2.2 The value of the RFG grant totals £813,000 for 2023/2024

## 3. Risk and assurance

3.1

<b>ID Risg/Risk ID</b>	<b>Project risk</b>	<b>Sgor Risg Gweddilliol Inherent Risk Score</b>
<b>Teitl y Risg / Risk Title</b>	If there is lack of clarity on allowable spend within the remit letter than there is a risk that there will be a claw back through audit processes due to inappropriate spend	4
		<b>Sgor Risg Gweddilliol Residual Risk Score</b>
2		
<b>Key Controls</b>		
Clear and robust scrutiny and governance processes for the development of the annual remit letter through EMT and the Social Care Wales Board.		
Clear and accurate comms agreed and shared with the sector.		
Monthly meetings with regional workforce leads.		

## 4. Engagement

- 4.1 Discussions have been ongoing with the All Wales Training Managers network to assess performance in 2022/2023 and discuss potential changes for 2023/2024.

## 5. Impact

- 5.1 The impact of the grant will be reported in the summer of 2024 as per end of year monitoring schedule.



Directors of Social Services in Wales  
Directors of Finance  
Regional Workforce Managers  
Welsh Government – Social Services Directorate

Date to be inserted when letter is signed off

Dear Colleagues,

**Social Care Wales Workforce Development Programme (SCWWDP)  
2023/2024: Grant Circular**

~~During 2021 we commissioned an independent review on the SCWWDP. I would like to take this opportunity to thank you for your contributions to this review which have informed our approach to the 2022/23 grant and beyond. You can find the papers related to the changes on our website <https://socialcare.wales/cms-assets/file-uploads/Board-meeting-papers-21.10.21.pdf>~~

**A. Introduction**

1. This circular sets out the arrangements for the SCWWDP grant for **2023/2024**. It announces the grant allocations for each region and invites grant applications based on the seven regional partnership areas (“partnerships”) established under Part 9 of the Social Services and Well-being (Wales) Act 2014.
2. The grant will support compliance with the Welsh Government Code of Practice on the role of Directors of Social Services that came into force in April 2016. Chapter 4 of the code on workforce development is of particular relevance as it requires the development and delivery of a plan for workforce development for the whole sector workforce, regardless of employer.
3. This circular details the requirements to be met to draw down the SCWWDP funding.
4. The primary responsibility for effective training, development and qualification provision for the social care workforce remains with employers. The SCWWDP grant is intended to provide a significant supplement to the resources provided by employers.
5. The grant must be used to support equality of access to all types of social care providers in each region and spend should be broadly reflective of the profile of the sector in the local authority and region. We expect to see and will monitor equality of access across different social care professions and access by all types of social care employers in the voluntary, private and independent sector.



6. In addition SCWWDP partnerships should assure themselves there is equality of access to learning and development for all of the workforce in the geographical area, and undertake clear impact analysis to ensure there is no detrimental impact for individuals with protected characteristics taking account of relevant actions in the Anti-Racism Wales Action Plan.

5.7. Subject to confirmation from Welsh Government, the funding available from Social Care Wales through SCWWDP in **2023/2024** which provides 70% cost of the programme will be £7,640,051 7,149,350. The grant funding will be allocated and paid to the identified lead local authority from the region. It is for each region to determine the most effective use of resources and local arrangements will need to be put in place to distribute resources to each local authority to meet local priorities where required. A breakdown of the individual local authority allocations, should a region wish to use this approach is indicated in Annex 2.

6.8. Local Authorities are, as a minimum, required to 30% match fund the grant and an indication of allocations is included in Annex 2. Regions can adapt the way the 30% allocation is resourced, but 30% is a minimum contribution in order to secure the grant. Any additional in year resources will be prioritised to authorities who had contributed above the 30% minimum.

7.9. The regional facilitation grant is also subject to confirmation from Welsh Government so all figures in this allocation should be treated as indicative until such time Social Care Wales remit and therefore its budget is agreed. Confirmation for all levels of funding will be given to all regions as soon as possible.

8.10. All documentation must be submitted to Social Care Wales in electronic format. A proforma for applications will be issued alongside this circular and the schedule for each stage of application and claim is included in Annex 1. The lead local authority will ensure the required application requirements are met and will maintain appropriate records for audit purposes. Following the SCWWDP review we will look to provide an online mechanism in future years for the submission of information and will work with SCWWDP regions to explore this further.

9.11. Despite the annual nature of the detail of funding allocations, Social Care Wales is committed to the delivery of the SCWWDP to the sector for as long as the resources are received from Welsh Government. This commitment may help partnerships to plan on a longer term basis.

## **B. Aims and Objectives**

10.12. This grant's focus is to support the ambition of the Health and Social Care Workforce Strategy, the continued implementation of the Social Services and Well-being (Wales) Act 2014 and Regulation and Inspection of Social Care (Wales) Act 2016 as well as providing scope to address identified regional and local workforce priorities to support improvement of care and support across all social care providers and organisations.

~~41.~~13. Whilst the priority for the grant is to support regulated and commissioned services, flexibility is provided to meet the needs of, but is not exhaustive of, personal assistants to direct payment recipients, commissioned micro carers, volunteers, people who use care and support, carers, regional services such as safeguarding boards, adoption, CAF/CASS and Care Inspectorate Wales. This extends to work with the future supply of workforce and relevant initiatives with schools, Further Education, Higher Education and Employment schemes.

~~42.~~14. The objectives of the SCWWDP, working in partnership to support social care staff across all organisations in **2023/2024**, are designed to support the ambition of the health and social care workforce strategy taking into account delivery plans in place at a national level. The grant application should prioritise the following themes and actions:

- Build a digitally ready workforce (actions 15-17)
- Excellent education and learning (actions 18 -24)
- Provision of qualifying and post qualifying social work training
- Leadership and succession (actions 25-27)
- Workforce shape and supply (actions 28-32)

~~43.~~15. Clear evidence will need to be provided in submissions that the SCWWDP grant application

- has been discussed at a relevant Regional Partnership Board (RPB) meeting
- contributes to the workforce plans of the RPB and is based upon population needs assessment and resulting plans.

~~44.~~16. In line with agreements reached previously with ADSSC and the workforce manager network, any digital programme of learning funded by SCWWDP must not be locally branded to allow for possible upscaling to a national platform in the future.

~~45.~~17. To continue this approach of reduced duplication of training and other workforce initiatives a register will be developed by Social Care Wales to capture the key developments to ensure opportunities for scaling up on an all Wales basis are maximised.

### **C. Expectations of the Region**

~~46.~~18. The governance arrangements that oversee the use of this funding must include representatives from a range of settings. Clear and full arrangements for governance are requested as part of the application process, with each region drawing membership from:

- statutory, voluntary and private sector employers
- people who use care and support

- carers
- training providers including work-based learning providers, further and higher education
- commissioners
- regulated and non-regulated providers covering social work and social care for children and family services and adult services (this should include adult care; domiciliary care; children’s care and foster care).
- Other local statutory partners including for example health, education, housing, the police and probation should also be engaged to take advantage of opportunities to work together and ensure that all are equipped to support delivery of duties under the legal framework and to align, where appropriate, learning and development frameworks and provision. This will also support the work to consider the workforce implications that flow from the development of a more integrated approach to care and support.

17-19. The application will include a profile of the sector within each Local Authority in the region, detailing the number of service providers and size of workforce across statutory, voluntary and private provision.

18-20. The role of the Partnership is to:

- steer and oversee the development and delivery of the SCWWDP action plan, based on training needs analysis and workforce data
- plan and ensure delivery of learning and development across the social care workforce (this should include (but not exclusive to) other services that do not fall directly into the regional footprint which should have their workforce needs taken account, for example, Care Inspectorate Wales, CAFCASS and the National Adoption Service)
- monitor progress against plans
- evaluate the impact of the SCWWDP action plan on services and the workforce
- ensure clear information reporting links and processes to the Regional Partnership Boards including evidence of meetings of when grant applications and end year monitoring reports were shared with the board and contributes to the workforce plans of the RPB (evidence will be required at application and end year monitoring stage).

19-21. Partnerships should ensure the principles of More than Just words are embedded in all relevant training and give consideration to the workforces’ ability to deliver services bilingually in line with the “More than just Words” Strategic Framework for Welsh Language Services in Health, Social Services and Social Care. More than just words: Welsh language plan in health and social care | GOV.WALES

20-22. The grant should be used to ~~promote~~ deliver the active offer in relation to improving the offer of providing learning, development and qualifications through the medium of Welsh and ensuring that individual learning preferences are taking into account across all provision.

21-23. Partnerships should adopt a leadership role in relation to identifying other sources of resources including funding for different parts of the sector that supplement the SCWWDP grant e.g. apprenticeship funding, adult learning opportunities.

22-24. Social Care Wales is committed to developing a real time resource that support the regions and local authorities in understanding the workforce development funding landscape.

23-25. Where possible and appropriate, efforts should be made to commission and procure learning, development and qualification provision from organisations that are based in Wales, ensuring that there is continued support for the Welsh economy including partnerships with social enterprises and the voluntary sector.

## D. Funding

24-26. In context of the priorities listed in 13, use of this funding is limited to the categories below:

- themes and actions of the health and social care workforce strategy and subsequent delivery plans
- training to support continued implementation of the Social Services and Well-being (Wales) Act 2014 including the support for the learning, development and qualification needs of Information, Advice and Assistance services
- training to support continued implementation of the Regulation and Inspection of Social Care (Wales) Act
- the costs of other learning and development events and activities, including staff replacement and other costs for social work and social care, with a primary focus on accredited training
- the costs of secondments for social work qualifying training, including staff replacement costs
- social worker training – with an emphasis on pre-qualifying, qualifying and post-qualifying training
- meeting registration requirements for qualifications or units of qualifications for current Social Care Wales registered groups or those to be registered in future
- practice improvement linked to professional regulation
- the non-salary costs, including course fees, of seconding staff for learning and development
- the costs of staff employed to provide learning and development and ~~for~~ work-based and practice based assessment, including accredited qualification assessment, ensuring the necessary infrastructure is in place to support agreed action plans
- the costs of helping people who use care and support and carers to take part in SCWWDP partnership learning and development events and evaluation.

- the costs of the provision of equipment and, where justified, the rent of premises for training and assessment of competencies.

NB: where equipment is purchased, it should be considered an asset of the social services workforce team for the delivery of learning and development purposes only. Any loan of equipment must be managed by the social services workforce team including issuing and returns.

25-27. For learning and development supported by the SCWWDP grant, all of the following conditions must be met:

- training will be provided free of charge to all partner social care organisations (this applies only to the aspect of training delivery, charges in respect of administration, non-attendance or hospitality are still applicable). Charges may be made to support co-investment in training with other agencies
- only 10% of the SCWWDP grant can be used to support training that is solely used to comply with health and safety legislation, as these are the responsibility of the employer. This does not include training completed as part of broader training (i.e. as part of a qualification). This legislation includes the:
  - Management of Health and Safety at Work Regulations 1999
  - Manual Handling Operations Regulations 1992
  - Control of Substances Hazardous to Health Regulations
  - Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 (RIDDOR)
  - Lifting Operations and Lifting Equipment Regulations 1998
  - Provision and Use of Work Equipment Regulations 1998
  - Personal Protective Equipment at Work 1992
  - Health and Safety at Work etc. Act 1974
  - Food Safety Act 1990.
- grant funding may not be used to pay for individual places on any courses where these have already been subsidised by Social Care Wales or Welsh Government. Partnerships must ensure there is no double funding on any course fees
- grant funding should not be used to support shared corporate services either within one local authority or across a group of local authorities unless the funding is wholly and exclusively used for the purposes of the SCWWDP priorities
- partnerships with other sectors e.g. housing health education etc is encouraged as long as there is a direct benefit to the social care sector. SCWWDP funding cannot be used to fund or support an initiative or activity that unless the funding is wholly and exclusively used for the purposes of the SCWWDP priorities

- the largest proportion of the grant must be utilised for learning and development and qualifications (including costs of staff to deliver training) rather than on programme staffing, management and administration. We do not expect the funding on programme staffing, management or administration to increase (outside of any cost of living awards). Partnerships may employ staff jointly where this is an effective approach to the development of social care sector and costs appropriately.

26-28. As part of end year monitoring, regions will be expected to report on any significant variance between planned and actual expenditure.

### **Regional Facilitation Grant**

27-29. ~~Funding previously issued under the~~ The Regional Facilitation Grant ~~is now contained within this grant and~~ is not expected to attract a 30% match funding but can only be used for the priorities identified in section 30.

28-30. All aspects of the regional facilitation grant are subject to continued funding from Welsh Government through the remit of Social Care Wales. For that reason, the priorities in 30 below and the associated funding should be seen as indicative until such time there is confirmation from Welsh Government as to levels of funding.

29-31. The priorities for this element of the grant will be as follows:

- continuation of the core element that supports sector wide engagement within the regions
- contribution to the delivery of the registered managers forums (minimum of 1 per region per year)
- contribution to the development of regional care career connector function to support the central attraction, recruitment and retention campaign for the duration of this programme of work. This priority should align to the attraction and recruitment theme of the health and social care strategy (actions 6 – 8) A remit for this function is included in Annex 3 and each region is required to identify a named individual responsible for this function.
- contribution to the increase in the number of sponsored social work students hosted by each local authority. This must increase the number of sponsored students and not be used to fund existing plans for sponsoring students. ~~At this stage this funding is for one year only.~~

30-32. The funding for each of these priorities is shown in Annex 4. The amount allocated against each priority, with the exception of the social work degree sponsor programme, will be determined by each region. However, clear activities and progress are expected to be contained with each regional action plan.



~~31-33~~. All sponsored students on the social work degree funded through SCWWDP funding must complete their studies on a programme that is regulated by Social Care Wales.

~~32-34~~. Reporting against these priorities will be required in line with the reporting arrangements for the other aspects of this grant through the rolling action plan.

~~33-35~~. Whilst every effort will be made to limit reporting to what is contained in this remit letter, Social Care Wales reserves the right to request other forms of monitoring reports on a thematic basis particularly where there is a joint interest or the need to work collaboratively e.g. analysis of Welsh Language provision, specific workforce returns, analysis of procurement activity, analysis of assets purchased, impact of Covid, move to digital provision, etc.

## E. Governance

~~34-36~~. Applications should be submitted by Midday 20 February 2023. Please ensure all documentation is signed by the relevant officers as identified on the endorsement forms.

~~35-37~~. Applications will be assessed for their compliance with this circular and the relevance of the plans to it. Applications should be made using the application template provided.

~~36-38~~. We will expect regional workforce partnerships to formally monitor this grant mid-year and at year end. Templates will be provided for these reports, which should document progress against planned achievements, reasons for deviations from plans, corrective actions that have been established and confirmation of spending plans for the remaining period of the financial year.

~~37-39~~. Social Care Wales are looking for the grant to have a positive impact and progression in a number of areas and as such we will ask for evidence including trends and themes on the following:

- Increased local authority contributions over and above the required 30% match funding for the SCWWDP grant (finance form)
- Evidence that activities are reaching and impacting on the whole sector in line with the profile submitted in points 5,6 and 19 (action plan)
- Efforts made to reduce non-attendance at learning and development events (data returns and action plan narrative)
- Efforts made to reduce the numbers withdrawing from qualifications (data returns and action plan narrative)
- Evidence of how the performance from one year has influenced the application for the following years grant (narrative from application template).
- A descriptive account of how SCWWDP funded activities are being considered and assessed within their organisational carbon footprints with reference to their Local Government Carbon Management Plans, by reference to the initiatives set out in paragraph 46.

~~38.40.~~ We will supply audit forms for verification of accounts of SCWWDP expenditure.

~~39.41.~~ Regional workforce partnerships are required to evaluate the use and effectiveness of the grant and the partnership. Social Care Wales is required to ensure the correct use of the funding and will need to work with regions to evidence the impact of the grant programme across Wales.

~~40.42.~~ Directors of Social Services must ensure that:

- the SCWWDP funding is utilised for the whole social care sector workforce and appropriate training places, funding and qualification opportunities are made available to all areas of the sector
- applications are compliant with this guidance
- evidence of compliance with the ~~qualifications~~qualification framework is provided
- all requested documentation is signed and submitted by respective deadlines.

Part or all of the funding will be withheld if a Partnership:

- fails to comply with this circular
- fails to send in their application or monitoring forms by the due deadline
- fails to comply with the need for due vigilance through the audit of spending
- fails to return the evaluation documentation on the impact of its plans and use of funding (in other words, outcomes and outputs) in line with the expectations laid out in this circular.

~~41.43.~~ The grant claim forms will be issued alongside the grant offer letter. A single allocation of the grant will be made in two instalments. This will be paid in arrears.

~~42.44.~~ Claims for the first six months of the grant should be returned no later than 29 September 2023 and claims for the balance should be returned no later than date 12 February 2024. Grant allocations are for the specified financial year only and cannot be carried over to the following year. Annex 1 sets out the 2023/2024 SCWWDP grant key dates.

~~45.~~ To improve scrutiny and therefore accountability reporting, ~~it is proposed to introduce~~we will continue with individual monitoring meetings with each region to further discuss and explore their end of year monitoring report prior to final sign off by Social Care Wales. These meetings will be between the Lead Officer in Social Care Wales and the regional workforce boards.

~~46.~~ The Social Care in Wales Decarbonisation Route Map towards NetZero by 2030 sets out an expectation that the sector will pursue a range of initiatives to reduce it's carbon footprint these include that.



- SC2: Local Authorities will fully support the Climate Emergency for Wales declaration in the delivery of social care, by championing a future decarbonisation strategy.
- SC7: Local Authorities and social care providers will promote active travel.
- SC9: 'Education and carbon literacy programmes will be undertaken for social care workers and those who commission and procure social care services. The sector will share activities and learnings via social care stakeholder groups'.

## F. Enquiries

For all enquiries and communications please contact SCWDP@socialcare.wales

I would like to thank you for the ongoing provision of support for the development of the workforce prior to and during the Covid-19 pandemic. We recognise this has been a challenging time in adapting how we provide training and learning and the ongoing challenges being faced by all services. ~~W~~e look forward to continuing to work with you and to learn from one another into the future.

Yours sincerely,



Sue Evans  
Chief Executive

## Annex 1: Timetable SCWWDP 2023-2024

The timelines below are based on a final version of the circular being circulated on xx/12/2021

<b>Action</b>	<b>Deadline</b>
SCWWDP applications and plans to Social Care Wales	20/02/2023
Grant Award letters to Nominated Directors of Social Services and claim forms to Nominated Directors of Finance	24/03/2023(on confirmation of budget from Welsh Government)
Signed Grant Award letters to Social Care Wales	10/04/2023
First six month claims	29/09/2023
Mid-year monitoring reporting to Social Care Wales	20/11/2023
Final grant claim to Social Care Wales	12/02/2024
End of year reporting to Social Care Wales	17/06/2024
Audit Certificate to Auditor and copied to Social Care Wales	27/09/2023
Audited Certificate to Social Care Wales	06/01/2025

Annex 2

2023-2024SCWWDP Allocation

Total SCWWDP Grant (subject to confirmation from Welsh Government) ~~£7,149,350~~  
£7,640,051

Region & Local Authority	Social Care Wales Contribution	Local Authority Contribution	Total Local Authority SCWWDP Expenditure	Regional Facilitation Grant
	£	£	£	£
<b>North Wales allocation</b>	<b>1,710,981</b>	<b>733,278</b>	<b>2,444,259</b>	<b>185,619</b>
Anglesey	188,142	80632	268774	
Gwynedd	293,693	125869	419562	
Conwy	302,422	129609	432031	
Denbighshire	262,828	112640	375468	
Flintshire	333,488	142924	476412	
Wrexham	330,408	141604	472012	
<b>Mid Wales Allocation (Powys)</b>	<b>308,680</b>	<b>132291</b>	<b>440971</b>	<b>52,900</b>
<b>West Wales allocation</b>	<b>933,957</b>	<b>400,267</b>	<b>1,334,224</b>	<b>111,005</b>
Ceredigion	188,938	80973	269911	
Pembrokeshire	298,997	128141	427138	
Carmarthenshire	446,022	191153	637175	
<b>West Glamorgan allocation</b>	<b>954,016</b>	<b>408,864</b>	<b>1,362,880</b>	<b>91,845</b>
Swansea	575,881	246806	822688	
Neath Port Talbot	378,135	162058	540192	
<b>Cardiff &amp; Vale allocation</b>	<b>1,100,514</b>	<b>471,649</b>	<b>1,572,163</b>	<b>94,844</b>
Cardiff	808,604	346545	1155149	
Vale of Glamorgan	291,910	125104	417014	
<b>Cwm Taf Morgannwg allocation</b>	<b>1,123,722</b>	<b>481,595</b>	<b>1,605,317</b>	<b>114,889</b>
Rhondda Cynon Taf	593,748	254463	848211	
Merthyr Tydfil	186,102	79758	265860	
Bridgend	343,872	147374	491246	

<b>Greater Gwent allocation</b>	<b>1,508,181</b>	<b>646,364</b>	<b>2,154,545</b>	<b>161,898</b>
Caerphilly	449,114	192478	641592	
Blaenau Gwent	214,663	91999	306662	
Torfaen	254,673	109146	363819	
Monmouthshire	204,953	87836	292789	
Newport	384,778	164905	549683	
<b>Wales Total</b>	<b>7,640,051</b>	<b>3,274,308</b>	<b>10,914,359</b>	<b>813,000</b>

## Annex 3

### Regional Care Career Connector function

#### Function:

- Provide a named regional point of contact for Social Care Wales to facilitate the effective roll-out of a national attraction, recruitment and retention campaign for social care, early years and childcare
- Provide a resource within the region to continually promote careers in social care, early years and childcare

#### Regional/local:

- Establish and maintain connections with schools, work-based learning providers, Further Education and Higher Education to continually promote careers in social care, early years and childcare
- Establish and maintain links with Careers Wales, Department of Work and Pensions, Job Centre Plus, etc to continually promote careers in social care, early years and childcare
- Contribute to the development and promotion of careers information in line with the national campaign and support the promotion of careers in social care, early years and childcare in the region
- Identify opportunities at job fairs and career events and agree whether to attend them
- Contribute to the development of meaningful placement opportunities for job seekers and learners
- Map recruitment practice within the region including approaches to advertising, recruitment methods, etc.
- Map employment support initiatives in the region and provide links to pathways for social care, early years and childcare
- Promote the use of *Question of Care* resources to aid effective recruitment practices
- Establish mechanisms to access or provide job seeking skills such as CV writing, job application and interview techniques

#### National:

- Contribute to developing and sustaining the national attraction, recruitment and retention campaign and its website
- Act as the regional contact for enquiries from the national campaign website
- Provide half-yearly and annual reports on activity levels within the region
- Contribute as a member of a national network of Regional Care Career Connectors facilitated by Social Care Wales
- Identify and share good attraction, recruitment and retention practices taking place at a regional level
- Assist in measuring and evaluating the impact and success of the national campaign and particularly in their region
- Identify and refer on potential care ambassadors

- Contribute to the development of resources and materials to support national attraction, recruitment and retention initiatives
- Contribute to the delivery of national careers events e.g. Skills Cymru

#### Annex 4

#### 2023-2024 Regional Facilitation Grant allocations

Region	Core Grant	Sponsored social work students	Total
	£	£	£
<b>North Wales allocation</b>	£105,279	£80,340	<b>185,619</b>
<b>Mid Wales Allocation (Powys)</b>	£40,540	£12,360	<b>52,900</b>
<b>West Wales allocation</b>	£67,745	£43,260	<b>111,005</b>
<b>West Glamorgan allocation</b>	£60,945	£30,900	<b>91,845</b>
<b>Cardiff &amp; Vale allocation</b>	£63,944	£30,900	<b>94,844</b>
<b>Cwm Taf Morgannwg allocation</b>	£71,629	£43,260	<b>114,889</b>
<b>Greater Gwent allocation</b>	£93,918	£67,980	<b>161,898</b>
			<b>813,000</b>



<b>Cyfarfod / Meeting</b>	<b>Board meeting</b>	
<b>Lefel dosbarthiad / Openness Level</b>	<b>Preifat / Private</b>	<b>Cyhoeddus / Public</b>
	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Dyddiad / Date</b>	<b>20.10.22</b>	
<b>Eitem Agenda Agenda Item</b>	<b>10</b>	
<b>Teitl / Title</b>	<b>Impact Report 2021-22</b>	
<b>SCW/22/31</b>		
<b>Awdur / Author</b>	<b>Sue Evans, Chief Executive</b>	
<b>Cyfraniadau Gan/ Contributions From</b>		
<b>Papurau Cefnogol / Supporting Papers</b>	<b>Appendix 1 – Impact Report 2021-22</b>	
<b>Gweithgaredd Cynllun Busnes / Business Plan Activity</b>		
<b>Argymhelliad / Recommendation</b>	Board Members are asked to <b>discuss</b> and <b>approve</b> the Impact Report for 2021-22.	
<b>Prif Bwyntiau; Materion Allweddol i Dynnu Sylw Atynt: Cwestiynau I'w Ystyried</b>		
<b>Main Points: Key Issues to Draw to Attention;</b>		

<b>Questions to Consider</b>					
<b>Goblygiadau Risg y cynigion / Risk Implications of Proposals</b>	<b>Cyf Risg/ Risk Ref</b>			<b>Sgoriau risg gweddilliol Residual Risk Scores</b>	
		<b>Teitl y Risg / Risk Title</b>		<b>Likelihood</b>	<b>Impact</b>
	N/A				
<b>Asesiadau Effaith / Impact Assessments Considered</b>	<b>Cyfle cyfartal / Equality of Opportunity</b>		<b>Diogelu data / Data Protection</b>	<b>Iaith Gymraeg / Welsh Language</b>	<b>Arall / Other (e.g climate change / future generations)</b>
	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Not applicable				



## Social Care Wales Impact Report 2021-22

### 1. Context

- 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 We are using our impact report for 2021-22 to trial our evaluation approach of our impact in delivering our strategic outcomes. This will be an opportunity to review our processes and consider any aspects which will need to be put in place prior to the start of 2022-23.
- 1.4 Following the Board development session in September on reviewing and analysing the data for this report we have produced the draft. Unfortunately, due to timing, we were unable to share this on the Board portal before the Board meeting. But we have used the comments on the context of the work in 2021/22 (such as pandemic, economic and recruitment challenges) within the Chair and CEO introduction. The narrative under the 8 outcomes then focuses on the particular areas of our impact.

### 2. Engagement

- 2.1 Following Board approval, the Impact Report will go through our publication process. This will involve accessible design, further editing for readability and quality assurance.
- 2.2 The information will be available on our website as accessible html pages with links to resources and signposting to other relevant documentation. There will be an accompanying video of the foreword by the Chief Executive, and this will be used on our social media channels. This approach aims to align with other public bodies in [how to increase the readership of annual reports](#).

### 3. Recommendation

- 3.1 Board Members are asked to **discuss** and **approve** the Impact Report for 2021-22



## Foreword by Chair and Chief Executive Officer

### (Video format)

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, young people 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.

To turn this vision into reality, we provide national leadership and expertise in social care and early years. We lead on regulating and developing the social care workforce, service improvement, data and research to improve care.

Our Strategic Plan sets out our focus for the next five years, which are likely to see considerable social and economic change. The ways in which social care and early years services are provided, and how people use them, are also likely to be different.

This report looks back at our work for 2021-2022 and the impact our work programmes has had. Our aim at Social Care Wales, is to continue to do all we can for the social care and early years workforce, their employers, and strategic leaders during this difficult time and help them to continue to focus on caring for and supporting some of the most vulnerable people in our communities. We are the national leadership organisation in Wales for social care workforce regulation, supporting service improvement through research and data, and delivering workforce development for the social care and early years sectors. Everything we do is focused on making a positive difference for high quality care and support in Wales.

During the year we tried to build on our work with the social care and early years sectors and the evidence we have gathered, especially during the pandemic to inform our response. We continue to carry out our regulatory responsibilities fairly and proportionally, whilst continuing to adapt and improve our work in this area. More broadly, we have focused on workforce well-being, developing the workforce, providing support for those delivering services and building on a stronger role for research and evidence.

### **Our vision**

Making a positive difference to 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 and case studies to show the progress towards realising our vision. We want to make sure we do not lose the person at the heart of how care and support is provided across Wales.

The provision of social care and early years services will continue to change, due to the impact of pandemic, economic pressures and the needs of communities. We continue to listen to the workforce, employers and strategic leaders to recognise these challenges and opportunities and what we can do to support the sectors to recover and stabilise for the short, medium and longer term. The workforce is still struggling with the changes brought about by the pandemic. These changes have placed extra demands on staff, leading to an increase in stress and lower morale and job satisfaction.

Social care workers play a vital role in caring for adults, children, their families and carers in our communities. Social care workers help people live the lives they want, supporting people to develop, remain active and independent, stay safe and well connected to their community and wider networks. Early years workers help give our children a great start in life and provide valuable support for parents. They do this alongside family, friends, volunteers and other public services.

We have seen a fundamental shift in our understanding of how inequality, discrimination and exclusion are in-built into our world. As a society we need to respond to that new understanding. Strong social care and early years systems in Wales ensures that we are able to reduce the impact of disadvantage of poverty, neglect, illness, disability, race or other protected characteristics.

The recent census provides data on a growing and ageing population in Wales. The trend of population ageing has continued, with more people than ever before in the older age groups<sup>1</sup>. The scale and complexity of people's needs will increase demand for social services in the future.

An evaluation<sup>2</sup> of the implementation of the Social Services and Wellbeing Act undertaken by Welsh Government highlights the challenges faced in transforming services. The evaluation looked at what impact the legislation had on the quality of life and the well-being of those who receive care and support. The study notes that any changes to well-being will take a very long time to become visible. However, participants in this study identified relatively few positive well-being impacts linked to their experiences with social services. As with elsewhere, where these positive impacts occurred, they were often down to good relation-centred care and support, practised by excellent social workers and social care workers. Factors reported to impact negatively on well-being included the perceived lack of empathy shown to service users and carers, leading to a series of undesirable feelings; frustration, distress, feeling helpless, isolation, stress and perceptions of being a burden. Peer support groups were notable in the positive role that they have reportedly played to bolster and maintain service users' and carers' wellbeing.

We do not underestimate the challenges these changes will bring, but we believe we have significant opportunities to support improvements for the people of Wales. We

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<sup>1</sup> Over one-fifth (21.3%) of the Welsh population in 2021 (662,000) were aged 65 years and over, up from 18.4% (562,544) in 2011. The size of the population aged 90 years and over (29,700, 1.0%) has increased since 2011.

<sup>2</sup> <https://gov.wales/evaluation-social-services-and-well-being-wales-act-2014-process-evaluation>

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 of how we will deliver these priorities.

As a national leadership organisation, working with others is central to how we operate, and partnership will be at the heart of the delivery of this business plan. We want to continue to ensure people and stakeholders are involved across our work. This will include having meaningful conversations with the people affected by our work, finding out what matters to them, and reflecting their views before decisions are reached.

Draft

## (Html format – data will be used within associated infographics for each outcome)

### Outcome: Improved well-being for the social care and early years workforce

#### Why it's important

The well-being of the workforce is a key focus of the [workforce strategy for health and social care](#)<sup>3</sup>. There is an increasing and compelling body of evidence linking the well-being, capability and motivation of the social care and early years workforce to improved outcomes for the children, young people and adults they provide care and support for. A happy, healthy and supported social care and early years workforce in turn supports the well-being of the people in their care.

#### Our impact

The social care and early years workforce are our biggest and most precious asset in delivering high quality care and support. However, in too many cases, feedback from the workforce suggests 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 affects quality of care for the children, young people and adults at the centre of services.

Currently there is little data available measuring the wellbeing of the workforce on a large scale. During the consultation on the workforce strategy *we heard from over 1,000 people who told us unequivocally that the health and wellbeing of the workforce, with an emphasis on culture, inclusion and leadership, was of the utmost importance.* We will pilot a workforce survey in 22-23 to ascertain data in relation to the wellbeing of the workforce. This will enable us to see the impact of our initiatives and target resources in the right areas going forward.

#### Work in 2021-22

We continued to gather information, advice and links to resources on our website <https://socialcare.wales/resources-guidance/health-and-well-being-resources>. During 21-22 we had nearly 7000 visits to our wellbeing pages on our website.

We organised a series of wellbeing sessions for managers and frontline staff with the aim of equipping them with the tools and techniques to manage their well-being with a focus on self-care. Some examples included:

- The Reconnect to Innate Resilience programme. This was initiated to address the fact that living and working through a global pandemic had placed great demands on the mental health and wellbeing of staff working in Social Services and Social Care. For those attending 3 or more sessions, wellbeing improved significantly, with the average level of wellbeing rising from 3.1 (out

<sup>3</sup> 'A Healthier Wales: Our Workforce Strategy for Health and Social Care', HEIW and Social Care Wales, October 2020 [https://socialcare.wales/cms\\_assets/file-uploads/Workforce-strategy-ENG-March-2021.pdf](https://socialcare.wales/cms_assets/file-uploads/Workforce-strategy-ENG-March-2021.pdf)

of 5) to 3.7; 66% of participants (25 of the 38) experienced a “meaningful positive change” and individual levels of wellbeing improved from mostly “low” to mostly “medium”.

- Bereavement at Work webinars were organised to increase line manager awareness and confidence in approaching difficult conversations with staff around loss and grief. All participants agreed that they felt better equipped to have conversations about bereavement at work and know how to recognise the potential impact on me when supporting staff through loss and bereavement and what to do.

Draft

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

### **Why it's important**

The social care and early years workforce is crucial to the well-being of people of all ages in communities across Wales. They are also valued by the Welsh public, with more than two thirds thinking they do a good job and almost three quarters having confidence in them. Yet care workers are, on average, paid much less than other key workers.

### **Our impact**

Perceptions have changed to the positive. The [WeCare Wales Benchmarking Survey 2020](#) highlighted public awareness and perceptions have improved. In particular for early years and childcare saw an increase of the positive impact on a child's development rose from 8% (2018) to 47% (2020). Similarly, for social care the view that the sector improves the quality of life grew from 3% (2018) to 28% (2020).

The skills and dedication of our social care and early years workforce 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](#). As members of the Forum, we will continue to influence and commit to embedding Fair Work and improving terms and conditions for those working within the social care sector.

### **Work in 2021-22**

[Care Worker Card](#) - All care workers in Wales were offered an updated recognition card that identifies them as key workers and gives them access to money-saving offers. The care worker card is the next version of a similar card launched last year to help support care workers as they faced huge personal and professional challenges from the pandemic. In response to feedback from users of the first card, we arranged for cardholders to benefit from a cashback card, as well as a wide range of retail offers, through dedicated discounts provider, Discounts for Carers. Cardholders also have access to preferential shopping arrangements at certain supermarkets where those still apply. They were also updated on resources, such as mobile applications, that can be used to help them maintain their physical and mental well-being. The new card offers the benefits to social care and childcare, play and early years workers in Wales, whether or not they are registered with Social Care Wales.

26,740 care worker cardholders

The largest group with cards are domiciliary care workers – 11,743

[Care Stars 2021](#) – the awards created to shine a light on the social care and early years workers who have made a truly positive difference to people's lives during the past 15 months when the whole country struggled with the challenges of the pandemic. In June 2021, employers, colleagues and members of the public were invited to nominate the paid care workers they felt deserved to be recognised for

their work over the past 15 months. As a result, 120 care workers from across Wales were nominated. A panel of judges, made up of [Social Care Wales Board members](#) and representatives from partner organisations, then whittled them down to the 12 Care Stars they thought deserved widespread recognition for the inspirational work they had done. They included a care assistant who went above and beyond at a care home, a support worker who used arts and crafts to enhance people's lives, and a residential child care worker who moved in with vulnerable children during lockdown.

Draft



## **Outcome: Social care practice and policy that is underpinned by innovation, high-quality research, data and other forms of evidence<sup>4</sup>**

### **Why it's important**

The priorities from the [Social Care Research and Development Strategy](#) gives Wales a unique opportunity to help improve people's well-being by applying evidence-based policy, practice and service models that have a focus on prevention and early intervention. We will continue to lead the national data strategy, social care data set and the National Social Care Research Strategy, working closely with Health and Care Research Wales to have a key role in supporting research communities of practice, career development, innovative practice and disseminating evidence-based practice through the training agenda.

Currently, the social care sector is not fully harnessing advances in technology to help with innovative ways of doing things, including learning. The same applies to the use of data and evidence to improve practice.

### **Our impact**

Partnerships and collaborations are so important. We need to find a way of better sharing evidence and working better with researchers and others who can help us support the use of research and innovation in social care policy and practice.

There is also a need to increase and improve the research and data we need to identify and address inequalities in social care. This is particularly relevant in helping people with the full range of protected characteristics who rely on care and support, and to make sure social care is a safe, effective and fair place for all to work in.

### **Work in 2021-22**

[National Social Care Data Portal](#) - We launched the National Social Care Data Portal in 2018, which sought to bring together a range of aggregate data about social care into a single publicly accessible web-portal. In 2021 we reviewed the current data portal to determine if it provided what our users needed, to recommend improvements, and ensure that the platform was technically fit for purpose. From October we have been working on a two-phase approach to a new product would be undertaken, that the continuity portal would be created to improve functionality, widen usability, and start to offer more insights into existing data; and the discovery portal will allow users to interact with data in novel and intuitive ways to discover more insights and understanding from the data and work to address some of the data gaps identified by the sector.

[Research and evidence](#) - We carried out research and engaged with people working in social care to find out about the barriers and enablers to using research

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<sup>4</sup> By evidence-enriched 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

and evidence. In response, we developed an [evidence offer](#), which outlines our approach which will be delivered over the next three years. We worked with partners to learn about community management and launched an Evidence Community which will go live on a digital platform this summer. The community offers a space for networking, collaboration and sharing, bringing people working in and researching social care together, with Social Care Wales playing an enabling and convening role. [Welsh Government's Performance and Improvement Framework](#) requires local authorities to demonstrate how they incorporate research, data and evidence into the design and delivery of social care. We are working with partners to develop a model for research skills and capability building, providing the workforce with learning and development opportunities suitable for social care.

Draft

## **Outcome: A registered social care workforce<sup>5</sup> that has the public's confidence**

### **Why it's important**

We protect the public by making sure the regulated workforce is registered and fit to practise. Being on the Register of Social Care Workers ([the Register](#)) provides practitioners with professional recognition and access to training and development resources.

Those people who rely on care and support 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. If necessary, we can make them undertake further training or prevent them from working in the social care sector in Wales.

### **Our Impact**

The most recent Omnibus survey revealed that there has been an increase in the public having confidence in the workforce. The survey asked questions to get the public perception to answer the questions:

1. Care and early years workers are always skilled and professional in the work they do:
  - Residential & Care Home Workers: 67% (agree & strongly agree)
  - Childcare workers: 69%
2. the public have confidence in the workforce.
  - Residential and Care Home Workers: 74% (agree & strongly agree)

We want people to have confidence in the social care sector. Registration is part of our ongoing commitment to continuously develop the social care workforce and raise the status of workers. With the increased size of the Register, we will continue to identify ways in which we can better interact with registered people, helping them understand the expectations and standards set by the [Code of Professional Practice](#) by supporting their learning and development.

35,261 people were on our Register (as of March 2022)

A central part of our regulatory function is ensuring that those providing social care are competent and safe to practise. This requires an effective and efficient Fitness to Practise (FtP) process. Throughout 2021-22 we implemented recommendations following our review, in the previous year, to make sure that our current FtP processes are both efficient and timely. The review also looked for new and different ways of carrying out our functions to maximise resources. In total we removed 45 people from the Register, ensuring they could no longer work in our sector.

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

**312** (0.9% of Register) the number of registered persons about whom we received allegations that called into question their fitness to practise and suitability to remain on the Register.

**171** of referrals related to registered persons who were subject to disciplinary processes.

**49** final hearings held.

**45** removed from the Register

### **Work in 2021-22**

During the year we [temporarily extended the period of registration](#) for social care workers in Wales from three years to four years. We also made temporary changes to the continuing professional development (CPD) requirement for workers. The temporary changes mean that:

- the period of registration for all social care workers who were registered with us as of 31 March 2021 (except social work students) is being extended from three to four years
- the amount of CPD workers have to complete during their registration period (90 hours) is not increasing and will stay the same for the four-year period
- any worker who worked through the pandemic will automatically achieve 50 per cent of their CPD requirement for re-registration – these workers will only have to complete an additional 45 hours of CPD to reach the 90 hours required.

These changes reflect the challenges faced by social care workers during the pandemic. They also respond to the very difficult circumstances currently facing the social care sector and in particular, the challenges posed by staff recruitment and retention. We want to make sure social care workers, managers and social workers can focus on the work they do, without worrying about their registration at this time. We also want to make sure everyone who is registered with us has the time they need to complete their qualifications or CPD.

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

### **Why it's important**

To meet current and future demands, the workforce needs high-quality learning and development to give them the right knowledge, skills, understanding and approach to provide good quality care and support in the social care and early years sectors. This is a key theme of the [Workforce strategy for health and social care](#).

Education and training are critical to the supply of the social care and early years workforce. They are also important in supporting employers to manage or develop services and produce collaborative and compassionate leaders. We must continue to invest training and learning in Wales. As well as increasing the numbers, our investment needs to provide the kind of education, learning and training that supports future needs and service models.

### **Our impact**

Our [annual profile report on the registered workforce](#) provides analysis on the qualifications held by those delivering care and support<sup>6</sup>.

We invested in supporting the social care workforce, so they have the right knowledge, skills, understanding and approach to provide good care and support. This included £7,149,350, which was paid to local authorities through the Social Care Wales Workforce Development Grant (SCWWDP) and was match funded by £3,064,007 local authority funding. In addition, there is a regional facilitation grant that does not attract match funding, in 2021-22 this was £1,172,000.

Qualifications supported through SCWWDP funding

All Wales Induction Framework = 172

Level 2/3 Approved Vocational Quals = 441

Level 4/5 Approved Vocational Qual = 80

Level 3/4 Assessor awards = 27

Social Services Practitioner Programme = 63

Social Work Degree – ongoing learners = 175

Post Qualifying Social Work awards = 559

### **Work in 2021-22**

**Safeguarding** - Online safeguarding training was launched as part of National Safeguarding Week 2021, the safeguarding e-learning module is mainly aimed at those working in the public and voluntary sectors. This includes those looking to work in social care, early years and childcare, as well as in health, the emergency services and local councils. The module will give learners a practical understanding of safeguarding and has been developed by Social Care Wales in line with the

<sup>6</sup> <https://socialcare.wales/research-and-data/workforce-reports>

Wales Safeguarding Procedures, launched in 2019. Safeguarding training is mandatory for most staff working in social care and early years and childcare, as well as other roles in the public and voluntary sectors. The pandemic has underlined the importance of increasing options for workers and potential recruits to undertake online training, giving them greater flexibility for when and where they can learn. We have been working with partners to develop a series of e-learning packages on different topics. In the case of the safeguarding training, it has been developed with the Wales Safeguarding Procedures Board and representatives from a wide range of statutory and third sector agencies.

**Workforce plans** - In response to specific actions outlined in 'A Healthier Wales – Our Workforce Strategy for Health and Social Care', October 2020; In partnership with Health Education Improvement Wales (HEIW) we have worked with the sector to develop [Direct Care](#), [mental health](#) and [social work workforce](#) plans. The workforce plans were developed following a programme of engagement that started with a range of interviews with key stakeholders and partners. Their input and feedback supported us in shaping the content of an initial documents and formed the basis of an extensive period of engagement. This was with the workforce across statutory, private and voluntary providers, partner agencies, professional bodies, trade unions, employers, workforce leads and commissioners, who all helped to shape the content of the workforce plans. The intention of the plans are to focus primarily on building and nurturing excellent professional practice. Whilst also recognising that this needs to include supporting all workers to feel cared for, to work in a compassionate and inclusive culture, and to feel valued for their contribution.

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

### **Why it's important**

The population of Wales is 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 several services and settings. We need to increase our efforts in how we market and promote the variety and numbers of roles, and therefore opportunities, available at local, regional or national level.

### **Our impact**

Throughout the year we have been utilising and building on the [WeCare Wales](#) brand to support attraction and recruitment to the sector during this time. We developed a [WeCare Wales job portal](#) in response to the pandemic to enhance the ease at which employers can advertise their job vacancies and people can see the vacancies available within their area. Further development of the portal has been ongoing throughout the year with a campaign focused on advertising the jobs Portal with TV, radio and cinema adverts. The campaigns' focus in February concentrated on raising awareness of apprenticeships across social care and early years.

300,000+ visitors WeCare Wales website  
 6,200+ jobs posted on the jobs portal  
 30,000+ engagements on social media  
 50+ films with 2 2 million+ views of films ITV Wales, S4C, Sky, All4 coverage

Although the engagement numbers and reach of the WeCare campaign and other initiatives undertaken to support recruitment and retention have been positive it is very difficult to see the impact of this work within the sector on a short-term basis. The current competitive nature of the job market is creating challenges across all sectors. The long-term impact of the programme will need to be considered over the next couple of years while taking into account other factors such as terms and conditions.

### **Work in 2021-22**

**[Introduction to Social Care](#)** - Following the success of a pilot programme trialled in partnership with Local Authorities in 2020-21 we have rolled out a new online training programme for anyone interested in a career in social care. The three-day "Introduction to Social Care" programme gives anyone in Wales, who's interested in working in social care, an overview of what working in the sector is like and help them decide if a career in care may be right for them. The course looks at what social care is and the different roles available in the sector, along with an introduction to relevant topics such as safeguarding, health and safety, the use of Personal Protective Equipment (PPE), the importance of language choice and communicating with people who use care and support. The programme aims to support staff retention in social care by giving people interested in working in the sector an idea of the work they would be doing before they start a new role. It also aims to challenge

misunderstanding about social care and help people find out what it really means to work in the sector. An additional programme will be available for young people aged between 15 and 19 years old. Young people can contact their local careers advisor for more details.

Since the programme started on **12th January 2022 – 5th August 2022**

253 participants have fully completed the programme

15 have gained a social care role

3 have gone into higher education

6 have found jobs in other sectors. = 24 that equates to 11.4% of completers to date.

Draft



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

### **Why it is important?**

Putting the individual and their needs, at the centre of their care, and giving them a voice in, and control over the outcomes that help them achieve well-being is a key principle of the *Social Services and Well-being (Wales) Act 2014*. 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.

### **Our impact**

We need move away from a system that has developed over the past 20 years which was 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 better practices and more efficient processes.

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 shift in practise will take many years

### **Work in 2021-22**

**Maintain and develop All Wales Network of Mentors** - For those who Mentor / champion the strengths-based approach within their organisation we support them via an all-Wales mentors' network. The network comes together on-line to share practice and learning. Membership consists of representatives from 19 local authorities and Credu Cymru (carers organisation). During 2021-22 the network has shared practice and discussion on following areas including outcomes focused case recording, running reflective practice groups, and safeguarding and strengths-based practice. Those who attend the network have provided extremely positive feedback and welcome the opportunity to share and learn from others.

**Resources to support leaders and managers of homecare providers** - Following partnership working with domiciliary care managers and people who lead and influence practice in domiciliary care, we have developed the resource; Understanding and using an outcomes approach: One-stop-shop for people who lead and influence practice in domiciliary care. This resource covers topics that managers need to know about such as cultural change and conversations with partners, including commissioners and inspectors. It also includes ways to support staff teams through recruitment, supervision, learning and reflection to embed strengths-based practice. This resource supplements the guides we have already developed for domiciliary workers, which are used to support staff who are completing the [All Wales induction Framework for Health and Social Care](#).

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

### **Why it is important?**

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.

### **Our impact**

As a national leadership organisation, working with others is central to how we operate, and partnership will be at the heart of the delivery of this business plan. We want to continue to ensure people and stakeholders are involved across our work. This will include having meaningful conversations with the people affected by our work, finding out what matters to them, and reflecting their views before decisions are reached. We have ensured that we are using our influencing role to support Welsh Government and other partners in improving systems and conditions for the social care sector. Some of these initiatives include;

Real living Wage: <https://gov.wales/social-care-fair-work-forum>

Anti-Racist Wales: <https://gov.wales/anti-racist-wales-action-plan>

Joint workforce strategy: <https://socialcare.wales/about-us/workforce-strategy>

Annual report on the progress of the strategy: <https://socialcare.wales/about-us/workforce-strategy/a-healthier-wales-workforce-strategy-annual-report-2021-22>

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 continue to work with our customers to make sure our services meet their changing needs. We continually 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.

### **Engagement**

More than 1.3m website page views. This has increased to more than 1.8m page views a year. Record number of page views recorded in February 2022: 175,300

6500+ followers on Twitter. We also have 4,500 followers on our Facebook page, which is rated 5 out of 5 by people who visit it.

### **Work in 2021-22**

**Strategic Plan** - Following a consultation on our future priorities during 2020-21 our Board approved our new Strategic Plan for 2022-2027. The Plan sets out our priorities and proposals for what we want to achieve, where we suggest we focus our

energies and how we want to work with people over the next five years to realise our vision. Considerable work has been done to ensure that our financial resources reflect our ambitions to support reforms to improve delivery and increase the sustainability of services across the social care and early years sector. We continue to evolve as an organisation and 2021-22 has been a year of consolidation to make sure we have effective and efficient services for our customers. We have recruited 40 new employees to develop existing workstreams and take forward new areas of work, and we have reformed and invested in some of our processes and infrastructure to improve efficiency of services.

**Digital by Choice** - We developed our Digital Strategy and our approach to Digital training and learning for the social care and early years sector. These set out a roadmap for what this means for the forward direction of the organisation, our users and services we offer to our customers. Several discovery reports were prepared to assist in developing our strategic thinking. In developing our online services, we want to make sure they align with our growing audiences and meet each of their needs in terms of content, accessibility and experience. In maturing our approach, we will aim for our users to select 'digital by choice' whilst still continuing to support those who need to access our service by alternative methods.



<b>Cyfarfod / Meeting</b>	<b>Board meeting</b>				
<b>Lefel dosbarthiad / Openness Level</b>	<b>Preifat / Private</b>		<b>Cyhoeddus / Public</b>		
	<input type="checkbox"/>		<input checked="" type="checkbox"/>		
<b>Dyddiad / Date</b>	<b>20.10.22</b>				
<b>Eitem Agenda Agenda Item</b>	<b>11</b>				
<b>Teitl / Title</b> <b>SCW/22/32</b>	<b>Annual equality report 2021-2022</b>				
<b>Awdur / Author</b>	<b>Gemma Halliday, Assistant Director Early Years, Welsh Language, Equality and Diversity</b>				
<b>Cyfraniadau Gan/ Contributions From</b>	Rhianon Jones, HR and Wellbeing Manager Andrew Bell, Programme Manager We Care Wales Malcolm Williams, Communications and Public Affairs Manager Kate Salter, Assistant Director Corporate Services Lisa Trigg, Assistant Director Research, Data and Innovation Bec Cicero, Improvement and Development Manager Jess Mathews, Improvement and Development Manager Owen Davies, Data and Intelligence Manager				
<b>Papurau Cefnogol / Supporting Papers</b>	<b>Appendix 1 - Annual equality report 2021/2022</b>				
<b>Gweithgaredd Cynllun Busnes / Business Plan Activity</b>					
<b>Gweithred / Action Required</b>	<b>Cymeradwyaeth / Approval</b>	<b>Darparu Llyw / Provide A Steer</b>	<b>Darparu Sicrwydd / Provide Assurance</b>	<b>Trafodaeth / Discussion</b>	<b>Craffu / Scrutinise</b>
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Argymhelliad / Recommendation</b>	To <b>discuss</b> and <b>approve</b> the draft Annual Equality Report for the financial year 2021/22.				
<b>Prif Bwyntiau; Materion Allweddol</b>					

<p><b>i Dynnu Sylw Atynt: Cwestiynau I'w Ystyried</b></p> <p><b>Main Points: Key Issues to Draw to Attention; Questions To Consider</b></p>	<p>The attached report covers work that was undertaken during 2021/22 to advance equality of opportunity for the nine protected characteristic groups, as set out in the Equality Act 2010. The publication of this report is a statutory requirement for Social Care Wales.</p>				
<p><b>Goblygiadau Risg y cynigion / Risk Implications of Proposals</b></p>	<p><b>Cyf Risg/ Risk Ref</b></p>			<p><b>Sgoriau risg gweddilliol Residual Risk Scores</b></p>	
		<p><b>Teitl y Risg / Risk Title</b></p>		<p><b>Likelihood</b></p>	<p><b>Impact</b></p>
<p><b>Asesiadau Effaith / Impact Assessments Considered</b></p>	<p><b>Cyfle cyfartal / Equality of Opportunity</b></p>	<p><b>Diogelu data / Data Protection</b></p>	<p><b>Iaith Gymraeg / Welsh Language</b></p>	<p><b>Arall / Other (e.g climate change / future generations)</b></p>	
	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>	
	<p>Equality impact assessments have been carried out for all required named projects within this paper. These impact assessments determine any potential impact projects may have.</p>				

## Annual equality report 2021-2022

### 1. Context

- 1.1 This report presents our Annual Equality Report for approval.
- 1.2 We are required by the specific equality duties to publish an annual equality report, and the attached report covers delivery against our [Strategic Equality Plan 2018-22](#).
- 1.3 This year's report is the last report against the previous Strategic Equality Plan which came to an end last year. Future reports will align to our current [Strategic Equality Plan 2022-2027](#).

### 2. Resource implications

- 2.1 The annual equality report was developed in-house by Social Care Wales staff. The delivery of our Strategic Equality Plan is a demonstration of collaborative working across the various directorates of Social Care Wales and engagement with those who share one or more of the protected characteristics<sup>1</sup> and with organisations who represent their interests.

Specific financial costs in terms of delivering on our equality objectives are captured and allocated with various programme and project budgets.

### 3. Risk and assurance

- 3.1 Social Care Wales is required to publish a report outlining its work in relation to meeting the requirements of the Equality Act 2010. If the report was not published within the required timeframe (by March 2023) then there is a risk of the organisation being in breach of its statutory duties and of reputational damage.

### 4. Engagement

- 4.1 In delivering our six equality objectives in 2021-22, we had extensive engagement with third sector organisations, as well as the workforce and users of care and support. Examples of this engagement are reflected within the Report.

### 5. Impact

- 5.1 Publishing our annual equality report is a demonstration of the actions we are taking to fulfil our equality objectives. The annual report demonstrates our

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<sup>1</sup> What are **protected characteristics**? Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief and sex.

commitment to advancing equality of objectives for individuals who use care and support, the workforce and our staff.



Gofal Cymdeithasol **Cymru**  
Social Care **Wales**

# **Annual equality report**

**2021-2022**



## Introduction

This Annual Equality Report sets out the progress Social Care Wales has made in delivering its six equality objectives during 2021 to 2022.

We are required by the specific equality duties (for Wales) to report annually on how we have met the general public sector equality duty (the general duty) as set out in the Equality Act 2010.

In 2018, we published our first [Strategic Equality Plan 2018-22](#) setting out how we, through our role and functions, will promote and advance the equality of opportunity for the communities we serve.

They are:

- people who use care and support, their families and carers
- the workforce who provide care and support
- our staff.

Although this report aims to provide a record of our work during the year against the actions outlined in this plan, we have since published a new [Strategic Equality Plan 2022-2027](#) which takes into account the impact of the coronavirus pandemic and supports alignment to Welsh Government's developing policies for those with protected characteristics, including the Anti Racist Wales Action Plan.

The Anti Racist Wales Action Plan adopts an anti-racist approach which means looking at the ways in which racism is built into policies, formal and informal rules and regulations, and the way Government works. It focuses on the ways in which racism affects the lives of ethnic minority people, such as their experience of racism in everyday life, service delivery, as part of the workforce and the lack of visible role models in positions of power.

The Goals and Actions in the plan cover policy areas across government, including chapters on social care and early years and childcare as well as a focus on leadership and representation within the Welsh Government and across public services. We are also anticipating the Welsh Government's LGBTQ+ action plan before the end of 2023 and will ensure our corporate aims and objectives enable us to support this action plan.

## Who we are

Social Care Wales was established in April 2017, bringing together social care workforce regulation, workforce development and service improvement in one organisation. 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.

Our vision is to make a positive difference for care and support in Wales for children, adults and their families and carers

## Relevant equality information

The Equality and Human Rights Commission's (the commission) non-statutory guidance on equality reporting states that:

“The annual equality report must specifically set out:

- the steps the authority has taken to identify and collect relevant information
- a statement on the effectiveness of the authority's arrangements for identifying and collecting relevant information.”<sup>2</sup>

We have in place effective arrangements for identifying and collecting relevant equality information about our staff and partners. We identify and collect this data from:

- the equality monitoring of our staff
- the Register of Social Care Workers (the Register)
- the National Social Care Data Set for Wales
- the provision of national training programmes.

Our aim is not simply to collect and access equality data, it is to embed equality evidence in our work. Collecting and using relevant information is a crucial part of meeting the general and specific equality duties. We want to make sure we have the best evidence possible to allow us to set meaningful objectives and carry out fully informed impact assessments.

## Equality objectives

The development of our six equality objectives was informed by people who use care and support, their families and carers.

As a listed public body, which is subject to the general duty, we **must**, in the exercise of our functions, have **due regard** to the need to:

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<sup>2</sup> The Equality and Human Rights Commission's non-statutory guidance on equality reporting

- eliminate unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act
- advance equality of opportunity between people who share a protected characteristic and those who do not
- foster good relations between people who share a protected characteristic and those who do not.

Equality objectives help focus attention on the priority equality issues in an organisation, so it can make improvements in policy making, service provision and employment, including the allocation of resources.<sup>3</sup>

## Achieving our equality objectives

To be an effective and transparent organisation, we regularly report on our performance and seek feedback. This annual report reflects the steps, actions and initiatives we have taken to achieve our six equality objectives.

### **Objective 1 – Raise awareness of the *Code of Professional Practice for Social Care (the Code)* among people using care and support, their families and carers**

#### **Why is this one of our objectives?**

- We want to make sure that people who use care and support, their families and carers know about the Code. The standards are there to help make sure people have the support they need to live their life in a way that reflects their needs.
- We have collected evidence that suggests there is little or no knowledge of the Code among people from a black and Asian minority ethnic background. With this starting evidence, we are committed to using a range of tools and resources to raise awareness of the Code among the diverse people who use care and support in Wales.

#### **What have we done to further this objective?**

- We have worked on the following specific areas to further this objective:
  - The codes promotional resources have been collated into a single point of reference on the [website](#). Welsh and English content has been reviewed and revised and include a new information on safeguarding with a new narrative for the Social Care Wales website also completed. As part of this process, we have translated the codes leaflet into 13 other languages to allow greater accessibility.

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<sup>3</sup> [Objectives and the Equality Duty: A Guide for Public Authorities](#), Equality and Human Rights Commission, 2014

- Sessions for raising awareness of the codes amongst children and young people were held to support them in understanding their rights when receiving support from social care workers. This included Initial 'getting to know you' meetings with agency sector partners occurred. There were initial introduction meetings with stakeholder agencies to discuss the task in hand and to agree their attendance on a stakeholder focus group. A brief set of questions have been developed and disseminated amongst members of the stakeholder focus group to be shared with children and young people asking them about their knowledge of social care workers registration and adherence to the codes.

## **Objective 2 – Research and share good practice that supports improved outcomes for people who use care and support**

### **Why is this one of our objectives?**

We want improved outcomes for children and adults who use care and support, their families and carers. We want to understand and share good practice that responds to the care and support needs of the diverse communities of Wales.

### **What have we done to further this objective?**

- We have developed a toolkit to support regions to use the Good Work Learning and Development framework. This includes a focus on rights-based approaches and being sensitive to cultural diversity, ethnicity and equality. This toolkit is available on our webpage <https://socialcare.wales/service-improvement/dementia-care-and-support-learning-and-development-implementation-toolkit>
- We've developed learning outcomes for dementia and hearing loss.
- Dementia Reablement Resource - This is a practice-based resource to help those supporting people living with dementia in their own home. This includes practical examples for supporting people living with dementia from black, Asian and minority ethnic communities.
- Our dementia and covid 19 webpages contain a specific section on working with people from black, Asian and minority ethnic communities <https://socialcare.wales/service-improvement/dementia-and-covid-19#section-36203-anchor>
- We facilitate a National Mentors Network that brings together those in the social care sector who are championing strengths-based practice across Wales. The network shares good practice in relation to the holistic approach taken to supporting individuals, focusing on what matters to them, understanding their attributes, strengths and cultural diversity and factoring this into how best to support them.
- We have developed guidance to support outcomes-focused case recording 'friend not foe'. Case recording is the 'bridge' between what matters and the

decisions that are made. The guidance reinforces the need to focus on the individual and record in their own words and language what's important to them and how they would like to be supported.

### **Objective 3 – Support the sector to achieve a diverse and representative workforce**

#### **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.

People who use care and support have told us that a diverse workforce brings a range of ideas, experiences and skills that has a positive effect on the way care is provided. They also told us it is vital to promote social care as a valued profession and to make a range of entry routes available for people to join the sector. We are committed to supporting the sustainability of the workforce by developing and implementing the workforce strategy for health and social care and producing resources to support employers and the workforce.

#### **What have we done to further this objective?**

- Within the WeCare Wales programme we continue to promote diversity across the workforce through examples captured on film, imagery and then shared online or through social media.
- It is critical the work of this national programme is inclusive and accessible for all, and we actively seek out where possible individuals that highlight this aspect.
- To highlight diversity in the care workforce we have developed a TV campaign (We care, will you?) featuring a care worker from a minority ethnic community. This advert was run across national broadcast channels as well as through social media. To also highlight males working in the care sector we ran in parallel a second TV advert featuring a Welsh-speaking male care worker. Throughout our ongoing case studies developed we continue to showcase diversity in its many aspects. An example can be seen in a recent case study highlighting the Introduction to Social Care ([www.wecare.wales/case-study/uchenna-chukwuoma/](http://www.wecare.wales/case-study/uchenna-chukwuoma/)).
- The work of WeCare Wales also directly supports recruitment and we have run sessions with black, Asian and minority ethnic communities and actively promote the vacancies to all through the WeCare Wales Jobs Portal ([www.wecare.wales/jobs](http://www.wecare.wales/jobs)).

## **Objective 4 – To make sure equality, human rights, dignity and respect continue to underpin social care training**

### **Why is this one of our objectives?**

Social care in Wales is changing. More people with protected characteristics need care and support and are rightly demanding care and support that meets their needs. So, it is essential that equality is at the heart of the workforce's training.

We want to make sure the workforce is supported and provides social care in line with the law, and that its practice reflects the principles of the Social Services and Well-being (Wales) Act 2014.

### **What have we done to further this objective?**

- We have delivered workshops on preparing for leadership and management of health and social care – aimed at learning providers. The first module had a significant focus on rights-based approaches, equality, diversity, human rights, strengths-based assessments etc. The workshop was attended by 50 learning providers who are delivering the leadership and management of health and social care qualification.
- Our introduction to Social Care programme continues and is aimed at those seeking employment in adult social care, the first day of training covers an introduction to person centred practice, rights-based approaches, equality and diversity, Code of Prof Practice, Principles of the Act, Active Participation.

## **Objective 5 – Recruit and retain a representative workforce with the skills and knowledge to support and promote equality of opportunity**

### **Why is this one of our objectives?**

Our workforce (in Social Care Wales) is our most valuable resource. We are committed to advancing equality and diversity, and eliminating all forms of discrimination, victimisation and harassment in the workplace.

A more diverse workforce that better reflects the communities we serve remains at the heart of our efforts to create an inclusive and learning workplace. We want our staff to be aware of their responsibilities for advancing equality of opportunity and developing good relationships. We will achieve this through training and development.

### **What have we done to further this objective?**

We received a 53% return rate on our equalities monitoring form in relation to recruitment applications (as included in our application pack). This is up 14.5% from last year

Below is a snapshot of what that information tells us about the diversity profile of our applicants:

- *61% of applicants identified as female, 38% as male and 1% selecting other*
- *We have a relatively even spread of applications across the age ranges 16 – 49, accounting for 85% of applications, with the remaining 15% between 50 - 64.*
- *8% of applications were from people with disabilities.*

We are currently analysing the remaining equality data in more detail, and this will inform our annual equalities monitoring as part of the Strategic Equality Plan.

We will use this information to plan additional actions we can take to remove any actual or perceived barriers faced by groups who are currently underrepresented in our workforce, as part of our plan for 2022/23.

## **Objective 6 – To expand and improve the ways we communicate and engage with the public and the workforce**

### **Why is this one of our objectives?**

It is important for us, as a public leadership organisation, to increase and improve our engagement with people who share one or more of the protected characteristics if we are to realise our vision.

We play a crucial part in bringing people together to improve the quality of care and support across Wales, and it is important we do so in a manner that reflects our value of encouraging and enabling everyone to work together. Connecting with diverse communities in a meaningful way enriches our shared knowledge and enables us to achieve our aims by working with people.

### **What have we done to further this objective?**

We have continued to work on making our website compliant with the Public Sector Bodies (websites and mobile applications) (Number 2) Accessibility Regulations 2018, by working on outstanding actions in our accessibility statement.

There are specific actions we have taken to improve accessibility. Firstly, we have upgraded and simplified our website's content management system, which will address most of the technical issues affecting the accessibility of the website.

Secondly, we have carried out a detailed audit of content on the website, particularly inaccessible PDF documents, which we have either removed, upgraded or converted into web pages.

Lastly, we are now also putting most of our new content on web pages, which is much more accessible, particularly for users who may have to use screen readers and those visiting our website from mobile devices.

## Equal pay

We carry out an equal pay review each year to find out if there are any actual or potential inequalities relating to pay within the organisation – and if there are any actions, to act on to address them.

We check we are not directly or indirectly discriminating against any employee or group of employees through our pay systems.

The audit covers the nine protected characteristics as identified by the Equalities Act 2010:

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

On 20 June 2022, our gender pay gap was **11.52%** (median) which is a reduction of 5.12% from the previous year (16.64%)

The current UK average is 15.4%.

We believe our pay gap can likely be explained by an overrepresentation of women across the organisation as a whole and in the lower paid grades, with 75% of women represented in the lower quartile. We have seen an increase in men in the lower quartile this year, which explains why the gap has reduced.

## Procurement

As a listed public body, we have a responsibility to make sure equality is central in our procurement processes and we make sure all suppliers are aware that they must respect our commitment to eliminate unlawful discrimination, promote equality of opportunity and be transparent.

We also demonstrate our commitment to sustainable development in our procurement processes and activities. During the procurement strategy and planning phase, we:

- develop a value-for-money criteria that considers short- and long-term economic, environmental and social impact
- specify the information we want from prospective suppliers so we can apply those criteria fairly



- work with suppliers to identify more sustainable ways of meeting needs
- welcome innovative solutions from suppliers, including small and medium enterprises.

We have assessed our procurement framework against the commission's non-statutory guidance on procurement. Following the assessment, we will:

- develop a Sustainable Risk Assessment Tool by 31 March 2022 for assessing equality relevance at the development stage of a tender. This tool will cover equality considerations by considering the social, economic and environmental impacts of the services or goods we procure. Whilst this was originally scheduled for 2022, due to staffing capacity this has not yet been implemented but is being reviewed with an ambition to be developed and used for financial year 2023/2024. Although this plan has been superseded, we will continue to work on this action.
- depending on the results of the Sustainable Risk Assessment, we will consider a potential supplier's approach to equality in its employment practices and service delivery in our tender evaluation and contracting processes. We will test these questions by pre-qualification or by embedding them into the award criteria.

## **Welsh language commitment**

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 five-year plan 2022-2027*.

Our Welsh Language Scheme (Welsh Language Act 1993) and the Welsh language standards set out how we will need to treat the English and Welsh languages on an equal 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.

## Contact details

We welcome comments about this annual report. If you have any comments or want to inform our work on achieving our *Strategic equality plan* and equality objectives, please contact:

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Additional information

## Equality information from our staff

We carry out an equality and diversity survey about our staff. We do this by encouraging staff to update their diversity profile before the annual equality pay audit.

### Organisation diversity profile

	134 staff <b>June 2021</b>	172 staff <b>June 2022</b>
<b>Gender</b>		
Male	25.37%	<b>29.65%</b>
Female	74.62%	<b>69.76%</b>
<b>Gender identity*</b>		
Cisgender	-	<b>7.5%</b>
Transgender	-	<b>1%</b>
<b>Age</b>		
18-21	1.49%	<b>0</b>
22-29	17.16%	<b>23.35%</b>
30-39	32.08%	<b>28.14%</b>
40-49	20.14%	<b>23.35%</b>
50-59	25.37%	<b>21.55%</b>

60+	2.98%	3.59%
<b>Religion</b>		
Prefer not to answer / not declared	36.5%	37.79%
Atheist	7.46%	5.81%
Agnostic	4.47%	3.48%
Christian	21.64%	24.21%
Hindu	-	0.58%
None	27.31%	26.74%
Other (not specified)	-	1.16%
<b>Sexual orientation</b>		
Bisexual	0.74%	1.16%
Homosexual	2.23%	1.16%
Heterosexual	59.7%	55.81%
Pansexual	-	1.16%
Prefer not to answer / not declared	37.3%	40.69%
<b>Disability</b>		
Yes	6.71%	8.72%
No	58.2%	51.74%
Prefer not to answer / not declared	35.07%	39.53%
<b>Race</b>		
Prefer not to answer / not declared	36.56%	51.17%

Any white background	42.53%	<b>46.51%</b>
White and Black African	1.49%	<b>1.16%</b>
Black Caribbean	0.74%	<b>0.58%</b>
Asian Bangladeshi	0.74%	<b>0.58%</b>

\*In previous years staff were only given the option of Male or Female for their gender, but we have added a category called gender identity to expand on the options available which reflect the diverse range of gender identities. We await updated census data to inform our data collection moving forward. Current available data from across Wales is limited.

## Diversity profile of the people on our Register

We monitor the protected characteristics of all those on our Register. We also gather information about the Welsh language skills of the people who are registered with us. We publish data profiles each year, which are based on the information provided by applicants registering and renewing their registration with us. You can find more information about this on [our website](#).

Below is a snapshot of equality data from September 2022 of the registered workforce, excluding adult care home workers who are not required to be registered until October 2022:

Ethnicity	
White, White British, White Welsh, White Irish	94.2%
Any other White background	1.2%
Black African	1.0%
Black or Black British African	0.5%
Other Ethnicity	0.5%
Mixed White and Black Caribbean	0.5%
Any other Asian background	0.3%
Indian	0.2%
Mixed ethnic group	0.2%
Mixed White and Asian	0.2%
Black or Black British Caribbean	0.2%
Asian or Asian British Indian	0.2%
Any other mixed background	0.1%
Mixed White and Black African	0.1%
Black Caribbean	0.1%
Asian or Asian British Pakistani	0.1%

Asian or Asian British Bangladeshi	0.1%
Pakistani	0.1%
Bangladeshi	0.1%
Any other Black background	0.05%
Chinese	0.04%
Chinese British	0.03%
Any other Chinese background	0.01%
Irish traveller	0.01%
Chinese or Chinese British Chinese	0.00%

<b>Percentage who provided ethnicity data</b>	<b>84.5%</b>
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## National Social Care Data Portal for Wales

We gather social care data from across local authorities and other organisation and publish it on the [National Social Care Data Portal for Wales](#). We recently re-launched the portal to make it easier to use and to allow us to develop it in line with the needs of people who work in social care in Wales. Our ambition is that the portal becomes the first port of call for anyone seeking data and insight on social care in Wales. We will continue to develop the portal by adding new data and finding new and creative ways of presenting it for our different audiences.

We would welcome any feedback you have about the catalogue. Get in touch and let us know what you think by emailing [data@socialcare.wales](mailto:data@socialcare.wales).



<b>Cyfarfod / Meeting</b>	<b>Board meeting</b>	
<b>Lefel dosbarthiad / Openness Level</b>	<b>Preifat / Private</b>	<b>Cyhoeddus / Public</b>
	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Dyddiad / Date</b>	<b>20.10.22</b>	
<b>Eitem Agenda Agenda Item</b>	<b>12</b>	
<b>Teitl / Title</b>  <b>SCW/22/33</b>	<b>Board development sessions synopsis</b>	
<b>Awdur / Author</b>	<b>Llinos Bradbury, Board Secretary</b>	
<b>Cyfraniadau Gan/ Contributions From</b>		
<b>Papurau Cefnogol / Supporting Papers</b>	<b>Appendix 1 – Board development sessions synopsis</b>	
<b>Gweithgaredd Cynllun Busnes / Business Plan Activity</b>		
<b>Argymhelliad / Recommendation</b>	The Board development sessions synopsis is for <b>information</b> only.	
<b>Prif Bwyntiau; Materion Allweddol i Dynnu Sylw Atynt: Cwestiynau I'w Ystyried</b>  <b>Main Points: Key Issues to Draw to Attention;</b>		

<b>Questions to Consider</b>					
<b>Goblygiadau Risg y cynigion / Risk Implications of Proposals</b>	<b>Cyf Risg/ Risk Ref</b>			<b>Sgoriau risg gweddilliol Residual Risk Scores</b>	
		<b>Teitl y Risg / Risk Title</b>		<b>Likelihood</b>	<b>Impact</b>
	N/A				
<b>Asesiadau Effaith / Impact Assessments Considered</b>	<b>Cyfle cyfartal / Equality of Opportunity</b>	<b>Diogelu data / Data Protection</b>	<b>Iaith Gymraeg / Welsh Language</b>	<b>Arall / Other (e.g climate change / future generations)</b>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Not applicable for Board development sessions				

## **Board development sessions synopsis**

### **1. Context**

1.1 Alongside formal Board meetings during the year the Board also hold regular Board development sessions (monthly 3hr sessions). The development sessions provide an opportunity for Board members to:

- Receive information on workstreams or projects;
- Provide input during the development of pieces of work;
- Interact and ask questions with staff who lead on various projects or workstreams;
- Receive updates and presentation from external stakeholders;
- Undertake necessary training;
- Receive updates from the Executive Management Team;
- Provide the opportunity for Board development and share insight and experiences with each other (through perspective from a Board member item).

1.2 The appendix to this paper provides a summary of the items discussed at Board development sessions since the last Board meeting in July 2022.

### **2. Resource implications**

2.1 The Board Secretary coordinates and organises the Board development session and is included within the workplan for the Corporate Governance team on an annual basis. The Executive Management Team attend all Board development sessions and lead on sessions as necessary.

2.2 Board members attend the development sessions as part of their 24 days a year which is allocated to their roles as Board members.

### **3. Risk and assurance**

3.1 The Board development sessions ensure that Board members receive the necessary information, development and training to undertake their roles effectively, without these sessions there would be a risk that the Board wouldn't be operating as effectively as it could.

### **4. Engagement**

4.1 There is a forward plan for the Board development sessions which is reviewed and discussed at the quarterly Chairs Coordinating Group meetings.



The development sessions provide the opportunity for informal engagement with the social care sector and relevant stakeholders, and this is an area that will have a particular focus going forward following feedback from the Board.

## **5. Impact**

- 5.1 The best Boards – those that fulfil their duties most effectively embrace a culture of continuous improvement and development, underpinned by rigorous evaluation<sup>1</sup>.

The Board development sessions ensure that the Board members are able to undertake their roles and responsibilities providing the opportunity for informal discussions, input on strategic developments as well as undertaking and necessary training and development for the Board.

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<sup>1</sup> The Good Governance Institute

Development session	Item	Impact
September 2022	Health Technology Wales update	Board Members received a presentation from the Chair of Health Technology Wales which provided them with an overview of the work of the organisation as well as work that has been undertaken jointly between Health Technology Wales and Social Care Wales.
	WCVA – overview of role and how the voluntary sector contributes to social care and early years, including the development of the volunteering framework in Health and Social Care	The presentation from WCVA provided the Board with an update on WCVA’s work in supporting volunteering, the voluntary sector and social care.
	Impact Report 2021-22	This session provided the Board with an opportunity to review the narrative and data used as the basis for the Impact Report 2021/22 which will be approved by the Board at its October meeting.
October 2022	Insights® Discovery Development	<p>The Board undertook an Insights® Discovery session to further develop the understanding of Board effectiveness.</p> <p>The learning outcomes from the session were:</p> <ul style="list-style-type: none"> <li>• Build self-awareness and social awareness – how perceptions and preferences influence the way we work together, view and relate to each other.</li> </ul>

		<ul style="list-style-type: none"><li>• Understanding how team performance and effectiveness can be maximised by recognising and using the strengths of colleagues.</li><li>• Focus on team building and cohesion – some new changes to membership.</li><li>• Use Insights to identify any gaps or stretch areas for further development.</li></ul>
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