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

**PUBLIC BOARD MEETING**
**21 October 2021**
**Virtual Zoom meeting**
**09:30 – 13:30**

| **Public session** | | | | **Page** |
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**For discussion:**

**Date of next meeting:**

**Thursday 3 February 2022**

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

**PUBLIC BOARD MEETING**
**15 July 2021**
**Virtual Zoom meeting**
**09:30 - 13:00**

**Present:**

| **Board Members:** | **Social Care Wales Officers:** |
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| Mick Giannasi (Chair item 1 – 10) | Sue Evans (Chief Executive Officer) (item 1-10) |
| Carl Cooper | Andrew Lycett (Director of Finance, Strategy and Corporate Services) |
| Damian Bridgeman | |
| Donna Hutton | David Pritchard (Director of Regulation) |
| Emma Britton (item 1-11) | Sarah McCarty (Director of Improvement and Development) (item 11-13) |
| Grace Quantock | |
| Jane Moore | Geraint Rowlands (Assistant Director Finance & ICT) |
| Jo Kember (Chair item 11-13) | |
| Kate Hawkins | Kate Salter (Assistant Director Corporate Services) |
| Maria Battle | Rhianon Jones (HR and Wellbeing Manager) |
| Peter Max | Malcolm Williams (Communications and Public Affairs Manager) |
| Rhian Watcyn Jones | |
| Simon Burch | Llinos Bradbury (Governance Senior Officer - minutes) |
| Trystan Pritchard | |

**In attendance:**
Steffan Wiliam, Cymen (simultaneous translation)
Lora Payne
Ffion Henderson-Jones

**Public session:**

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

i. The Chair welcomed everyone to the meeting and advised that Steffan Wiliam was standing in for Aled Jones providing the simultaneous translation at this meeting, Ffion Henderson-Jones was also attending as part of her induction, having recently started as a HR and Wellbeing officer. The Chair encouraged those who were able, to contribute in Welsh and make use of the simultaneous translation available.

ii. The Chair reminded the members that he and SE would be leaving the meeting at 11:30 to meet with the Minister and Deputy Minister for Health and Social Services. JK will Chair the Board meeting from item 11 onwards.

iii.    The Chair informed the Board members that like the April meeting, the section on meeting effectiveness would be captured using a Jamboard where three questions had been asked, and the comments will be picked up at the end of the meeting.

## 2.    Apologies and Declarations of Interest

i.    Apologies were noted from Abigail Harris; Sarah McCarty would join later as she was attending the ADSS Cymru Summer Festival.

ii.    No new declarations of interest were declared.

## 3.    Minutes of the Board Meeting 29 April 2021

i.    The minutes of 29 April 2021 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 progress which had been made against outstanding actions since the last meeting.

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

## 5.    Update from Committee Chairs

i.    As Chair of the Audit and Risk Committee, RWJ provided a summary of the discussions at the June Committee meeting and highlighted the following:-

- An additional meeting of the Committee was held on 7 July to consider the annual report and accounts which was on the agenda for approval;
- The Committees congratulated the organisation on positive internal and external audits throughout in what has been a difficult year;
- An appeal was made by the Committee for a better balance in the papers between the essential reading and what could be read as additional information if Committee members wanted further detail;
- Members has asked that the Chairs Coordinating Group (CCG) re-visit the scheduling of Committee meetings. Two meetings in one day was felt too much whilst working virtually.

ii.    DB chaired the June Committee meeting of the Improvement Committee and said that the detailed minutes are on the portal for members to read. He also highlighted the point made by RWJ about the need to look at the balance within papers and to identify where further information could be provided separately to the essential reading for the meeting.

iii. PM also highlighted the following issues which had been discussed during the Committee meeting:-

- A helpful discussion had taken place on the data strategy and there was recognition of the wider engagement required to support this work; there may be an opportunity here to link with the new Chief Digital Officers;
- Concerns were raised by the Committee on the numbers of people accessing the Employee Assistance Programme (EAP) service; these were low with relatively high associated costs due to the volume of potential assistance being required. The committee will keep the issue under review;
- Members identified the need for the organisation to be clearer on what could be achieved by March 2022 in relation to the Workforce Strategy;
- A theme emerged around being able to demonstrate the impact of the work being undertaken by the organisation.

iv. SE added that the concern which had been raised about the low take-up numbers for the EAP had been discussed internally. However, it was important to recognise the initial difficulty in getting people to engage as this support had not been previously available. She also said that funding had only been confirmed until December 2021, with discussions taking place about a possible combined health and social care EAP going forward.

v. SE said that she had recently met with Jonathan Griffiths as President of ADSS Cymru, and he had mentioned the need to concentrate on the direct care workforce element of the workforce strategy. Members were reminded that the direct care workforce and Social Work workforce plans are focused on within the business plan to be developed this year.

vi. In relation to impact and specifically in relation to the attraction, recruitment and retention campaign, SE had asked those leading on the campaign to see if there are other relevant jobs portal for comparison, alongside developing more reporting functionality from the existing jobs portal.

vii. CC thanked SE for her helpful response; he felt the issue of impact was a wider one and one that is often discussed within meetings as it is difficult to measure. However, it is important to be able to differentiate between impact and the activity when considering data and ensuring that this difference is clear within the reports received.

viii. The Chair thanked CC for his comments. He acknowledged that the question of measuring impact was something that had been discussed for some time and opportunities to strengthen this aspect will evolve as the performance framework for the new strategic plan is developed.

ix. As Deputy-Chair of the Regulation and Standards, GQ highlighted the following issues which had emerged from the last meeting:

- Detailed scrutiny was provided to the Regulation progress report;
- The Committee noted a decision that the process of removing debtors, which was suspended during COVID, would now re-start;

- There was an acknowledgement that whilst Registration Team performance was currently good, future pressures created by the registration of the adult care home workers and potential increase in referrals from domiciliary care workers for the Fitness to Practise (FtP) team would need to be managed;
- An update had been received on the programme of work for 2021-22.

x.   DB asked how many debtors there were on the register and the impact this would have on providers should workers be removed. DP said that approximately 10% of the domiciliary care register were in arrears. However, this was not unexpected given the turnover rate within the sector and most likely reflects those who have left the sector over the last year. There was a duty on the organisation to retain an accurate Register and whilst removing debtors had been paused due to COVID, there was a need to reinstate the process to ensure accuracy going forward. DP reassured the Board that the necessary checks are being undertaken before removal from the register.

ix.   There were no further comments or questions from the updates provided.


**6.   Context Setting and Key Messages from the Chief Executive**

i.   In terms of the context for today's meeting, SE provided the following update:-

- The programme for Government had recently been published and EMT had been looking in detail at the involvement of Social Care Wales in the various activities; the Chair and SE were meeting with relevant partners over the next few months which provided the opportunity for further discussion on the programme for Government and opportunities for joint working.
- The organisation was working alongside the Sponsor team at the Welsh Government to develop the social care recovery plan and the wellbeing of the workforce was a priority. The plan was due to be launched prior to recess by the Deputy Minister and once published would be shared with the Board; **ACTION**
- Members of the senior team were involved in 'Building a Healthier Wales', led by Public Health Wales, which focussed on prevention and early intervention. The most recent meeting focussed specifically on COVID and health equity;
- The Business Plan for 2021-22 was now with the Welsh Government Sponsor team to share with the Deputy Minister for approval;
- The Equality Plan 2022-27 was currently being consulted upon;
- A pilot for a return to office working was due to start the following week. This would run 6 weeks with around 25 staff members and the learning will inform any future potential hybrid model of working.

ii.   In terms of the agenda for the meeting, SE highlighted the following:-

- A good debate had taken place at Audit and Risk Committee on the Annual Report and Accounts with members comments being helpful in producing the final version being considered later in the meeting. It had not been possible to share a tracked changed version due to the format and the software being used. However, she assured members that all contributions had been considered and incorporated where appropriate;

- It was pleasing to see the organisation operating within the 5% tolerance as part of the equal pay review; the organisation also mirrors the sector, with a significantly higher proportion of female workers in comparison to male;
- The revisions to the Scheme of Delegation are part of the work of strengthening our governance;
- The new Strategic plan has been deliberately delayed pending the Senedd elections and the publication of the new programme for Government;
- The Strategy will be kept at a high level describing the direction of travel and outcomes desired, with further detail included within the annual business plans;
- The Strategic Plan will build on discussion at development sessions as well as support from critical friends such as Cordis Bright and Grant Thornton;
- Within the Strategic Plan, there will be outcomes that the organisation is accountable for and others where it may only contribute towards or influence others to act. It will be important that it is clear within the document where there is direct control and accountability for the organisation and where there is not;
- The Strategic Plan will be the overarching plan supplemented by several other supporting plans such as the Equality Strategy, the refreshed Research and Development Strategy, Data Strategy, Digital Strategy. It will also be aligned to the Workforce Strategy;
- The new Strategic Risk Management Policy has been agreed by Audit and Risk Committee and as this is developed, there will be the opportunity to differentiate between risks for the organisation and risks to the sector which may require the organisation to use its influencing role.

iii. There were no questions or comments from members. The Chair thanked SE for the updates and for setting the context for the meeting.


## 7. Draft Annual Report and Accounts 2020-21, Audit of Accounts Report

i. GR introduced the paper. He confirmed what the Chair of Audit and Risk Committee had said earlier in the meeting, i.e. that the draft report had been scrutinised at a meeting of Committee meeting on 7 July and members had recommended the report for Board approval. At the time of the Committee meeting, there had been an issue in relation to a delay in receiving confirmation of receipt of the RCT pension fund evaluation. However, Audit Wales were able to provide a verbal update at the meeting that this had now been received and the audit had been concluded satisfactorily.

ii. GR thanked members of the Audit and Risk Committee for their comments on the report and apologised that tracked changes could not be applied on this document due to the design of the software being used. However, he hoped that members could see their comments reflected in the updated version. A further amendment was required on page 41 in relation to the number of people who were subject to allegations that called into question their fitness to practise.

iii. GR drew members attention to the audited elements of the accounts at page 71; he said that the fair pay disclosure ratio had decreased this year reflecting that the median remuneration has moved one scale point within the salary scale. Page 72 referred to staffing and staff numbers with staffing costs having increased by 9% due to staffing at whole time equivalent increasing by 4-5% over the year.

iv.     GR provided an overview of the statement of comprehensive net expenditure and the statement of financial positions on pages 81-82 of the report. The training and support budget was in line with 2019-20 expenditure due to the allocation of additional funding to the regional facilitation grant as previously reported to Board. The non-grant expenditure had increased by half a million pounds reflecting additional monies in Grant in Aid (GiA).

v.      The workforce regulation budget had also increased, reflecting the domiciliary care workforce on the Register and additional hearing and panel costs. Administration costs had decreased by around £200k mainly due to significantly decreased travel and subsistence claims. Apprenticeship certification income had decreased from £132k to £73k reflecting lower activity due to COVID. The pension actuarial remeasurement was lower as described in the report.

vi.     As Chair of the Audit and Risk Committee, RWJ confirmed that the Committee had looked at various iterations of the report and was pleased to see that members' comments had been considered. RWJ felt that the report had matured over the past few years and had become more user friendly during that time.

vii.    The Chair said that Audit Wales would normally attend the meeting in person; however, on behalf of the organisation, Tracy Veale had offered her apologies to the meeting. She had asked the Chair to emphasise Audit Wales appreciation of the way in which the accounts are managed, and the cooperation received from GR and his team. She asked for her thanks to be passed on which the Chair did.

viii.   The Chair invited questions or comments from members in relation to the report:

- PM drew attention to the lack of reference within the report to pay, terms and conditions of service and commissioning within the sector. This had been discussed at Committee, but he still felt that impact of the challenging 'financial environment' which the sector was facing would not sufficiently clear those reading the report.
- SE responded saying that the issues PM had highlighted were outside the organisation's control. The annual report and accounts were about the organisation's performance rather than the sector and issues that affect them. SE said that a statement could be added about Fair Work and agreed to discuss this further with PM outside the meeting. **ACTION**
- JM thought that the report was comprehensive, clear, accessible, and impressive. The report referenced a 51% reduction in the downloading of resources from the website and wondered whether this was due to COVID or another reason?
- MW confirmed that the change in the number of downloading of data was a continuation of a trend which had been occurring for a few years; tracking systems within the website show more and more visitors accessing the regulatory aspects of our work compared to the improvement side of the website. An external organisation has recently looked across the whole of Social Care Wales's systems and the research undertaken has shown that those who access our systems would prefer an offer which is more tailored to their individual roles. This had highlighted the opportunity to provide better signposting to resources through SCWonline which was currently being explored;

- JM pointed to some errors on page 44 with the repeating of words which acknowledged and would be amended;
- Building on a point made earlier by SE, GQ emphasised the need for the document to clearly indicate where the organisation had been listening and influencing rather than leading so that accountability was clear.

ix.     The Chair thanked members for their comments. Subject to the minor amendments which had been discussed and agreed, the Board **approved** the Draft Annual Report and Accounts and noted the Audit of Accounts Report.


**8.     Chair of Audit and Risk Committee Assurance Report to the Board**

i.      As Chair of the Audit and Risk Committee, RWJ presented the report. She hoped that the report was self-explanatory but wished to highlight the development of a new risk assurance framework which was approved by the Committee at the June meeting which the Board would see reflected in changes to the risk register going forward. It was also pleasing in terms of its internal and external audit programme to see the organisation continuing to do well and the see the positive response where further attention was required. RWJ was happy to answer any questions or comments or additional comments for members of the Committee.

ii.     Commenting as a member of the Committee, KH said she thought it had been a good year and the volume of work which had been discharged was impressive, particularly considering the different working arrangements enforced by remote working. KH wished to highlight the importance of the extension of the contract of Deloitte as internal auditors up until March 2022 as the stability of the working relationship has been important during this time. KH asked when the market testing would begin to secure internal auditors from April 2022.

iii.    AL said that the tender process would start at the end of September with a recommendation being prepared for consideration the December Committee meeting. The Committee had agreed that the Chair of the Audit and Risk Committee would be involved in the interview process. A notice of intention to tender would go out by the end of July to test the market as many of the larger organisations have started to withdraw from the market over the last few years and there may be a need to engage more with medium sized firms to get an appropriate response to the tender.

iv.     SB wished to take the opportunity to thank RWJ for her leadership of the Committee over the last 4 years as her term comes to an end in March 2022. The Chair echoed the comments and noted that the process to replace the Chair of the Committee had begun, to ensure succession planning and continuing momentum.

v.      JM asked whether there was a need to mention that there was no longer a Remuneration and Wellbeing Committee within the report. SE confirmed that the Committee remains but as an ad-hoc Committee. JM also asked whether observers to Board and Committees should be added to the attendance list in the spirit of transparency, given the informal mentoring arrangements that are currently in place.

vi.   The Chair said that the arrangement had been fully documented and was in line with expectations from Welsh Government; the arrangements recognised the need to ensure fairness and access to the Board would be constrained as an opportunity to join the Board becomes live. The Chair confirmed that he was happy to discuss further with JM should reservations still exits.

vii.  The Chair thanked the members for their comments and questions and Members agreed that they had **discussed and approved** the Annual Chair of Audit and Risk Committee Assurance Report.


**9.    Equal Pay Review 2021**

i.    In presenting this paper, RJ said that the equal pay review was undertaken in September which was slightly later than usual. However, for 2022, it would be done in March or April, in line with the normal schedule.

ii.   The purpose of the review was to ensure that employees were receiving equal pay for equal work and to explain the reasons for any differences. Although there was no legal obligation for organisations the size of Social Care Wales to do so, the organisation reported its gender pay gap because it was good practice to do so.

iii.  The gender pay gap had reduced since the last report and at just over 16%, was less than the UK average. The gap was most likely explained by the over representation of females within the lower pay grades. Since the review, offers of appointment had been made to males on the lower paid grade which might reduce the gap at the next reporting period. To seek to reduce the gap, appointing managers had been reminded of the need to have a gender balance on recruitment panels and unconscious bias training had been rolled out to all staff and managers.

iv.   Based on the information provided by staff, there was no evidence of discrimination based on protected characteristics. There had been a slight increase in the number of staff declaring their equalities data; however, work was being done with the Equality, Diversity and Inclusion Group to try and increase this further. DB and EB had been involved in the discussions around this.

v.    The Chair asked for any questions or comments and the following points were raised:

- TP asked why the gender pay gap had decreased significantly from March 2021 to June 2021. RJ confirmed that this was due to male employees leaving the organisation during that period. Given the relatively low numbers of staff, one or two leaving could result in significant percentage changes.
- EB welcomed the gender pay gap being undertaken even though it is not legally required as it provides an opportunity for monitoring. She reflected on a recent conversation between herself and RJ and was appreciative of the insight provided. She was also pleased to hear that more males had been appointed at the lower grades within the organisation.

- DB highlighted a recent conversation between himself and RJ where they had discussed the collection of equalities data. Currently this was collected through the online HR system and the data was only made available for members of the HR team to view. However, it had been proposed that on a trial basis, the data would be depersonalised and made available to all staff in to see whether this encouraged a higher level of completion. DB felt that this would provide a useful insight into whether staff preferred to complete the information anonymously.
- JK was surprised that the survey was not anonymous as all the organisations she had worked with adopted that approach; as such, she felt that the work which was planned might be revealing. SE confirmed that staff surveys were undertaken anonymously. However, information about which members of staff had completed the survey could be identified through the HR system.

vi.    The Board agreed that it had **discussed and noted** the report and it was **approved for publication** on the organisation's website.


## 10.    Scheme of Delegation

i.    Introducing this item, GR said that the report had already been discussed at the Audit and Risk Committee meeting in June. The background was that in recent years, the number of responses received to tenders had become increasingly limited; this had been particularly prevalent during the first quarter of 2020-21. The proposed changes to the scheme of delegation which were set out in the paper had been developed as a response to this problem.

ii.    The effect of the proposed changes was that for tenders between £10k and £25k, quotes would be obtained, rather than there being a requirement, as was currently the case, for a full tendering exercise. This would bring the organisation in line with practice in Welsh Government and other public sector bodies. This proposed change had been approved by Audit and Risk Committee in accordance with the scheme of delegation and the Standing Financial Instructions had been amended to reflect this; however, Board approval was needed to reflect this change in the Scheme of Delegation.

iii.    There were no questions or comments from members and the Board **approved** the amendment to the Scheme of Delegation as recommended by Audit and Risk Committee.

**Note:** MG and SE left the meeting at this point with JK chairing the rest of the meeting.

## 11.    Business Plan: Quarter One Progress Report

i.    KS provided an overview of the quarter one performance report and explained that this provided the opportunity for Board members to scrutinise the information it contained. KS emphasised the collective responsibility of the Board to monitor the performance of the organisation and ensure that the organisation's activities were conducted effectively.

ii.  KS reflected on the conversation which had taken place earlier in the meeting where members had emphasised the need to be able to better understand the impact of the organisations work. She acknowledged the importance of this and explained that a number of the indicators that were currently being used to measure performance would need to be re-aligned as part of the development of a revised performance management framework to support the new strategic plan. As had previously been mentioned, the Audit and Risk Committee had agreed a new risk management approach at its June meeting. The current report was in line with the previous risk management policy; however, it would be aligned in the coming months.

iii. KS drew members attention to reporting of performance against priority theme one, the social care and early years workforce. Here, members would see some of the business process targets, indicators, milestones and outputs had started to be broadened out in line with the increasing focus on impact measures. One activity was currently outside expectations within this priority theme and the narrative provided an explanation of the reasons for this.

iv.  KS asked if there were any questions or comments in relation to priority theme one and the following issues were raised.

- SB commented that in the Regulation and Standards Committee meeting in June, it was recognised that whilst performance was currently positive, there was a need to be mindful of additional pressures going forward, not least the mandatory registration of adult care home workers in October 2022 and the expected rises in FtP referrals.
- DP supported SB's comments, emphasising that domiciliary care workers have not been registered for 18 months and it was likely that there would be an increase in the number of cases remaining open over 18 months when this point is reached. The registration team have yet to see the anticipated increase in the volume of applications for registration as the deadline for mandatory registration of adult care home workers approaches.
- CC referred to the work on the performance indicators and metrics and asked when the Board was likely to see the new performance reporting framework. KS said that the presentation on the Strategic Plan in the next agenda item would set out the next steps in terms of developing outcome measures and ensuring that they aligned with quarterly performance indicators, milestones and targets. The intention was that depending on the pace of progress, a new dashboard would be presented for Board to scrutinise either at the next Board meeting or the one after that.

v.  Moving onto priority theme two, and again recognising the need for longer term thinking and the transition to impact measures, KS asked if there were any questions or comments on the updates provided. The following points were raised:

- TP asked whether there was an update on the apprenticeship risk which might enable the risk score to be reduced going forward. KS confirmed that some helpful communication had very recently been received from Welsh Government which would reduce this risk, the details of which would be presented to the Audit and Risk Committee at its next meeting.

vi. Moving on to priority theme three, social care system leaders, KS highlighted that there was some narrative to support the updates as there are several developmental pieces of work ongoing. She asked in the were any comments or questions in relation to that section of the report.

- JM asked for further clarity in relation to the work which was being done in relation to children, young people and families under this priority theme.
- SMcC said that there are several workstreams within this area. Work has been undertaken with Heads of Children's Services (HoCS) on a peer development and support programme and a peer review programme may also be developed in future. CIW have recently undertaken a review of all local authorities and learning from this will inform the development of the programme.
- The learning programme would be available from the Autumn having been co-produced by heads of service, supported by Social Care Wales. This would enable sharing of learning and development across all local authorities. Work had also been undertaken on looking at strengths based preventative approaches to supporting vulnerable children and families and the report would be shared at the next Improvement Committee meeting.
- Pressures were also being seen regarding recruitment and retention of experienced practitioners in children's services and we are working through the Social Worker Workforce Plan to see what can be done.

vii. KS introduced theme four, which relates to the Social Care Wales workforce and organisational effectiveness. She said that the performance commentary provided an update on the work being undertaken over the first quarter and asked for any questions or comments but there were none.

viii. GR introduced the finance report, emphasising that it was very early in the financial year and therefore, there is not much to report by way of update.

ix. In terms of the budget, GR pointed out that the budget allocations that had previously been reported to members had changed slightly, although the totality of the budget remained the same. The changes were highlighted within the report.

x. GR said that the budget was £43k underspent but this was due to timings and was not cause for concern at this stage in the year. The variable elements of the budget would be kept under scrutiny over the next few months to ensure a clear picture at the six-month point, with a close eye being kept on the salary budget, cost of hearings, spending on project and commissioning work and bursaries uptake.

xi The Chair thanked GR for the update and asked if there were any questions or comments, of which there were none.

xii. Commenting on the HR element of the paper, RJ explained that the HR dashboard which pulls out the key HR indicators had been uploaded onto the Portal for members information to support the summary in the paper. She said that she was happy to answer any questions or comments on the information provided.

- RWJ asked how the new PDP process with bedding in. RJ said that it was relatively early days, but all staff were now able to set up objectives on the HR

system and at the last check 70% of staff had objectives. Reminders had been sent to managers and since then, more staff had been uploading their objectives. There will be regular check-ins throughout the year as the system supports reporting of activity in a way that had not previously been possible.

- RWJ asked about any staff wellbeing issues which had emerged from the process. RJ said that the new system had not highlighted anything new or different in terms of wellbeing although no detailed analysis has been undertaken. More generally engagement had continued with staff on their wellbeing, with wellbeing forums, coffee and chat sessions being organised for staff and managers being prompted and supported to continue with the proactive approach to engaging with their staff. As policies were re-introduced around September time it would be important to ensure that the flexibility which is still needed is retained where appropriate and that wellbeing plans are refreshed.

- CC asked whether like other organisations, Social Care Wales was having difficulty in recruiting new staff to the organisation; he noted the 65% success rate in recent recruitment processes and wondered how that compared to other organisations. He also asked whether there was anything that could be done to improve the recruitment rates.

- RJ said that there had been a recent meeting of the WGSB HR managers network where there was a discussion on recruitment. It appeared that most organisations were in a similar position, particularly where Welsh was deemed an essential requirement of the job. However, Social Care Wales had not experienced that issue, having managed to fill such vacancies during the recent round of recruitment. The areas that the organisation had struggled was in the improvement and development areas.

- RJ said that the Leadership Team had recently discussed this issue and developed some ideas in relation to adapting the language used in recruitment material, revisiting job descriptions and revising the job application form. Appointing managers were also being encouraged to prepare short videos introducing the roles as a way of engaging online as well as potentially offering the option of applying for jobs through the medium of video for upcoming digital roles.

- CC thanked RJ for the update.

xii.    The Chair thanked members for their questions and comments. Members agreed that they had **scrutinised** and **approved** the progress against the Business Plan 2020-21 at the three-month stage.


**12.    Strategic Plan overview 2022-2027**

i.    KS provided the Board with a presentation which provided an overview of the development of the new strategic plan. The presentation aimed to capture the key points from discussions that have taken place in Board development sessions as well as from discussions with staff and through the consultation held last year.

ii.    KS highlighted the following during the presentation:

- The new strategic plan would reflect the organisation's ambitions for Wales; it would be bold and assertive in tone, reflect the context of the organisation's work and its remit and be clear on the links to the programme for Government.

- The plan would highlight the key issues facing the social care and early years sector and acknowledge the impact of the pandemic and sustainability of the sector. It would also reflect the national leadership role provided by the organisation and set out the change required and describe the overarching direction for the next 5 years. It would include clear impact measures to enable success to be evaluated.
- The consultation feedback had highlighted the need for clear purpose and vision, and this had been refined and agreed by the Board in the following terms:
  - Our Vision: 'We want to make a positive difference for care and support in Wales for children, adults and their families.
  - Our Purpose: 'We provide national leadership and expertise in social care and early years leading on developing and regulating the workforce, service improvement, data and research to improve care'
- The plan addresses the aims of the Workforce Strategy, a focus on digital transformation, the importance of workforce parity, the role of partnership working and the importance of the Welsh language. It will be consistent with the tone of voice guidance.
- Nine key outcomes have been developed at a national level setting out the change which is required and the outcome measures which will demonstrate that the change has been delivered.
- The next steps which would include finalising the outcomes and outcome measures, auditing existing national data, update members on progress and discussions with Sponsor division which would take place during August.
- During September work would be undertaken with corporate managers on impact and impact measures, an audit of existing performance reporting and identification of gaps and requirements would be conducted, and the Board would be asked to approve the Strategic Plan at the October meeting before submission to the Deputy Minister.

iii.    The Chair thanked KS for the presentation which had summarised a substantial amount of information. She said that she had been struck by the important comment about recognition. There was a tendency to think of this in terms of public recognition: however, it is equally important that the workforce also recognise their own value.

iv.    The Chair asked if there were any questions or comments, and the following points were made:

- CC thanked KS for the presentation and recognised the good work which had been undertaken. He felt that it was going in a positive, constructive, and helpful direction. However, he felt that there was still some confusion between impact and activity and there were areas where what was clearly activity was described as impact. He was concerned that this could become an ongoing discussion if further work was not done at this stage to provided clearer differentiation.
- KS said that she would reflect on CC's point to ensure that the plan clearly identified what was activity and what was impact and that there was clearer differentiation between the two.
- GQ wished to applaud the data focus within the new plan. She felt that it had progressed and was pleased to see the engagement with the sector in the way it had been developed.

- JM again thanked KS for the impressive presentation and the work which had been undertaken to that point. She reflected on the comment of 'we will speak with our audience' and emphasised the need to be clear what that meant given that we need to engage broadly with partners, stakeholders and service users.
- Reflecting on the nine outcomes and the wellbeing of the individuals the organisation ultimately exists to support, PM suggested that the wellbeing of individuals in receipt of care should also be a specific outcome.
- Referring to environmental concerns and Welsh Government targets for 2030, PM said that in addition to focusing on the organisation's own actions, he would also like to see a reference to the importance of engaging with the wider sector, for example, engaging with commissioners to bring about changes in service design which would enable domiciliary care workers to walk from one call to the next rather than driving. This would have a wellbeing impact as well as environmental benefit.
- GQ also wanted the organisation to provide leadership to the sector in responding to the climate emergency by encouraging and supporting others to act.
- KH added that there was a growing body of literature on how climate change might affect people's wellbeing and it would be useful to bring together the key messages and look at various scenarios in relation to climate change. She said that she would welcome a future discussion in this area.

v.    KS thanked both PM, GQ and KH for their comments and suggested that CCG discuss further how to have the Board wide discussion on climate issues. **ACTION**

vi.   The Chair thanked KS for the presentation and asked that it be shared on the Portal. She summarised the discussion particularly noting the need for:

- clearer differentiation between impact and impact measures and activity;
- a clearer definition of the organisations various audiences;
- more focus within the outcomes on the importance of the wellbeing of those receiving care and support;
- more focus on organisation's leadership role in relation to climate change;
- members desire for a further conversation around the climate change issue.

vii.  The Board **approved** the direction of the strategic plan as outlined in the discussion.


**13.    Meeting effectiveness**

i.    Members had been asked to contribute their observations to a Jamboard as the meeting progressed in order that the effectiveness of the meeting could be evaluated.

ii.   Three questions were asked, as follows: -

(i)  was there one thing which went particularly well during today's meeting?
(ii)  was there one thing you think we could have done differently or better?
(iii) is there anything you would like to see followed up which wasn't an action arising from the meeting?

iii.    The Chair thanked members for their contributions and said that the CCG would discuss the comments at its next meeting to identify any action which was necessary as a result and the outcome would be shared with members through the Portal

iv.    There were no further comments or questions and, on that basis, the Chair thanked everyone for their contributions and declared the meeting closed.

**Date of next meeting:**

**Thursday 21 October 2021** (in person meeting, restrictions allowing)

**Actions**

| Action number | Item | Action | Who |
|---|---|---|---|
| 07/21/SCW | Item 6 - Context setting and key messages from the Chief Executive | Share the social care recovery plan with the Board once published | Llinos Bradbury |
| 08/21/SCW | Item 7 Draft Annual Report and Accounts 2020-21, audit of accounts report | PM and SE to discuss further outside the meeting the inclusion of issues affecting the sector in the report | Sue Evans & Peter Max |
| 09/21/SCW | Item 12 – Strategic Plan overview 2022-2027 | CCG to have further discussions on climate change issues | CCG |

# Social Care Wales Board meeting actions

## Rolling action Log 2021-22

| Action number | Meeting date | Item | Action required | Action by | Target date | Outcome / update | Current status | Date completed |
|---|---|---|---|---|---|---|---|---|
| 07/21/SCW | 15.07.21 | Item 6 - Context setting and key messages from the Chief Executive | Share the social care recovery plan with the Board once published | Llinos Bradbury | July 2021 | Social Care recovery framework and written statement shared with Board members on 22.07.21 | CLOSED | 22.07.21 |
| 08/21/SCW | 15.07.21 | Item 7 Draft Annual Report and Accounts 2020-21, audit of accounts report | PM and SE to discuss further outside the meeting the inclusion of issues affecting the sector in the report | Sue Evans & Peter Max | July 2021 | Discussion held and annual report and account laid. | CLOSED | July 2021 |
| 09/21/SCW | 15.07.21 | Item 12 – Strategic Plan overview 2022-2027 | CCG to have further discussions on climate change issues | CCG | July 2021 | Social Care Wales has been invited to a Welsh Government led social care group for climate change which is being established – Andrew Lycett will represent the organisation on this. Will see what is being planned as part of this group in the first instance but opportunity through social media | CLOSED | July 2021 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | | | | | and upcoming ADSS conference in November to get climate change on the agenda. | | |
| 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 | December 2021 | We agreed to use the Strategic Plan as the focus for RPB dialogue in 21/22.<br><br>There may be further discussion when we see the Welsh Government response from the White Paper consultation. | Open | |
| 05/21/SCW | 29.04.21 | Item 10 - Information Security Management System update | CCG to develop proposals in the short, medium, and long term to discuss further at a future Board development day as a supplement to the strengthening governance programme of work. | Members of the Chairs Coordinating Group | July | Sue Evans has had an initial discussion with an individual from the NHS to join Audit and Risk as a co-opted member, the individual may apply for upcoming Board vacancies and will need to wait for the outcome of that before proceeding further.<br><br>The Board will receive Cyber Security training | Open | |

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| | | | | | | based on the National Cyber Security Centre Board toolkit at its October development session, the Board could then ask the individual delivering the training to provide advice to the Board going forward in relation to cyber security. | | |
| 01/20/SCW | 30.04.20 | Item 8 – Regulation matters | Work with the FtP team to develop a criteria for when Section 160 of the Regulation and Inspection Act (RISCA) could be used more, as it gives the power to require information from persons or bodies involved in FtP cases. | Hywel Dafydd, Assistant Director Regulation | 16.07.20 | The Welsh Government's work on this has stalled due to Covid-19 and is therefore not seen as a priority currently. Social Care Wales is currently operating effectively without the implementation of section 160 and therefore it is suggested that this action is closed. Should the need arise in future then discussions could resume with Welsh Government. | CLOSED | October 2021 |

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

# CHAIRS ACTION PROCESS MEETING
**23 September 2021**
**Zoom meeting**
**15:50 – 16:00**

**Present:**

| Board Members: | Social Care Wales Officers: |
| --- | --- |
| Mick Giannasi (Chair) | David Pritchard, Director of Regulation |
| Simon Burch | Sue Evans, Chief Executive |
| Jo Kember | Llinos Bradbury (Governance Senior Officer - minutes) |

**Private session:**

**1.    Extension of Registration Period – Rule Change**

i.    The Chair and members of the meeting agreed that this was a legitimate Chair's action and proceeded with the meeting and noted that no objection had been received from Board members in taking Chairs Action for this item.

ii.    The Extension of Registration Period Rule Change paper had been provided to all Board Members prior to the meeting and discussed at the Regulation and Standards Committee where there was strong agreement with the proposal to extend the registration period for all on the register from 3 to 4 years.

iii.    The Chair agreed that there was unanimous agreement that the changes proposed were appropriate and necessary and waiting until the October Board would delay the implementation of the change during a difficult time for the sector.

iv.    The Chair asked JK and SB if they were happy to approve the rule change, to which both confirmed they were happy.

v.    Following the discussions, the Chair, JK and SB **approved** the extension of registration period rule change and delegation to the Chair to sign the Rules.

| Cyfarfod / Meeting | Board meeting | |
|---|---|---|
| **Lefel dosbarthiad / Openness Level** | **Preifat / Private** | **Cyhoeddus / Public** |
| | ☐ | ☒ |
| **Dyddiad / Date** | **21.10.21** | |
| **Eitem Agenda Agenda Item** | **8** | |
| **Teitl / Title**<br><br>**SCW/21/26** | **Outline Strategic Plan 2022/27** | |
| **Awdur / Author** | Sue Evans, Chief Executive | |
| **Cyfraniadau Gan/ Contributions From** | Leadership group<br>Board Members<br>Corporate managers | |
| **Papurau Cefnogol / Supporting Papers** | Appendix 1 – outline Strategic Plan | |
| **Gweithgaredd Cynllun Busnes / Busines Plan Activity** | Work programme 4: Our workforce - Publish our annual work (business plan 2021/22), 5-year plan (a new strategic plan 2022 – 2027) and our strategic equalities plan | |

| **Gweithred / Action Required** | Cymeradwyaeth / Approval | Darparu Llyw / Provide A Steer | Darparu Sicrwydd / Provide Assurance | Trafodaeth / Discussion | Craffu / Scrutinise |
|---|---|---|---|---|---|
| | ☐ | ☒ | ☐ | ☒ | ☐ |

| **Argymhelliad / Recommendation** | Board Members are asked to **consider** and **discuss** the outline of the Strategic Plan 2022/27 |
|---|---|
| **Prif Bwyntiau; Materion Allweddol i Dynnu Sylw Atynt: Cwestiynau I'w Ystyried**<br><br>**Main Points: Key Issues to Draw to Attention;** | Board Members have been discussing the outcomes of our Strategic Plan 2022/27 during Board development sessions and reviewed progress at the Board meeting in July 2021.<br><br>Following these discussions work on refining the outcomes, impact and measures in our Strategic Plan 2022/27 has progressed with additional changes highlighted in red in Appendix 1. This follows discussions with the Board in July, corporate managers and agreement by Improvement Committee in |

| | |
|---|---|
| **Questions to Consider** | September to develop an outcome to demonstrate our impact on service improvement.<br><br>In order to finalise the plan, we will be aligning the development timescales of the Strategic Plan 2022/27 with:<br><br>• Welsh Government timescales on future budgets (December 2021)<br>• discussions and engagement with Sponsor on our Strategic Plan outcomes (and the Strategic Equalities Plan)<br>• final refinement of our impact measures and embedding approach with corporate managers (December)<br>• the development of our marketing and communications strategy; our learning and development strategy; our digital strategy; IT strategy; data strategy and revised research strategy |
| **Goblygiadau Risg y cynigion /**<br>**Risk Implications of Proposals** | See section 3 for further information and update |

| | Cyfle cyfartal / Equality of Opportunity | Diogelu data / Data Protection | Iaith Gymraeg / Welsh Language | Arall / Other (e.g climage change / future generations |
|---|---|---|---|---|
| | ☐ | ☐ | ☐ | ☐ |
| **Asesiadau Effaith / Impact Assessments Considered** | Our 5-year plan will set out our strategic direction during 2022/27 and the impact that we will be expecting to deliver.<br><br>On an annual basis our business plans will set out the activities and programmes of work which will be the detail on how we will be working towards delivering our impact. Our annual and quarterly performance reports will provide an overview of impact. For each activity within our business plan there will be impact assessments which set out the considerations on equality of opportunity, data protection, Welsh language and other considerations. | | | |

**Outline Strategic Plan 2022/27**

**1.     Context**

1.1     In July Board received a presentation on our development of our 5-year Strategic Plan which will come into effect from 1 April 2022.

1.2     Following the July discussions we have been working on:

- reflecting and refining the outcomes following the Board discussions in July
- embedding and refining our approach with our corporate managers in how we demonstrate and evaluate our impact throughout our work including the impact statement and measures
- beginning to develop a number of strategies which will support the implementation of the 5-year plan. These strategies include our:

  o   marketing and communications strategy
  o   our workforce learning and development strategy
  o   our digital strategy
  o   IT strategy
  o   strategic equalities plan
  o   data strategy
  o   revised research strategy

- making sure how we demonstrate our impact reflects our Early Years role
- outlining our impact in service improvement (following discussions at the September Improvement Committee)
- our approach to data collection – what we have, where there are gaps and what we need to do to address gaps.

1.3     Appendix 1 sets out the current 5-year outline for our Strategic Plan 2022/2027. Areas that are in red highlight changes since the last Board discussions.


**2.     Resource implications**

2.1     In August we provided our Sponsor team with a submission on our future financial requirements to support 22/23 and beyond. The timescale for Welsh Government is to have the final draft budget discussed by the Senedd in December.

2.2     In the meantime, we are arranging a meeting with Sponsor in November to discuss our Strategic Plan 2022/27 outline and draft financial allocations. This is to make sure that we have had the opportunity with Sponsor to discuss our approach prior to the Strategic Plan being approved by the Board in January 2022 prior to Ministerial sign off. During this meeting we will also be discussing our Strategic Equalities Plan. With the intention that both are in place and signed off for 1 April 2022.

**3.     Risk and assurance**

3.1     In June 2020 Audit and Risk Committee approved our revised risk management policy following discussions with the Board during the Board development session in January 2020.

3.2     As agreed by the Audit and Risk Committee we are transitioning our strategic risks into our revised approach. In September 2020 the Audit and Risk Committee discussed and scrutinised the revised Strategic Risk register which was applying the revised risk management approach.

3.3     It was agreed that there would be further opportunity with the Board during a future development session to discuss and identify strategic risks associated to the delivery of the new 5-year strategic plan in December/January. This would then inform our future strategic risk register and reflect the impact of delivering our new 5-year plan from 2022 onwards.


**4.     Engagement**

4.1     We have been developing our 5-year plan following public, sector and stakeholder consultation in 2020. The results and engagement cover was part of the discussions with the Board in January 2021.

4.2     In terms of our future approach to engagement and based on the outline of our 5-year plan we are currently developing a marketing and communications strategy. The marketing and communications strategy will set out what our approach will be in marketing and communicating to the range of our customers, audiences and stakeholders. This will build on how best we can target our messages to the various individuals, groups and organisations identified in our 5-year plan. This will come into force alongside the Strategic Plan 2022/27 in April 2022.

4.3     In the meantime we continue to work with corporate managers across the organisation on how to embed measuring our impact in how we deliver and evaluate our work. This aims to make sure we are aligned in our performance reporting from 1 April 2022.

4.4     We are arranging follow up discussions in November with our Sponsor team on our 5-year outcomes and our strategic equalities plan. This is to provide opportunities for discussions on:

- any further implications following the publication of the Programme for Government
- continuing to explore longer term Remit Letters and financial allocations
- Strategic Plan outline
- Strategic Equalities Plan

4.5     These discussions will need to happen prior to Board and Ministerial sign off in the new year. This timing also aligns with the publication of the Welsh Government budget in December 2021.


**5.     Impact**

5.1     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.

5.2     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.

5.3     There will be further work on outlining our approach to capturing how we will measure our impact through surveys and refining the data collection to make sure we are proportionate in our approach.

**Strategic Plan outline 2022/2027**

**Our vision:**

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

**Demonstrating our impact on our aspirational vision**

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

**Our purpose:**

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

**National outcomes – a reminder on our principles.**

We have identified 10 national outcomes which we will be using as the core foundation of our 5-year plan. These are national outcomes which are bigger than any one organisation, with more than one organisation responsible for changing but where we have a clear contribution to the changes we are working towards. We recognise that these are affected by a number of different factors, but they are sufficiently flexible to provide a clear 5-year direction for Social Care Wales in the impact we expect to make during 2022/27:

**10 national outcomes**

1. Improved wellbeing for the social care and early years workforce
2. A social care and early years workforce that is highly recognised and valued
3. Social care is underpinned by high-quality, reflective and responsive use of research, data and other forms of evidence[1] to improve practice
4. A registered workforce that has the public's confidence
5. Social care and early years workforce is suitably qualified, knowledgeable and skilled with the right values, behaviours and practice
6. <span style="color:red">Social care and early years services attract, recruit and retain people with the right values to meet the needs of those who need care and support now and, in the future,</span>
   (Previously: A social care and early years workforce that is sufficient and have the right values to meet the needs of those who need care and support now and in future)

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

7. Social care and early years services plan, develop and deliver care in Welsh
8. Social care and early years services makes sure that everyone is treated as an equal person
9. <span style="color:red">Social care services embed and deliver strengths-based approaches to care and support (NEW)</span>
10. <span style="color:red">Social Care Wales provides effective, high quality and sustainable services (previously one Welsh public service)</span>

We have been asking the workforce, employers, strategic leaders and ourselves the following questions:

1. What do we want? (at a national level in terms of change)
2. *Why? (What is the issue that we are all aiming to address – this is more context for reader)*
3. How will we know what has changed?
4. How will we (Social Care Wales) make a difference?
5. How will we know we're making a difference?

The following pages outlines our Strategic Plan for the next 5 years.

**What do we want?**

We want improved wellbeing of the social care and early years workforce

**Why?** (What is the issue we're aiming to address nationally with partners)
This will provide a brief context piece

**How will we know what has changed?**
(links to valued and recognised)

| Baseline data on levels of wellbeing across the workforce (our recent survey) | Data on workforce; number joining workforce; number leaving – 'picture' of the workforce | Turnover and vacancy rates | Welsh Government social services data | Case studies | National conversation – wellbeing EYCC |
|---|---|---|---|---|---|

**How will we make a difference?**

We will undertake research to understand the scale and nature of the challenges faced by the workforce

| For the workforce | We will engage directly with and provide support to the social care and early years workforce to improve their wellbeing. |
|---|---|
| For employers | We will produce resources and provide access to services to help employers improve workforce wellbeing. |
| For strategic leaders | We will influence strategic leaders to prioritise initiatives to improve workforce wellbeing. We will use our data and intelligence to inform national decision and policy making. We will work with strategic leaders to embed compassionate leadership across social care ensuring a culture of wellbeing, continuous improvement and openness |

**How will we know we're making a difference?**

| Workforce planning data statistics (from our annual survey – is trend going up or down) | Staff governance framework measures – between employee and employer* (this is in development and outcomes will be developed to support this measure) | Annual survey to workforce on their wellbeing – and what we can do  (Links to the wider workforce survey discussions) | Number of wellbeing offers produced and qualitative feedback from users  Wellbeing survey – Early years and childcare | Survey for employers: How well supported are they in supporting workforce wellbeing? |
|---|---|---|---|---|

**What do we want?**

We want a social care and early years workforce that is highly recognised and valued

**Why?** (What is the issue we're aiming to address nationally with partners)
This will provide a brief context piece

**How will we know what has changed?**

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

**How will we make a difference?**

| | |
|---|---|
| For the workforce | We will engage directly with the social care and early years workforce to understand the extent to which they feel recognised and valued and how we can best help to bring about any improvements. |
| For employers | We will provide advice, support and resources to employers to help them boost the extent to which the workforce feels recognised and valued. |
| For strategic leaders | We will influence strategic leaders to prioritise initiatives to improve the recognition of the social care and early years workforce. We will raise awareness on the value of the social care and early years profession to support recognition. We will provide data and evidence from the workforce to inform national policy and decision making. |

**How will we know we're making a difference?**

| | | | | |
|---|---|---|---|---|
| Data from workforce about how valued they feel<br><br>(Survey) | Feedback from workforce on specific initiatives undertaken (care worker card, Accolades) | Perceptions from employers and strategic leaders on our contribution to helping the profession be valued | Number of resources produced and qualitative feedback from users | Survey with the Early Years networks of employers |

| **What do we want?**<br><br>Social care is underpinned by high-quality, reflective and responsive use of research, data and other forms of evidence[2] to improve practice |
|---|

| **Why?** (What is the issue we're aiming to address nationally with partners)<br>This will provide a brief context piece |
|---|

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

| **How will we make a difference?** | |
|---|---|
| For the workforce | We will work with the workforce to develop their capabilities and connections to access and make use of high-quality evidence and knowledge to improve their confidence in using evidence |
| For employers | We will work with employers to support knowledge dissemination, brokering and co-creation across social care to create cultures where evidence is valued and used in decision making. |
| For strategic leaders | We will work with strategic leaders who generate and share evidence and support its use into planning, practice and policy-making. We will support strategic leaders to ask the right questions about issues and opportunities to promote, nurture and role model evidence-enriched policy and practice. |

| **How will we know we're making a difference?** |
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[2] By evidence-informed practice, we mean that decisions about how to provide care and support are informed by an understanding of the best available evidence about what is effective – drawing from research and data, the wisdom and experience of practitioners and the wisdom, experience and views of people who use care and support and their carers

| Number of staff who attend our evidence training and the change of practice following the training and learning | Number of people who join and are actively involved in research networks and communities of practice | Qualitative feedback from people on how involvement has informed practice | Data portal measure – links to the project which is in development in 21/22 | The extent to which research and evidence-based practice is used as part of the evidence base for social worker renewals |
|---|---|---|---|---|

**What do we want?**

A registered social care workforce[3] that has the public's confidence

**Why?** (What is the issue we're aiming to address nationally with partners)
This will provide a brief context piece

**How will we know what has changed?**

| Wales Omnibus survey - direction of travel: up, down or static | Home care workers are always skilled and professional in the work they do. (56%) 2020 data shown in brackets for % | General care workers are always skilled and professional in the work they do. (59%) | It is clear to me what an acceptable standard of social care would look like. (81%) | Question on public perception on public confidence |
|---|---|---|---|---|

**How will we make a difference?**

| For the workforce | We will run effective, transparent regulatory processes to make sure that the registered workforce has the right knowledge, skills and values. We will support the workforce through the regulatory process. We will set professional standards for the workforce.  We provide registered workers with professional recognition and access to training and development resources. |
|---|---|
| For employers | We will support employers to carry out their responsibilities under the regulatory requirements. We will efficiently manage our relationships with employers to support them in providing safer and more resilient services. |
| For strategic leaders | We will work with strategic leaders to share our knowledge and evidence from regulation to inform and drive improvement of social care and early years services. |

**How will we know we're making a difference?**
**(choose a couple from registration/ftp/hearings data)**

| Number of fitness-to-practice referrals (227), cases (TBC), hearings (42), removals (25), appeals (TBC) and upholds (TBC); Register data | Time taken to process registration applications. (TBC) Number of formal complaints received about the registration process and number of complaints upheld. (TBC) | Link to impact measure developed as part of the Employer liaison service - tbc | Survey - Do employers and registered people understand the Code of Profession and how it should be applied in their service |
|---|---|---|---|

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

| | | | |
|---|---|---|---|
| Number (and % of register) of Suspension Orders imposed | Information on themes from fitness-to-practice reviews and actions taken by us (or others) in light of these (regulation for improvement - Evidence of sharing, Examples and case studies) Links to practice guidance evaluation | Number of removals (Absolute numbers and as % of register) | Number of eligible referrals: Absolute numbers and as percentage of register |
| Number of refused applications due to FtP grounds | Average time of open cases | Survey - Do users of care and support, managers and employers know who we are, and how to make a referral to us? | |

**What do we want?**

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

**Why?** (What is the issue we're aiming to address nationally with partners)
This will provide a brief context piece

**How will we know what has changed?**

| | | | | |
|---|---|---|---|---|
| Qualifications data from the Register (themes and trends) Data available from 2021/22 from the new data portal on the non-registered workforce | (Qualifications Wales data) on take up and completion of relevant social care qualifications | Apprenticeships (take up and achievement of Welsh apprenticeships – links to Programme for Government) | Baseline digital competence as part of the workforce strategy development | Estyn and CIW thematic reviews on Early Years |

**How will we make a difference?**

We will do this by continuing to design and quality assure fit-for-purpose qualifications, underpinned with strengths-based practice, that are awarded by learning and training providers.

| | |
|---|---|
| For the workforce | We will do this by designing and publishing continuing professional development resources that are known and used by the workforce. We will promote the standards expected through advice and guidance produced for the workforce. |
| For employers | We will do this by making sure that employers and the social care workforce know about and implement the codes of practice. We will respond to sector intelligence to inform workforce learning and development. |
| For strategic leaders | We will do this by ensuring that the funding that we provide to the social care sector for learning and development needs are targeted at the most important priorities. |

**How will we know we're making a difference?**
**(choose a couple from the list below – maybe a deep dive each year in the impact report)**

| | | | | |
|---|---|---|---|---|
| Outcomes of quality assurance of qualifications; Number of people who have completed the qualifications; Strengths based outcome focused practice underpins all our qualifications & training work | Popularity of those resources; Number of people who have completed 'Principles and Values'; | Auditing of how SCWWDP funding is used; Evaluation of SCWWDP; Auditing of how bursary funding is used | Survey of the registered workforce about knowledge and implementation of the codes of practice; <br><br>(Links to survey questions) | Data from CIW about the number of CIW inspections where there are concerns about knowledge and implementation of the codes of practice – include HIW, Estyn |

| Number of Registered Persons who complete the required CPD or qualification at renewal (%) | What percentage of Registered Persons hold a valid qualification | Feedback on the EY forums on the difference learning has made for children | Feedback on the quality and impact of our training and learning resources – on improving practice<br><br>Survey for employers e.g preparedness for LPS (as an example) | Awareness of the Codes<br><br>Links to referrals to FtP |
|---|---|---|---|---|

**What do we want?**

Social care and early years services attract, recruit and retain people with the right values to meet the needs of those who need care and support now and in the future
(A social care and early years workforce that is sufficient and have the right values to meet the needs of those who need care and support now and in future)

**Why?** (What is the issue we're aiming to address nationally with partners)
This will provide a brief context piece

| How will we know what has changed? | | | | | |
|---|---|---|---|---|---|
| Data about the registered workforce[4], such as numbers on the register; new joiners on the register; Attrition from the register | Data from Social Care Workforce Development Partnership reports, covering: Commissioned care provider services; Local authority services; AWARE data (EY) | Workforce planning data (links to recognition and valued outcome) | National attraction, recruitment and retention framework – data/ case studies | Number of agency staff within the workforce | Self-Assessment Service CIW (Early Years) |

| How will we make a difference? | |
|---|---|
| For the workforce | We will do this by leading on projects to improve sufficiency of the workforce with a particular emphasis on attraction, recruitment and retention. |
| For employers | We will work with employers to develop advice, guidance and support to attract people into the sector. We will work with employers to promote job opportunities within the sector |
| For strategic leaders | We will do this by undertaking research to help employers and strategic leaders to understand whether the workforce is sufficient now and into the future. We will use our data and intelligence to inform future policy decisions by strategic leaders. |

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[4] https://socialcare.wales/research-and-data/workforce-reports#section-34688-anchor

| How will we know we're making a difference? | | | | |
|---|---|---|---|---|
| Use and feedback of resources | WeCare Wales jobs portal – stats plus feedback from workforce and employers | Longitudinal study and research through the portal – track careers | Workforce data that provides intelligence on the movement of the workforce | Employer survey on usage of the WeCare portal and materials |

| **What do we want?**<br><br>Social care and early years services plan, develop and deliver care in Welsh[5] |
|---|

| **Why?** (What is the issue we're aiming to address nationally with partners)<br>This will provide a brief context piece - This considers the extent to which services are delivered in the Welsh language but also issues such as equity of service delivery and Welsh-language/culture-by-design |
|---|

| **How will we know what has changed?** (all the below are measures set in the joint workforce strategy/mwy na geiriau) | | | | |
|---|---|---|---|---|
| Increase the number of Welsh speakers in the workforce (TBC on national data availability) | Increase confidence of staff with some Welsh language skills to use the language (TBC on national data) | Improved workforce planning to understand, anticipate and plan to meet the Welsh language needs of health and social care students, our workforce and people in receipt of care and support across Wales | Number of education programmes delivered through the medium of Welsh.<br><br>National survey – whether choice given of language (social care – 2017) | Link to the revised Mwy na Geiriau strategy measures |

| **How will we make a difference?** | |
|---|---|
| For the workforce | We will produce guidance, resources and materials to promote and embed language standards and awareness to use in practice. |
| For employers | We will work with employers on sharing good practice in the use and awareness of the importance of Welsh language in the provision of quality care and support through the 'active offer'. We will support employers in how their workforce use their language skills |
| For strategic leaders | We will work with strategic leaders to promote and support delivery of the More than just words framework. We will demonstrate leadership and take ownership of the actions needed to support the workforce. |

| **How will we know we're making a positive difference?** | | | |
|---|---|---|---|
| Data from the register - (ask Welsh speakers for feedback via Register) | Progress on implementation of language awareness and the 'Active Offer' in the agreed shared induction framework and the vocational qualification reform programme. | Working in Welsh – feedback on the usage of materials/guidance and how this has supported/changed practice | |

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[5] The evaluation of Mwy na Geiriau is currently being finalised – so outcome needs to link to published plan

Appendix 1

**What do we want?**

Social care and early years services makes sure that everyone is treated as an equal person

**Why?** (What is the issue we're aiming to address nationally with partners)
This will provide a brief context piece

**How will we know what has changed?**
(the current draft anti-racist plan outcomes

| | | | |
|---|---|---|---|
| Black, Asian and Minority Ethnic people will feel that services are there to help and provide care support for and with them and are designed and delivered with their SSWBWA section 6(2)(c) rights in mind. | All social care practitioners are appropriately trained and qualified and are able to deliver the most effective and culturally appropriate support to all Black, Asian and Minority Ethnic people who are receiving care and support. | A social care workforce that is well skilled and confident in using cultural competency, understands intersectionality and undertakes reflective practice to feel safe in the workplace regardless of ethnicity. | Leadership at all levels of social care are clear on the role they play, actions they can take, and the education that will support them to deliver an anti-racist social care sector in Wales. |

Other outcomes:

- Welsh Government and partners are better informed about the racial and ethnic characteristics of the workforce where disclosed to enable targeted, remedying actions to be taken.
- The workforce feels confident to disclose their race and ethnicity and that this information will be used for their benefit.

**How will we make a difference?**

We will set out to become a leader in anti-discrimination, equality, diversity and inclusion through our Board, staff and services.

| For the workforce | We will use our data to better understand the characteristics of the workforce and support the sector to better reflect the population of Wales. We will develop our services and support the wider sector to recognise the importance of leaving no-one behind as working practices change. |
|---|---|
| For employers | We will work with employers to help them advance equality of opportunity for workers. |
| For strategic leaders | We will act as a supportive and critical friend, challenging strategic leaders to make sure that any actions to address inequality and discrimination in the social care and early years workforce is based on the strongest evidence. |

| How will we know we're making a positive difference? | | | | |
|---|---|---|---|---|
| The collection and use of data available about the social care workforce | Data from our work with Digital Communities Wales on improving digital literacy and access, so people can make the most of digital public services | set targets for more diverse recruitment - Work with us, to enable a more diverse and inclusive Board, staff team, regulatory panel members and widen our networks | Further indicators following consultation and publication of our Strategic Equalities Plan | Data analysis from FtP – employer type, size, protected characteristics |

(This is directly linked to the outcomes set out in the anti-racist action plan – and current difference we intend to make have come directly from our draft Strategic Equalities plan consultation)

| **What do we want?** |
|---|
| We want social care services to embed and deliver strengths-based approaches to care and support |

| **Why?** (What is the issue we're aiming to address nationally with partners)<br>This will provide a brief context piece |
|---|

| **How will we know what has changed?** | | | |
|---|---|---|---|
| Performance Improvement Framework for social services | https://gov.wales/national-survey-wales-results-viewer - social care improved quality of life | Reviewing current landscape to see if there are there any existing national surveys, case studies, feedback from citizen's jury | |

| **How will we make a difference?** | |
|---|---|
| For the workforce | We will engage directly with the social care workforce and provide resources to help bring about improvements in practice |
| For employers | We will provide advice, support and resources to employers to help facilitate a culture shift in practice. We will work with employers to develop a strengths-based practice framework |
| For strategic leaders | We will support and influence strategic leaders to implement systemic change to deliver strength-based practice. We will work with strategic leaders to support them in creating the right environment (culture) for strengths-based approaches to be embedded in how care and support is provided. |

| **How will we know we're making a difference?** | | | | |
|---|---|---|---|---|
| Data on resources developed | Data on learning programmes – attendance, evaluation | Feedback from workers on how resources/work programmes have changed practice | | |

**What do we want?**

Social Care Wales provides effective, high quality and sustainable services (previously one Welsh public service)

**Why?** (What is the issue we're aiming to address nationally with partners)
This will provide a brief context piece

**How will we know what has changed?**

| | | | | |
|---|---|---|---|---|
| *organisational effectiveness reviews will take place every 12 – 18 months dependent on timing. | No enforcement notices by regulators; Clean audit certificate | Outcomes of the tailored review of the organisation – undertaken by Welsh Government during the next 5 years | External benchmarking – staff survey, customer standards | Clean audit certificate – value for money and social value of procurement |

**How will we make a difference?**

We're committed to:

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

| How will we know we're making a difference? | | | |
|---|---|---|---|
| Accreditations: IiP; Disability scheme; ISO27001 Cyber essentials | Measure our carbon footprint – set targets for reduction | Internal audit findings on organisational internal controls and compliance | |

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

| Cyfarfod / Meeting | Board Meeting | | |
|---|---|---|---|
| Lefel dosbarthiad / Openness Level | **Preifat / Private** | | **Cyhoeddus / Public** |
| | ☐ | | ☒ |
| Dyddiad / Date | **21.10.21** | | |
| Eitem Agenda Agenda Item | **9** | | |
| Teitl / Title SCW/21/26 | **Strategic Equality Plan 2022-2025** | | |
| Awdur / Author | Abu Askira, Engagement and Development Manager | | |
| Cyfraniadau Gan/ Contributions From | David Pritchard, Director of Regulation | | |
| Papurau Cefnogol / Supporting Papers | Appendix 1 - Strategic Equality Plan 2022-2025 | | |
| Gweithgaredd Cynllun Busnes / Business Plan Activity | Ensuring continuous improvement of how we do our work to be an effective and efficient Welsh public service organisation | | |

| Gweithred / Action Required | Cymeradwyaeth / Approval | Darparu Llyw / Provide A Steer | Darparu Sicrwydd / Provide Assurance | Trafodaeth / Discussion | Craffu / Scrutinise |
|---|---|---|---|---|---|
| | ☐ | ☐ | ☐ | ☐ | ☒ |

| Argymhelliad / Recommendation | Members are invited to **consider** the Strategic Equality Plan. The Plan, with any required amendments, will return for final approval alongside the Strategic Plan itself in January. |
|---|---|
| Prif Bwyntiau; Materion Allweddol i Dynnu Sylw Atynt: Cwestiynau I'w Ystyried | The Specific Equality Duties in Wales as set out in the Equality Act 2010 (Statutory Duties) (Wales)Regulations 2011 places a duty on Social Care Wales to publish a Strategic Equality Plan.<br><br>Our final Strategic Equality plan will include indicative metrics that will be used to measure our progress in meeting our ambitions. |

| | | | | |
|---|---|---|---|---|
| **Main Points: Key Issues to Draw to Attention; Questions to Consider** | These will be developed by the lead officers for the objectives and agreed with the Chief Executive and Chair prior to publication. | | | |

| **Goblygiadau Risg y cynigion / Risk Implications of Proposals** | **Teitl y Risg / Risk Title** | **Cyfeirnod cofrestr Risg/ Risk Register Reference** | **Sgoriau risg gweddilliol** **Residual Risk Scores** | |
|---|---|---|---|---|
| | | | **Cyfredol Current** | **Dyfodol Future** |
| | Failure to meet our ambitions in the area of equality and diversity will impact on the quality of our staff, the effectiveness of our work in the sector, and the reputation of Social Care Wales. | NEW | **8** | **4** |

| **Asesiadau Effaith / Impact Assessments Considered** | **Cyfle cyfartal / Equality of Opportunity** | **Diogelu data / Data Protection** | **Iaith Gymraeg / Welsh Language** | **Arall / Other (e.g climate change / future generations** |
|---|---|---|---|---|
| | ⊠ | ⊠ | ⊠ | ⊠ |
| | The data collected as part of the consultation on the Strategic Equality plan has been managed and risk assessed to be low risk. The development of the Strategic Equality Plan is in compliance with Welsh Language Standards. The Strategic Equality Plan has a long-term focus of achieving a more equal Wales. The Strategic Equality Plan recognises and seeks to advance equality of opportunity for protected characteristic groups and in particular highlights those who have experienced the most disadvantage during the pandemic – ethnic minorities, women, disabled people and older people. | | | |

**Strategic Equality Plan 2022-2025**

**1.     Context**

1.1     This report focuses on the development and publication of a new Strategic
Equality Plan for Social Care Wales. The Specific Equality Duties in Wales as
set out in the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011
places a duty on Social Care Wales to publish a Strategic Equality Plan and
Equality Objectives.

1.2     The consultation document **'Have your say on what our priorities for
equality, diversity and inclusion should be** was agreed by Board at its
meeting on 29th April 2021.

**2.     Resource implications**

2.1     The delivery of our equality objectives and the ambitions stated within the
Strategic Equality Plan will require joined up working across several projects,
functions and teams within the organisation.

2.2     The costs for associated / linked projects will be considered as part of the
normal budgetary cycle and will be prioritised. However, acknowledging the
recent publication of Welsh Government Action Plans in the areas of Race
and LGBTQ+, a proportion of the additional funding requested from our
sponsor in 2022/23 has been identified as supporting the delivery of this plan.

2.3     It is noted that this plan will be embedded within the core activities of Social
Care Wales. Table 1 below sets out the responsibilities at senior level for each
objective. The overall lead for the delivery of the plan will be the Director of
Regulation.

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

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

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

## 3.    Risk and assurance

3.1

<table>
<tr>
<td><strong>Teitl y Risg / Risk Title</strong></td>
<td colspan="3">Failure to meet our ambitions in the area of equality and diversity will impact on the quality of our staff, the effectiveness of our work in the sector, and the reputation of Social Care Wales.</td>
</tr>
<tr>
<td rowspan="3"><strong>Cyfeirnod cofrestr Risg / Risk Register Reference</strong></td>
<td rowspan="3">NEW</td>
<td colspan="2" style="text-align:center"><strong>Sgoriau risg gweddilliol</strong><br><br><strong>Residual Risk Scores</strong></td>
</tr>
<tr>
<td><strong>Cyfredol Current</strong></td>
<td><strong>Dyfodol Future</strong></td>
</tr>
<tr>
<td>8</td>
<td>4</td>
</tr>
<tr>
<td colspan="4"><strong>Effaith ar risg / Impact on Risk</strong></td>
</tr>
<tr>
<td colspan="4">This Strategic Equality Plan is a direct commitment to embedding our work on equality and diversity within our day-to-day delivery. It will set objectives for the organisation, and methods to monitor progress. In this way, this plan will decrease the likelihood of the risk coming about</td>
</tr>
<tr>
<td colspan="4"><strong>Newdiadau i Reolaethau / Sicrwydd<br>Changes to Controls/ Assurance</strong></td>
</tr>
<tr>
<td colspan="4">Oversight and monitoring by the Equality and Diversity Group, reporting to Leadership and EMT<br>Production of an annual equality report with associated metrics<br>Embedding within annual business plan activities</td>
</tr>
</table>

## 4. Engagement

4.1 The development of the Strategic Equality Plan and equality objectives has been informed by engagement with people who share one or more of the protected characteristics. In November 2020, we commissioned Diverse Cymru to deliver five engagement sessions with people who share one or more of the protected characteristics and/or with organisations who represent their interests. The aim of the engagement was to test out (seeking views) to inform our draft equality objectives. Six engagement events were held (5 of the scheduled events were through the medium of English) and one event was through the medium of Welsh.

4.2 In 2021, following amendment of the draft plan after the engagement above, Social Care Wales undertook an open consultation on the draft objectives for the Strategic Equality Plan. Five responses were received to the consultation.

## 5. Key messages from the consultation

5.1 Respondents agreed with all five of our equality objectives and agreed that each objective should be achievable within five years. There was a call for the next level of detail on how we would achieve each objective.

5.2 We received comment on our approach to tackling discrimination on the grounds of multiples identities. We have now included a statement within the plan, reinforcing our awareness of intersectionality and how people's multiple characteristics and social identities can overlap, creating compounding experiences of discrimination.

5.3 We were pleased to receive a number of helpful suggestions on how we should measure the impact of our equality objectives. The suggestions will inform the next iteration of the plan which will include a mixture of qualitative and quantitative measures to assess our progress against each objective.

## 6. Impact

6.1 We understand that our commitment to oppose discrimination can never be passive. We must be honest and open about where we are, what we need to do and what impact achieving our equality objectives will have by 2025.

6.2 By 2025, we want to have an improved diversity and a more representative social care workforce. A workforce representative of the communities it serves, particularly where there is evidence of underrepresentation.

6.3 By 2025, we will have taken supportive and challenging actions with providers and employers to help them address inequality and discrimination in the social care and early years workforce.

6.4　By 2025, we will ensure our digital resources and digital learning offer to the sector is built on a principle of inclusion informed by user-centred design principles.

6.5　By 2025, we will demonstrate both in action and results a social care Wales workforce and board which continues to be culturally aware and demonstrates anti-discriminatory practice across all its functions and services.

6.6　Our final plan will include indicative metrics that will be used to measure our progress in meeting our ambitions. These will be developed by the lead officers for the objectives and agreed with the Chief Executive and Chair prior to publication.

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

# Strategic Equality Plan 2022-2025



Noddir gan
**Lywodraeth Cymru**
Sponsored by
**Welsh Government**

# Contact details

**Social Care Wales**
South Gate House
Wood Street
Cardiff
CF10 1EW

Tel: 0300 3033 444
Minicom: 029 2078 0680

Email: info@socialcare.wales


Twitter: @SocialCareWales

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

# Overview

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

- tackling discrimination

- promoting equality and diversity

- creating a more inclusive society.

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

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

# Foreword by our Chair and Chief Executive

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

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

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

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

- up-to-date evidence
- our engagement with others
- the use of equality impact assessments to better understand the impact our decisions may have on different types of people[1].

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

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

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

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

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

Mick Giannasi, Chair, and Sue Evans, Chief Executive

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

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

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

## What do we do?

We:

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

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

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

# Our vision

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

# Our strategic equality plan

We have a statutory duty to publish an equality plan.

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

# Developing our equality plan and equality objectives for 2022 to 2027

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

- [Locked out: liberating disabled people's lives and rights in Wales beyond COVID-19](#) -Welsh Government, July 2021

- *Into sharp relief: inequality and the pandemic* – Welsh Parliament Equality, Local Government and Communities Committee, August 2020

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

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

- *the equality profile of the social care workers who are registered with us*

- *Coronavirus (COVID-19) related deaths by occupation, England and Wales: deaths registered between 9 March and 28 December 2020* – Office for National Statistics

# Engaging and involving people who use care and support

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

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

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

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

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

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

# Our organisational approach

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

We will tackle discrimination on the grounds of protected characteristics[2] (set out in the Equality Act 2010) and discrimination experienced on the grounds of:

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

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

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

## Comprehensive strategic approach

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

We will make our commitment to promoting equality and tackling discrimination a central objective in our strategic plan.

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

# Welsh Government leadership

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

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

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

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

# Our objectives

## Objective 1: Improve the use of equality data and information

**What do we want to achieve**?

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

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

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

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

Our recent publication about the domiciliary care workforce found that 84 per cent are female, 96.5 per cent are white and 3.5 per cent are from an ethnic minority background. Only 10 per cent are fluent in Welsh, while 26 per cent have some Welsh language ability and 64 per cent have no Welsh language skill at all. This needs to change if we are serious about providing meaningful care and support. Providing care and support for someone is a very personal activity, and a common bond of trust, culture and language helps provide the highest quality care.

We must also consider the groups most likely to be affected by the expected rise in poverty because of the Covid-19 pandemic. These include young people, ethnic minorities, and disabled people who are already closest to the poverty line[3].

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

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

Our early actions will include:

Through *A Strategic Approach to Social Care Data in Wales* we will take forward specific actions to enhance data collection and availability to support a fairer and more equal workplace.

Work with local authorities and providers we will improve the data we collect on the social care workforce. A new online portal will be piloted, prior to roll out across providers collecting aggregated information on protected characteristics.

As Professional Registration expands, we will use it to provide ourselves and the sector a greater understanding of our regulated workforce, including how it is changing over time.

# Objective 2: Equality at work

**What do we want to achieve?**

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

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

Ethnic minority communities have reported racial inequality in Wales, with some staff in health and social care settings saying they felt they had been treated less favourably than their white colleagues during the coronavirus pandemic[4].

The GMB also reports that workers from an ethnic minority background remain at serious risk at work because of the lack of comprehensive risk assessments carried out during the pandemic.[5] We believe social care workplaces should lead the way in terms of equality and inclusion, giving everyone the opportunity to thrive, regardless of their background, identity or circumstance, so they feel valued and supported at work.

Going above and beyond to support the most vulnerable in our society has been a major feature displayed by the social care and early years workforce during the pandemic. The

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

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

pandemic has also raised the profile of the workforce, the work they do and their value to society as key workers.

But many of these workers are relatively low paid and in employment that's often insecure[6]. Having guaranteed employment and income are an essential part (among a number of factors) of making sure the social care and early years workforce achieves equal and fair work practices.

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

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

Our early actions will include:

Through our work on well-being, we will develop frameworks for effective staff governance that will help to reduce inequalities in the workplace

We will pilot new support mechanisms in our regulation work, to ensure people facing action have access to advice and representation through the process.

We will actively support the Welsh Government's Race Equality Action Plan, and other similar plans, to support the transformation set out for Wales.

# Objective 3: Digital inclusion

**What do we want to achieve?**
We will work to make sure equality, accessibility and inclusion are central to our work of building a digitally ready social care and early years workforce in Wales.

**Why is this one of our objectives?**
The world has changed because of the pandemic. One of the biggest changes has been the increasing speed of the move to digital services and virtual communication, which risks worsening unfairness in society.

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

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

We have also seen a quick growth in the use of digital technologies, such as tablet devices, to give people who use care and support access to support and advice. This highlights the need for us to rethink the role of digital resources in the way care is assessed and provided going forward[7].

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

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

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

Our early actions will include:

We will work with others, including Digital Communities Wales, to support the workforce in their digital skills and confidence.

We will embed user-centred design principles as we develop new digital resources for the sector, prioritising accessibility across all our digital work.

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

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

**What do we want to achieve?**

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

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

The Covid-19 pandemic has highlighted the pressures faced by frontline social care workers. These pressures – along with the increased risk of catching Covid-19 and the fear of putting family members at risk – have raised concerns about the increasing stress on workers[8].

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

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

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

Our early actions will include:

The development and provision of a broad well—being offer for those working in Social Care, ensuring the service is accessible and open to the needs of a diverse workforce.

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

This will include Well-being at Work Standards, designed to support employers in maintaining well-being amongst their staff.

Implementation of a consistent approach to monitoring and measuring employee experience through health and social care staff surveys. This will include enable us to capture staff experience across different settings, professional groups and protected characteristics.

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

## What do we want to achieve?

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

### Why is this one of our objectives?

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

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

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

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

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

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

Our early actions will include

We will deliver cultural awareness training to all staff and members. This will be embedded within induction process for staff and Members, with evaluation to follow.

We will revisit our recruitment activity to ensure we are encouraging applications from those with protected characteristics, including embedding external benchmarks such as https://disabilityconfident.campaign.gov.uk/

We will actively support the Welsh Government in its Social Care Wales board member recruitment, through engagement, communication and promotion of opportunities to support a more diverse Board in terms of members from a black, minority and ethnic background.


**Measuring our progress**

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

[ *to be developed following agreement of the rest of the plan and included in the final version in January 2022]*

**Contact details**

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

Social Care Wales
7th Floor, South Gate House
Wood Street
Cardiff CF10 1EW
info@socialcare.wales

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

| Cyfarfod / Meeting | Board meeting | | |
|---|---|---|---|
| **Lefel dosbarthiad / Openness Level** | **Preifat / Private** | | **Cyhoeddus / Public** |
| | ☐ | | ☒ |
| **Dyddiad / Date** | 21.10.21 | | |
| **Eitem Agenda Agenda Item** | 10 | | |
| **Teitl / Title**<br><br>**SCW/21/28** | **Annual Equality Report 2020-21** | | |
| **Awdur / Author** | Abu Askira, Engagement and Development Manager | | |
| **Cyfraniadau Gan/ Contributions From** | Dave Pritchard, Director of Regulation | | |
| **Papurau Cefnogol / Supporting Papers** | Appendix 1 - Annual Equality Report 2020-21 | | |
| **Gweithgaredd Cynllun Busnes / Busines Plan Activity** | Ensuring continuous improvement of how we do our work to be an effective and efficient Welsh public service organisation | | |

| **Gweithred / Action Required** | **Cymeradwyaeth / Approval** | **Darparu Llyw / Provide A Steer** | **Darparu Sicrwydd / Provide Assurance** | **Trafodaeth / Discussion** | **Craffu / Scrutinise** |
|---|---|---|---|---|---|
| | ☒ | ☐ | ☐ | ☐ | ☐ |

| **Argymhelliad / Recommendation** | Members are invited to **consider** and **approve** the annual equality report for publication. |
|---|---|
| **Prif Bwyntiau; Materion Allweddol i Dynnu Sylw Atynt: Cwestiynau I'w Ystyried**<br><br>**Main Points: Key Issues to Draw to Attention; Questions To Consider** | The Specific Equality Duties in Wales as set out in the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 places a duty on Social Care Wales to publish an annual equality report. |

| Goblygiadau Risg y cynigion / Risk Implications of Proposals | Teitl y Risg / Risk Title | Cyfeirnod cofrestr Risg/ Risk Register Reference | Sgoriau risg gweddilliol Residual Risk Scores | |
|---|---|---|---|---|
| | | | Cyfredol Current | Dyfodol Future |
| | No risks identified | | | |
| | | | | |

| Asesiadau Effaith / Impact Assessments Considered | Cyfle cyfartal / Equality of Opportunity | Diogelu data / Data Protection | Iaith Gymraeg / Welsh Language | Arall / Other (e.g climate change / future generations |
|---|---|---|---|---|
| | ☐ | ☐ | ☐ | ☐ |
| | The attached report covers work that we are undertaking to advance equality of opportunity for all the nine protected characteristic groups. No impact assessments relevant/undertaken for the annual report but the individual projects which feed into the delivery of the report would have impact assessments at the relevant programme boards. | | | |

# Annual Equality Report 2020-21

## 1. Context

1.1 This report presents our annual equality report (for the period April 2020 to March 2021) for approval.

1.2 The Specific Equality Duties in Wales as set out in the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 places a duty on Social Care Wales to publish an annual equality report.

## 2. Resource implications

2.1 The delivery of our current Strategic Equality Plan is a demonstration of collaborative working across the various directorates of Social Care Wales and draws upon staff time and expertise from various departments. There is growing evidence of equality and diversity issues being mainstreamed and integrated across the organisation.

2.2 The establishment of an internal equality and diversity group has significantly added more focus and joined up working on equality matters across the organisation.

## 3. Risk and assurance

3.1 There are no strategic risks or issues associated with the delivery of our equality objectives and the publication of our annual report. We continue to publish our annual reports on the website and encourage feedback from the sector, partners and wider stakeholders.

## 4. Engagement

4.1 The delivery of some intended actions was undoubtedly impacted upon by the COVID-19 pandemic. We had envisaged holding direct (face to face) engagement with Children and Young people on raising awareness of the Codes of Professional Practice. However, we managed to establish a stakeholder focus group consisting of organisations who represent and advocate for and support children and young people to develop a set of questions to help the promotion of the codes to young people.

4.2 We plan to continue working with the groups this year to identify further opportunities for engagement with children and young people. The organisations who were part of the stakeholder focus group are Children's Commissioner for Wales, Tros Gynnal Plant (TGP), Voices from Care and Children in Wales.

4.3  Voices from Care, the National Youth Advocacy Service (NYAS), Children's Commissioner and TGP have agreed in principle to have a link to the Code and resources on their websites for Children and Young People to follow.

4.4  We are pleased that the joint project with Health and Care Research Wales (on *identifying research priorities relating to care and support of older people, on the topic "How can we best provide sustainable care and support to help older people live happier and more fulfilling lives?")*  managed to get the views of 168 older people in receipt of care and support and carers.

4.4  The research project aimed to get the views of anyone in Wales aged 65 or over who has received care or support, whether at home, in a community setting or in a care home, plus their family, friends and unpaid carers. The project team were happy to receive submissions based on group discussions about the survey questions, especially for those who are unable to complete an online survey, thereby ensuring a wide range of voices have a chance to be heard.

4.5  The resulting top 10 research priorities relating to care and support for older people was published in February 2021.

4.6  Social Care Wales is a partner on the Get There Together project – GTT is a national project supporting people living with dementia to adjust to changes in their surroundings due to COVID-19 restrictions. The films created as 'digital stories' is to reassure anyone (living with dementia) who is apprehensive about getting back out into their communities. The films aim to lessen anxiety and reduce isolation as restrictions ease.


**5.  Impact**

5.1  The Bevan Commission has identified the digital stories and the work carried out by the GTT project as an exemplar experience. The project is now progressing into an evaluation phase. Regional subgroups and partners continue to join the project and the project is working with Accelerate and an industry partner to create more resources/films using 360 camera technology.

5.2  The 10 research priorities relating to care and support for older people have been shared with researchers and funders to identify potential research questions and funding. Some funding has already been made available.

5.3  We're now planning our next joint project with Health and Care Research Wales, to focus on strengths-based and preventative approaches for children and families. Again, we will pay particular attention to including children and families from diverse and marginalised communities

# Annual equality report

## 2020-2021

## Introduction

This annual equality report sets out the progress Social Care Wales has made in delivering its six equality objectives during 2020 to 2021.

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* 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.

The development of our *Strategic equality plan* gave us an opportunity to clarify our commitment to equality and recognise our leadership role in the sector, as well as our responsibility to influence others to promote equality.

Although this report aims to provide a record of our work during the year, we are also about to publish a new Strategic Equality Plan – (*becoming an anti-discrimination Wales  promoting equality, valuing diversity in social care)* which takes into account the socio-economic impact of the coronavirus pandemic.

## Who we are

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

Our role in early years is on a smaller scale. We are a strategic partner for the Welsh Government, supporting the ongoing development, support and professionalisation of the workforce.

## What do we do?

We:

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

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

Our work is underpinned by the principle that adults and children who use care and support, as well as their families and carers, work together to create support that works for them. The approach is values driven and built on the principle that those who use a service are best placed to help design it. We will do this directly in our

work where appropriate, but we will also make sure we follow this approach in all our advice about evidence to the sector.

## 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."[1]

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 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. The purpose of setting equality objectives is to help public bodies better perform the general duty.

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:

- 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

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[1] The Equality and Human Rights Commission's non-statutory guidance on equality reporting

- 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.[2]

## 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 the 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?**

- There have been two specific areas of work which have been undertaken to further this objective. The first is to collate all the code's promotional resources into a single point of reference for the public on the website, and the second; to identify opportunities for raising awareness of the codes amongst children and young people.

- Collating codes promotion resources in a single point on the website ensures that people who use care and support, their families and carers can locate the information quickly and easily. In addition, we have added a new link within the page to our safeguarding section - What to do if you think someone is being abused or if someone is abusing you?

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[2] *Objectives and the Equality Duty: A Guide for Public Authorities*, Equality and Human Rights Commission, 2014

- Identifying opportunities for raising awareness of the codes amongst children and young people is vital if we are to help them understand their rights when receiving support from social care workers. Whilst the COVID pandemic and related periods of lockdown prevented this work being completed earlier, since January 2021 work has now progressed on raising awareness across the children and young people social care sector.

- Initial 'getting to know you' meetings with agency sector partners occurred. The discussions have led to the forming of a stakeholder focus group consisting of agencies who advocate for and support children and young people, particularly within the care sector and hard to reach groups. The agencies who were part of the initial focus group are Children's Commissioner for Wales, Tros Gynnol Plant Cymru, Voices from Care and Children in Wales.

- A 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?**

- In April 2020 Health and Care Research Wales and Social Care Wales launched a joint project to identify research priorities relating to care and support of older people, on the topic "How can we best provide sustainable care and support to help older people live happier and more fulfilling lives?

- Extra steps were taken to engage with older people who tend to be under-represented in the development and production of research, with a focus on people who are likely to have different experiences of social care, including black and minority ethnic and LGBTQi communities, disabled people and older people who are in prison or who are homeless.

- 168 older people in receipt of care and support and carers informed the research and the resulting top 10 research priorities relating to care and support for older people.

- The top 10 priorities have been shared with researchers and funder to identify potential research questions and funding. Some funding has already been made available.

- We're now planning our next joint project with Health and Care Research Wales, to focus on strengths-based and preventative approaches for children and families. Again, we will pay particular attention to including children and families from diverse and marginalised communities

- We have been an active partner with the [Get There Together project](#)[3]. The flagship project Welsh project is aimed at helping people with dementia recover from the detrimental impact of the pandemic on health, daily routines and interaction with the wider community.

- The project has produced [video resources](#) to help people with dementia feel confident to get back out into the community (local amenities such as libraries, GP's, supermarkets and local shops etc). The resources that have been developed to date are published on the Dewis website: this has now gone live and received national media attention. The project is also within the Bevan Commission's Exemplar programme.

**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 a workforce strategy 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.

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[3] The Get There Together project is aligned with the Dementia Action Plan for Wales (Welsh Government 2018).

- 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.

- During autumn of 2020 we ran a TV campaign featuring a home care reflecting the diverse workforce in care and highlighted working in care during the pandemic.

- Looking at future planning we are working with DWP and Job Centre Plus to run sessions for the black and minority ethnic communities to help raise awareness of the careers in care and resource available such as the WeCare Wales Jobs Portal (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 continues into the current financial year and 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 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.

- In partnership with ASC Ltd we deliver a strategic programme collaborative communications skills training which supports the skills and capabilities of the workforce to deliver outcomes focused strengths-based practice, the programme also considers the wider organisational implications and practicalities of embedding this way or working as a whole system approach is required.

- Through partnership working with Aneurin Bevan health board, the Gwent heads of adult services and NHS Delivery unit we are also delivering a Balancing Rights & Responsibilities project. This initiative brings together two existing and successful programmes (Collaborative Communications & Care Aims) and seeks to align the approach to patient discharge across health and social care professionals. The programme supports more effective hospital discharge by making best use of all expertise and resources, and ensuring shared decision-making putting the person at the heart of the discussion

**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 38.5% return rate on our equalities monitoring form in relation to recruitment applications (as included in our application pack).

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

- *64% of applicants identified as female, 34% as male and 2% identified as non-binary.*
- *41% of applications were from people aged 25-29 and 13.5% from people aged 50-54.*
- *12% of applications were from people with disabilities.*
- *93% of applicants were heterosexual, 6% were LGBT+.*
- *86.5% of applicants described themselves as either White Welsh, White British or White English.*
- 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 2021/22. This will include signing up to the disability confident scheme.

- We have developed additional guidance for recruiting managers to help eliminate any potential for bias during the interview process. We have

introduced 'blind shortlisting' and have strengthened the requirement for our recruiting panels have a gender balance.

- All new starters are required to complete and equality, diversity and inclusion e-learning module as part of their initial induction.

- In 2021/22 we will ask all staff to complete an unconscious bias e-learning module, and all line managers were required to complete an additional manager specific module.

- We have established an equality, diversity and inclusion steering group, made up of staff from across the organisation. The group will:

  -be kept updated about equality and diversity work in Social Care Wales and provide advice about progress and the way forward
  -generate and consider ideas for work to improve equality and diversity
  -take forward actions to improve and promote equality and diversity.

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

- We have built on the work that was done last year to make sure our website and other online platforms comply with the EU directive for web accessibility. We have continued to use specialist company, Siteimprove, to regularly monitor our website and our online registration portal, SCWonline, to make sure they comply with the directive. This helps us pinpoint any accessibility issues so they can be fixed quickly.

  • Much of our focus has been on providing training for our staff, particularly those who are involved in producing content for users of our website and other online platforms. This has included training on how to write simply and clearly in our tone of voice, so that the way we write and the language we use are not barriers to people understanding our information.

  • The training has also included making our staff more aware of what makes content more accessible and how to provide users of our online platforms with

what is useful to them and in ways they prefer. This all helps remove any potential barriers to our content being widely available, understandable and accessible to those who are interested in it.

## 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.

In particular, 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.

Our audit found no evidence of pay discrimination on the grounds of any protected characteristics. Any differences are as a result of length of service or TUPE transfers protecting previous salaries.

We must not become complacent and will continue to monitor and report annually. We will also ensure that there is clear justification for any case of not appointing to the minimum grade point.

Although we have no statutory duty to report on our gender pay gap, we still report on this as part of our equal pay review.

Our gender pay gap is currently **16.64%** (median), which is below the UK average.

The current gap can likely be explained by an overrepresentation of women both across the organisation as a whole and in the lower paid grades, with 91% of women represented in the lower quartile.

Having said that, we will not become complacent and will continue to scrutinise our pay decisions to ensure they are fair and equitable across genders.

## 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 strategic framework for Welsh language services in health, social services and social care*.

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

## 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:

Abubakar Askira
Engagement and Development Manager
Social Care Wales
7th Floor, South Gate House
Wood Street
Cardiff CF10 1EW

Telephone: 02920 780678
**Email: abubakar.askira@socialcare.wales**

## Equality information from our staff

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

**Key messages about our staff profile:**

- The proportion of staff who have chosen to answers some or all of the questions has increased (between +5% and +18% across the different characteristics).
- We continue to have a higher proportion of female employees than men.
- The age profile of our workforce is quite evenly spread, and no age group is unrepresented.
- The percentage of disabled employees has increased by almost 3%, which is comparable to a 3% increase in our recruitment profile too.

- We will continue to encourage staff to declare their equality information, not only by explaining how and why we use the information, but also by creating a safe and reassuring environment where they feel confident to do so.

**Table 1: Staff diversity profile[4]**

**Organisation diversity profile**

| | April 2020<br><br>124 staff | June 2021<br><br>134 staff | Welsh average %[5] |
|---|---|---|---|
| **Gender** | % | | |
| Male | 25.6% | 25.37% | 49.3 |
| Female | 74.4% | 74.62% | 50.7 |
| | | | |
| **Age** | | | |
| 18-21 | 0.8% | 1.49% | 4.9 |
| 22-29 | 18.5% | 17.16% | 10.5 |
| 30-39 | 39.5% | 32.08% | 12.1 |
| 40-49 | 24.1% | 20.14% | 11.5 |
| 50-59 | 15.3% | 25.37% | 13.9 |
| 60+ | 1.6% | 2.98% | 27.3 |
| | | | |
| **Religion** | | | |
| Prefer not to answer / not declared | 42.7% | 36.5% | |
| Atheist | 7.25% | 7.46% | |
| Agnostic | 3.2% | 4.47% | |
| Catholic | 0.8% | 0.74% | |
| Christian | 25% | 21.64% | **47.9** |

[5] Source: Gender / age / race / religion /disability – StatsWales. Sexual orientation / married – ONS.
Direct comparison has been made when our data sets match with the StatsWales and ONS categories

| | | | |
|---|---|---|---|
| Muslim | 1.6% | 1.49% | 1.8 |
| None | **19.35%** | **27.31%** | **47.3** |
| **Sexual orientation** | | | |
| Bisexual | **-** | **0.74%** | **0.8** |
| Homosexual | **1.6%** | **2.23%** | 1.5 |
| Heterosexual | **56.45%** | **59.7%** | 95.5 |
| Prefer not to answer / not declared | **41.9%** | **37.3%** | **1.4** |
| | | | |
| **Disability** | | | |
| Yes | **4.03%** | **6.71%** | 21.8 |
| No | **42.7%** | **58.2%** | 77.3 |
| Prefer not to answer / not declared | **53.2%** | **35.07%** | **0.8** |
| | | | |
| **Race** | | | |
| | | | |
| Prefer not to answer / not declared | **45.96%** | **36.56%** | |
| White | **45.96%** | **42.53%** | **95.9** |
| White-Welsh | **4.8%** | **16.41%** | |
| Black African | **1.6%** | **1.49%** | 0.4 |
| White and Black African | **1.6%** | **1.49%** | **0.1** |
| Black Caribbean | **-** | **0.74%** | **0.2** |
| East African Asian / Goan | **-** | **0.74%** | |
| | | | |
| **Married / Civil Partnership** | | | |

| | | | |
|---|---:|---:|---:|
| Prefer not to answer / not declared | **44.35%** | **38.80%** | |
| Yes | 33% | 31.34% | 48 |
| No | 22.58% | 29.85% | 34 |
| | | | |
| **Is your gender identity the same as at birth?** | | | |
| Prefer not to answer / not declared | 45.16% | 37.31% | |
| Yes | 54.83% | 62.68% | |
| No | 0% | 0% | |

## 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.

## National Social Care Data Set for Wales

The National Social Care Data Set gathers social care data in one place to provide a view of how the social care sector is performing in Wales. We recently added a National Social Care Data Catalogue to our Data Portal.

The National Social Care Data Catalogue helps those working in the social care sector find the data they need and it currently holds information about 44 datasets. To learn more about the available datasets and to access the data, you can search the catalogue or view the datasets by topic. You can also explore the catalogue using an interactive, visualisation tool.

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.

## Equality data from the national training programmes

We have a role in improving the quality and management of social work and social care, and early years learning, development, qualifications and training.

This role helps us make sure the social care workforce has the right knowledge, skills, understanding and approach to provide good quality care and support in the social care and early years sectors.

When considering what to include in this report, we decided to provide equality information about the social work students on the approved social work qualifying programmes in Wales.

**Table 2: Equality monitoring of social work students**

| Category | 2017-18 cohort | 2018-19 cohort | 2019-20 cohort | 2020-2021 Cohort |
|---|---|---|---|---|
| **Average age** | 32 years | 31 years | 32 years | 32 years |
| Intake | 252 | 262 | 273 | 242 |
| **Gender** | | | | |
| Female | 88.4% | 86.0% | 84.8% | 84.7% |
| Male | 11.60% | 14% | 15.2% | 15.3% |
| | | | | |
| **Ethnicity** | | | | |
| BAME | 6.4% | 6.4% | 5.5% | 8.3% |
| White | 93.6% | 93.6% | 94.5% | 91.7% |
| | | | | |
| **Disability** | 3.8% | 3.4% | 4.5% | 5.9% |
| | | | | |
| **Sexual orientation** | | | | |
| Heterosexual | 94.0% | 93.4% | 95.6% | 94.0% |
| Homosexual/Bisexual | 6.0% | 6.6% | 4.4% | 6.0% |
| | | | | |
| **Welsh language ability** | | | | |
| Some/fluent | 52.1% | 52.1% | 55.1% | 61.3% |
| None | 47.9% | 47.9% | 44.9% | 38.7% |

| Cyfarfod / Meeting | **Board meeting** | | |
|---|---|---|---|
| **Lefel dosbarthiad / Openness Level** | **Preifat / Private** | | **Cyhoeddus / Public** |
| | ☐ | | ☒ |
| **Dyddiad / Date** | **21.10.21** | | |
| **Eitem Agenda Agenda Item** | **11** | | |
| **Teitl / Title** **SCW/21/29** | **SCWWDP grant review** | | |
| **Awdur / Author** | Jon Day, Assistant Director Workforce | | |
| **Cyfraniadau Gan/ Contributions From** | Social Care Wales Leadership team; Improvement Committee | | |
| **Papurau Cefnogol / Supporting Papers** | Appendix 1 - Summary of principles and actions from the SCWWDP review<br><br>Engagement and discovery report findings (on the portal) | | |
| **Gweithgaredd Cynllun Busnes / Busines Plan Activity** | Programme 2 - Social Care and Early Years Managers, Leaders and Owners<br><br>Review the SCWWDP grant, including the additional funding provided for the regional facilitation grant, to align with the joint health and social care workforce strategy. | | |

| **Gweithred / Action Required** | Cymeradwyaeth / Approval | Darparu Llyw / Provide A Steer | Darparu Sicrwydd / Provide Assurance | Trafodaeth / Discussion | Craffu / Scrutinise |
|---|---|---|---|---|---|
| | ☒ | ☐ | ☐ | ☐ | ☐ |

| **Argymhelliad / Recommendation** | Board is invited to **approve** key principles to be embedded into the delivery of the SCWWDP for the period of the next strategic plan. These will be implemented through changes to the grant letter and associated application and monitoring processes.<br><br>Board is also asked to **approve** the proposals for key actions to be taken forward by Social Care Wales. |
|---|---|
| **Prif Bwyntiau; Materion Allweddol** | The main findings from the report include: |

| i Dynnu Sylw Atynt: Cwestiynau I'w Ystyried<br><br>Main Points: Key Issues to Draw to Attention; Questions to Consider | • There appears no appetite for substantial change in approaches to grant processes<br>• Current approaches to application and monitoring, reflective of changes in 2018, are well received and felt of value by the sector<br>• Proposals centre around clearer expectations and limitations of the grant<br>• Equally proposals focus on a closer alignment to the ambition of the workforce strategy where appropriate<br>• Proposals indicate a need to strengthen links between the SCWWDP and the work of the Regional Partnership Boards and the population needs assessments<br>• Proposals also indicate a need to strengthen reporting and monitoring approaches including better approaches to impact measurement and benchmarking<br>• Changes proposed, subject to approval by Board, can be implemented in time for the new grant year in April 2022 | | |
|---|---|---|---|

| Goblygiadau Risg y cynigion /<br>Risk Implications of Proposals | Teitl y Risg / Risk Title | Cyfeirnod cofrestr Risg/ Risk Register Reference | Sgoriau risg gweddilliol<br><br>Residual Risk Scores | |
|---|---|---|---|---|
| | | | Cyfredol Current | Dyfodol Future |
| | If we don't plan for the future needs and ways of working of the sector, we will not make best use of public money | OP-20-14 | 4 | 3 |

| Asesiadau Effaith / Impact Assessments Considered | Cyfle cyfartal / Equality of Opportunity | Diogelu data / Data Protection | Iaith Gymraeg / Welsh Language | Arall / Other (e.g., climate change / future generations |
|---|---|---|---|---|
| | ☒ | ☒ | ☒ | ☐ |

**2020/2021 – SCWWDP grant review**

**1. Context**

1.1  The responsibility for the Social Care Wales Workforce Development Programme (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  Throughout 2017 there was a process of engagement internally and externally to alter the way in which the grant was administered both in terms of its award from Local Authority to regional award but also the format in which the grant was applied with changes implemented in April 2018.

1.3  The findings from the current review indicate that the changes implemented in 2017 are still well received and Social Care Wales role in administering and supporting the grant is also perceived positively.

1.4  In response to the launch of the workforce strategy in October 2020, it was considered timely to undertake a review of the SCWWDP grant.

1.5  Consultants ICF were selected through a competitive tendering process and commenced work on the review in April of this year to provide independent consideration as a critical friend. The process adopted and the full findings from the engagement are contained in a report on the Board members portal.

1.6  The principles of the proposed changes required to the grant were discussed at Improvement Committee in September 2021 and the detail of those conversations are included in Appendix 1

1.7  The principles now being proposed for inclusion in the grant letter are summarised as follows:

- Match funding model of 30%
- Social Care Wales is committed to offering an annual workforce development grant on a regional basis. The detail of the levels of funding and priorities is subject to the Welsh Government budget settlement with Social Care Wales which is currently undertaken on an annual basis.
- Equality of access to the grant for all types of providers and spend should be broadly reflective of the profile of the sector in the local authority and region
- The purpose of the Grant is to contribute to effective development of the social care workforce
- The grant will be aligned to themes from the workforce strategy.

    Initially it is proposed that the following themes are linked to the grant:

    **Under SCWWDP (match funded)**
    Excellent Education and Learning

Leadership and succession
Digital ready workforce
Workforce supply and shape

And an additional specific area focussed on: Social Work Qualifying and post qualifying training

**Under the Regional Facilitation Grant (not matched funded)**
Attraction recruitment and retention

- Ensure unnecessary duplication of training and other workforce initiatives are minimised and opportunities for scaling up on an all-Wales basis are maximised
- A consistent approach to governance of the grant including the contribution of key partners as listed in the grant letter
- SCWWDP contributes to the overall workforce plans of the Regional Partnership Board and has clear links to the Population Needs Assessment
- Priority of the grant is for the paid workforce, but flexibility is allowed to support carers and volunteers to enable them to fulfil their unpaid role where this relates to the themes of the workforce strategy

1.8     If the proposed principles are agreed by Board, then that will guide the development of the Grant letter to be agreed by the Chief Executive and Chair. This would allow the application process for the grant to commence in December 2021 in readiness for the grant year start in April 2022.

1.9     The work of the review has also identified a number of actions for Social Care Wales to take forward, as summarised in Section B of appendix 1 and these include:

- National priorities will be decided with engagement with regional and national partners through an annual planning and ongoing dialogue with key stakeholders
- Commitment to introducing a quality assurance process with an annual meeting with the Regional Workforce Board to explore performance against the grant and benchmark with other regions
- A register of SCWWDP funded initiatives will be developed to reduce any duplications and support opportunities for scaling up on an all-Wales basis are maximised
- A summary of other funded learning opportunities that can support and complement the SCWWDP grant e.g., apprenticeship funding, Union funding, etc.
- Applications and monitoring reports will be refined to support:

  - greater clarity on impact measurement and a clear understanding of what good looks like; gather impact above and beyond training numbers, etc.
  - To assist in monitoring equity of access, regions will be requested to submit as part of their application, a profile of their provider base based

on numbers of service providers and size of workforce across statutory, voluntary and private sectors
  ▪ Annual monitoring report to include a summary of contributions from other partners to the workforce development agenda

  • Discussions continue with Welsh Government to increase the value of the grant in line with sector needs
  • Research commissioned to increase the understanding of the impact that the shift to digital approaches to learning and education had on the workforce

## 2. Resource implications

2.1 The tender value for the review was £48,000.

2.2 The value of the SCWWDP grant for 21/22 is £7,149,350 with a 30% contribution from the regions of £3,064,007.

2.3 In addition, there is a regional facilitation grant that does not attract match funding, in 2021/2 this was £782,000.

## 3. Risk and assurance

3.1

| Teitl y Risg / Risk Title | If we don't plan for the future needs and ways of working of the sector, we will not make best use of public money | | |
|---|---|---|---|
| Cyfeirnod cofrestr Risg / Risk Register Reference | OP-20-14 | **Sgoriau risg gweddilliol** **Residual Risk Scores** | |
| | | **Cyfredol Current** | **Dyfodol Future** |
| | | 4 | 3 |
| **Effaith ar risg / Impact on Risk** | | | |
| SCWWDP review being undertaken to ensure that a realignment of the grant takes place taking into account needs of the LA's, regions and national drivers such as the Workforce Strategy and its 10-year ambition.  Opportunity lost to realign recommendations of the strategy to the major grant source for workforce development. | | | |
| **Newdiadau i Reolaethau / Sicrwydd** **Changes to Controls/ Assurance** | | | |
| Clear commitment from the stakeholders and early dialogue has already set the backdrop of the review. Clear process mapped out to achieve outcomes of the review Delaying the implementation of the review has been received well by the sector and has also allowed scope to take account of the full impact of Covid and also potential political changes at a national level | | | |

**4. Engagement**

4.1    The approach to engagement is detailed in the report on the portal.

4.2    In addition to the formal engagement approach, regular updates were provided via the monthly meetings held with Regional Workforce Managers and regular meetings with ADSS Cymru workforce policy group.

**5. Impact**

5.1    The impact of SCWWDP is reported annually to both Improvement and Audit and Risk Committee.

5.2    The proposed principles of the grant are intended to improve the use and impact of the grant by responding to issues identified in the independent review. In particular the principles suggested will result in:

- immediate and planned changes to improve scrutiny, accountability and performance measurement
- more explicit targeting of the resources to support workforce development and key themes of the workforce strategy

5.3    The proposed changes, and alongside our work on outcome measures for the strategic plan, should also help us more clearly demonstrate grant impact as we progress forward.

**SCWWDP review**

The following outline tables identifies the following:

- Those principles being proposed as included in the grant letter for SCWWDP for April 2022
- Those actions being proposed that underpin Social Care Wales approach to grant development and improved scrutiny
- Those principles that are not being included

The principles outlined in section A were refined through discussion with Improvement Committee, initially having been developed as part of the discovery phase, roundtables events and Social Care Wales Board development day.

**SECTION A: Principles being proposed as included in the grant letter for SCWWDP for April 2022**

| Principle Discussed at Improvement Committee | Focus of the discussion | Revised Principle | How resolved |
|---|---|---|---|
| Match funding model will be retained at its current levels of 30% | Accepted | No change | Grant letter |
| Social Care Wales is committed to offering an annual workforce development grant on a regional basis, but the detail of the levels of funding and priorities is subject to the annual Welsh Government budget settlement with Social Care Wales | Accepted | No change | Grant letter |
| There will be equality of access to the grant for all types of providers and spend should be broadly reflective of the profile of the sector in the local authority and region | Principle was accepted but discussion centred on how this would be evidenced – see next principle | No change | Grant letter/ monitoring reports |

| | | | |
|---|---|---|---|
| The purpose of the Grant is to contribute to effective development of the workforce in line with the annual grant letter which will include links to the long-term ambitions of the workforce strategy | Accepted but need to clearly report on the contribution of the grant to the actions within the workforce strategy | No change | Grant letter and monitoring reports |
| The grant will be aligned to themes from the workforce strategy.<br><br>Initially it is proposed that the following themes are linked to the grant:<br><br>**Under SCWWDP (match funded)**<br><br>Excellent Education and Learning<br><br>Leadership and succession<br><br>Digital ready workforce<br><br>Workforce supply and shape<br><br>And an additional area focussed on: Social Work Qualifying and post qualifying training<br><br>**Under the Regional Facilitation Grant (not matched funded)**<br><br>Attraction recruitment and retention | Accepted | No change | Grant letter, application design and monitoring reports |
| Social Care Wales is committed to ensuring unnecessary duplication of training and other workforce initiatives are minimised and where possible SCWWDP | Accepted but there was an acceptance that more could be done at a regional level to improve consistency | No change | Grant letter and development of an online register of initiatives |

| | | | |
|---|---|---|---|
| funded initiatives are contained within a register to ensure opportunities for scaling up on an all-Wales basis are maximised | | | |
| Social Care Wales expects consistent approach to governance of the grant including the contribution of key partners as listed in the grant letter | Accepted | No change | Grant letter |
| New principle identified by Improvement Committee | Improvement Committee were keen to strengthen links with the Regional Partnership Board (RPB) in terms of their oversight of the SCWWDP applications and its alignment to the workforce needs of the region | Clear evidence will be provided in applications and monitoring reports of the SCWWDP application having been discussed at a relevant RPB meeting and that it contributes to the overall workforce plans of the RPB | Grant letter and associated processes |
| New principle identified by Improvement Committee | Improvement Committee were keen to establish links between the Population Needs Assessment (PNA) and the SCWWDP application | Clear evidence will be provided in applications and monitoring reports of the SCWWDP application of the clear links between the PNA and the SCWWDP application | |
| Social Care Wales is committed to introducing a quality assurance process with an annual meeting with the Regional Workforce Board to explore performance against the grant and benchmark with other regions | Accepted | No change | Grant letter and associated process |

| | | | |
|---|---|---|---|
| Priority of the grant is for the paid workforce, but flexibility is allowed to support carers and volunteers to enable them to fulfil their unpaid role in line with the ambition of the workforce strategy | Discussion on "what is the ambition of the workforce strategy" in relation to carers and volunteers.<br><br>Discreet actions are included in the strategy as regards carers and as part of the ongoing Ministerial Advisory Group for Carers | No change | Grant letter |

**SECTION B: Actions agreed that support grant development and improved scrutiny**

| Action discussed at Improvement Committee | Basis of the discussion | Revised Action | How resolved |
|---|---|---|---|
| The Grant will show added value over-and-above the number of people trained and Social Care Wales is committed to strengthening approaches to defining ways of reporting outputs, outcomes and impact over time | This is reflective of a call to not only focus on outputs and strengthen the approach to outcomes and impacts.<br><br>Following discussion at Improvement Committee this also needs to consider what "good looks like" | No change | Improved approach to monitoring reports<br><br><br>Discussion with other partners as to how they approach impact assessment of workforce grants e.g., NHS, SSSC, NISCC and Skills for Care |
| New principle identified by Improvement Committee | Improvement Committee were keen to ensure we improved the understanding of how equity of access was to be achieved. | To assist in monitoring equity of access, regions will be requested to submit as part of their application, a profile of their provider base based on numbers of service | Grant letter/ monitoring reports |

| | | | |
|---|---|---|---|
| | | providers and size of workforce across statutory, voluntary and private sectors | |
| National priorities will be decided with engagement with regional and national partners through an annual planning and ongoing dialogue with key stakeholders | Discussion centred on whether it should be more prescriptive at a national level e.g., just a focus on adult services | No change | Existing networks and meetings to continue to assist in the development of priorities but regions must be able to self-determine priorities as well to meet more local need |
| Social Care Wales is committed to providing a central online portal to allow easier exchange of information including application and reporting processes | Accepted | No change | Specific project to develop an online portal |
| New action identified by Improvement Committee | Improvement Committee were committed to understanding the impact that the shift to digital approaches to learning and education had on the workforce | NA | Through dedicated research piece undertaken by Social Care Wales |
| New action identified by Improvement Committee | Improvement Committee were keen to ensure that calls were made to Welsh Government to increase the value of the grant in line with sector needs | NA | Continue the dialogue with Welsh Government as part of medium- and long-term funding discussions |
| New action identified by Improvement Committee | How do we measure other partners contribution to the workforce development approach | Annual monitoring report to include a summary of contributions from other partners to the workforce development agenda | Built into monitoring report template |

| New action identified by Improvement Committee | Are we being bold enough with the approach taken in the review and the principles e.g., should we develop a national training service | NA | Felt there were key examples of where national solutions are in place or being developed but this would be considered on an ongoing basis in one with the needs of the sector |
|---|---|---|---|

**Principles that are not being included**

| Principle | Rationale for not being included |
|---|---|
| Additional funding allocated to SCWWDP in year will only be allocated to those Local Authorities who have indicated additional Local Authority funding in their plans over and above the 30% match contribution | Difficult to establish either a value or a % that is not nominal and therefore may not have the desired impact |
| If new activities are identified in scope of the Grant, there has to be clarity on which activities are disinvested in to enable this | We understand that we cannot keep putting burden on the grant without additional investment. However, a process for disinvestment may mean different things to different people e.g., if we take out the national priority for registration one region will spend x and another y – we do not set values to this so re-distributing this becomes complicated. Narrowing the priorities and being more explicit about what the grant can and can't fund may resolve the concern of the grant being the only source of funding for workforce development purposes. |

| | |
|---|---|
| The purpose and unique added value of the Grant is to develop consistency in professional practice and service models across Wales<br><br>The grant should support wider organisational development rather than having a narrower focus on training | The grant is not intended to support wider organisational development. The workforce development priorities in the regions and local authorities will be described in the grant letter and local or regional workforce development priorities should be determined by service change and transformation led by the organisation and or region. This would include read across to the transformation plans of the RPB's and the SCWWDP grant can contribute to the social care aspects of the workforce development priorities emerging from these plans but not the wider organisational development priorities that emerge. |
| The Grant should not be focused on training that is required/mandatory<br><br>There is a need to be clear about who is responsible for which type of core training | This is not practical or proportionate for a number of reasons:<br><ul><li>It is difficult to be precise about what constitutes core or mandatory training as this would differ from role to role and service to service</li><li>As we extend the register more and more people will require training to support qualification attainment – would this by definition be classed as mandatory training</li><li>We set limits to spend on health and safety training at present</li><li>It would increase the financial burden to ensure that this commitment was still met</li><li>It would increase levels of scrutiny to ensure that monitoring reports could capture this level of detail</li><li>It would increase audit requirements to ensure compliance</li></ul> |
| Pre population of the outcomes column at application stage | Not felt necessary as this would add to the administrative burden of the application process and exacerbate the issue currently of being able to describe outcomes at the end of the year |
| Grant letter to be simplified | Not necessary as the grant letter is reviewed every year as part of the annual process of approval by Social Care Wales board. |

| | |
|---|---|
| | Equally this is a key audit tool to ensure compliance with the remit of the grant so has to carry a certain level of detail |
| Are other partners in or out of scope e.g., health, education, police, etc | Felt to be contradict the spirt and ambition of the workforce strategy in relation to health and a disadvantage to multi agency / multi-disciplinary approaches to learning and development |
| Is safeguarding training in or out of scope | Again, felt this to be a difficult area to take out at present given the importance of this agenda – however it may be a useful monitoring exercise to understand how much of the SCWWDP spend is used to support regional safeguarding board learning and development activity when there are other statutory partners who could be contributing |

| CYFARFOD / MEETING | Board meeting | | |
|---|---|---|---|
| | **PREIFAT / PRIVATE** | | **CYHOEDDUS / PUBLIC** |
| | | | √ |
| **DYDDIAD / DATE** | **21.10.21** | | |
| **EITEM AGENDA AGENDA ITEM** | **12** | | |
| **TEITL / TITLE SCW/21/30** | **Business Plan 2021-22: 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 – performance commentary including risks<br>Appendix 2 – Budget Report for the period to 30 September 2021<br>Appendix 3 – HR 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 |
|---|---|---|---|---|---|
| | ✕ | ☐ | ☐ | ☐ | ✕ |

| **ARGYMHELLIAD / RECOMMENDATION** | Members are asked to **scrutinise** and **approve** the progress against the Business Plan 2021-22 at the six-month stage. |
|---|---|
| **PRIF BWYNTIAU; MATERION ALLWEDDOL I DYNNU SYLW ATYNT; CWESTIYNAU I'W YSTYRIED**<br><br>**MAIN POINTS; KEY ISSUES TO DRAW TO ATTENTION;** | This performance report provides an update against:<br><br>• progress against all priority themes including exception reporting of amber and red activities in Appendix 1<br>• our financial position at 6 months in Appendix 2<br>• a high-level performance dashboard of our 6-month HR report in Appendix 3 |

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

**Business Plan 2021-22: Quarter 2 update**

**1. Purpose of report and recommendation**

1.1 This report provides Members with the quarter 2 progress against our 2021-22 business plan.

1.2 An update on progress against all priority themes is provided in appendix 1 including exception reporting of amber and red activities. Members are asked to consider and approve the progress against the Business Plan 2021-22 at the six-month stage.

**2. Context**

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

**3. Performance against business plan as at three months**

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

|  | Activities | On track | Requires additional support | Major concerns |
|---|---|---|---|---|
| **Business plan targets** | 54 | 44 | 10 | - |
| % as at 6 months |  | **82%** | **18%** | **0%** |

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

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

**4. Role of the Board**

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

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

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

# Business Plan 2021-22 - Quarter 2 update

## 1.    What is in this report?

This report provides an overview of progress against our Business Plan 2021/22.

It is set out to include:

1. The relevant priority themes
2. An overview of the indicators used to support the priority theme
3. The performance commentary then provides an overview of the performance on the overall theme
4. Further detail on amber/red activities is then provided.
5. Strategic risks: where there are strategic risks associated to the objective these are included. The strategic risk register is considered and endorsed at each Audit and Risk Committee. The following is the scoring of these risks in accordance with our risk management policy:

    Risk scoring:

    L: Low;        M: Medium;        H: High;        E: Extreme

| | Impact | | | | |
|---|---|---|---|---|---|
| | **1** | **2** | **3** | **4** | **5** |
| **Likelihood 1** | 1 | 2 | 3 | 4 | 5 |
| **2** | 2 | 4 | 6 | 8 | 10 |
| **3** | 3 | 6 | 9 | 12 | 15 |
| **4** | 4 | 8 | 12 | 16 | 20 |
| **5** | 5 | 10 | 15 | 20 | 25 |

6. Our budget position as at the end of September 2021
7. A high-level performance dashboard of our 6-month HR report

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

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

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

**Performance Commentary**

Majority of activities progressing well.

The number of new applications continue to increase, with an average of 800 received per month in this quarter, along with 400 renewals. Our processing times are below target, with applications and renewals taking around 8 days from date received to complete, this has been due to staffing issues. Recruitment for new staff to join the registration team has been undertaken, it is anticipated that the backlog will be cleared by the end of October.

Numbers of open investigations have been fairly stable since end of Quarter 1. Domiciliary Care Workers cases are 46% of the total number of cases. Although significantly higher than last year at this point activity is not high as initially anticipated and it is now predicted that the hearings element of the Workforce Regulation will be underspent.

We currently have 173 new students nominated for a bursary with a few HEIs expecting to nominate a few more students shortly. Most of these new students have applied and been approved for a bursary. Nearly all renewing students have applied for a bursary too. However, it is projected that only in the region of 180 of the 227 bursaries available will be awarded. We are working with Welsh Government in relation to improving recruitment onto the Social Work programmes. We have worked with Welsh Government in respect of a change of legislation in order that Masters students have access to Student Finance loan and a draft will be ready for Ministerial approval shortly. In addition, we have

commissioned a study to help ourselves and Welsh Government examine a range of options for enhancing the offer for social work students.

Work is now underway to finalise and launch the Wellbeing at work standards (formerly known as the Staff Governance Framework). The Standards describe a framework for the relationship between an employer and an employee, whatever their job and wherever they work, be it in the public, private or voluntary sector. It applies equally to the whole social care workforce, regardless of role or hierarchy.

| Business plan activity | Narrative | QTR 2 | QTR 3 |
|---|---|---|---|
| Maintain an accurate Register of social care workers | The number of new applications continue to increase, with an average of 800 received per month in this quarter, along with 400 renewals. As expected, our processing times are below target, with applicants and renewals taking around 8 days from date received to complete. There are 586 open applications. | | |
| Extend professional registration to adult care home workers (ACHWs) and new managers | 1,175 adult care home workers on the Register. Supplier appointed and project progressing well – we expect the first materials early in the next quarter.<br>Confirmation of renewal extension and CPD credit agreed and communicated to the sector.<br>Presentations on the status of the project, along with our engagement plan, delivered to Regulation and Standards and Social Care Workforce Regulation Stakeholder group. | | |
| Provide financial support for social work students (bursaries) | Have processed 132 Bursary Application forms and 263 Bursary Renewal Forms.<br>Have paid 90 Masters and 39 undergraduate student bursaries so far in academic year 2021/22 totaling some £232,000.<br>Have paid 3 PusC payments totaling £16,400.<br>Further two PLOF Claims for late placements in North Wales paid totaling £30,600.<br>It is now predicted that only in the region of 180 bursaries awarded of the 227 available. | | |

| Strategic risks | Inherent score | Residual score |
|---|---|---|
| If there is government, policy agenda and/or commitment changes in relation to early years then there could be wider implications for the sector and to our programme of work | Yellow (12) | Yellow (12) |

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

| Performance Indicators / Milestones / Outputs | QTR 1 | QTR 2 | QTR 3 | QTR 4 | Comparator / Target |
|---|---|---|---|---|---|
| Qualification's framework updated with new early years and childcare qualifications | n/a | 23rd September | | | September |
| Early Years Manager induction framework launched | n/a | n/a | | | March 2022 |
| Events for learning providers and employers | 6 sessions 200 attendees | 6 sessions 237 attendees | | | Previous quarter |
| Number of employers registered on the jobs portal | Available from next quarter | 4019 (a combined figure between registered employers and job seekers) | | | Previous quarter |
| Numbers of new job seekers registered on the jobs portal | Available from next quarter | | | | Previous quarter |

| Performance Commentary |
|---|

Then majority of activities in this area are progressing as planned with only two amber target which is described below.

Launch of the Social Care Manager Induction Framework took place on 23 September with over 100 attendees. Videos have been produced by those in the sector explaining how it was developed, benefits and how the All Wales Induction Framework is being used.

There has been considerable activity within the WeCare campaign. Employer dashboard is now live on the WeCare Wales Jobs Portal - this is to enable easier use by employers and gain better data on use. Whilst we are able to establish a split between job seekers and registered employers since the 21st September and the relaunch of the portal (420 and 135 respectively) we have not been able to break it down prior to this hence the combine figure of 4019.

We also supported the Welsh Government campaign with WeCare Wales assets and a TV campaign for 3 weeks for which additional financial resources from Welsh Government were made available. The WeCare Wales Week is planned with a careers event, new films to promote and a Early Years and Child Care Instagram competiion.

The Care Stars initiative attracted 120 nominations from all across Wales. The promotional work on social media to highlight the achievements of the top nominees resulted in 163 likes, 96 shares and a reach of 46,965. The 2022 Accolades were launched on 16 September, the awards were launched online, using social media. There was a countdown to the launch using the case studies of the Accolades winners from 2020. And, after the launch, there was a focus on the seven entry categories for 2022.

| Business plan activity | Narrative | QTR 2 | QTR 3 |
|---|---|---|---|
| Develop a workforce plan to support the implementation oof the new Liberty Protection Safeguards | UK Government have not signed off the draft Codes, so consultation period has not begun. Implementation for April 22 seems increasingly untenable, but we are hopeful of an announcement on an extension from UK Government shortly. | | |
| Supporting the sector to work bilingually | Mwy Na Geiriau evaluation has now been published by Welsh Government, we have been asked to join a Task and Finish Group, to develop a five-year work plan for *More than just words*.<br><br>Although we continue to promote resources, work has not yet started on a planned refresh of two guidance documents due to capacity issues. Amber rating is because we do not intend to publish this during 2021/22. There have been a number of workshops held in relation to the Welsh Language and Dementia Care. These have been very well attended.<br><br>Conversations are in place to consider how we can progress Work Welsh initiatives for the sector, and the resources required to support Welsh language learning in the sector.<br><br>We will be scoping what further work is required in light of the Mwy na Geiriau evaluation over the next few months in preparation for the new financial year. | | |

| Priority theme 3: Social Care and Early Years Systems Leaders |
|---|

| Performance Indicators / Milestones / Outputs | QTR 1 | QTR 2 | QTR 3 | QTR 4 | Comparator / Target |
|---|---|---|---|---|---|
| Workforce Strategy Implementation plans costed and approved | N/A | N/A | | | March 2022 |
| Visitors to data portal | 651 | 625 | | | Previous quarter |
| Our Research support and engagement framework launched | Delayed until Q2 | Delayed until Q3 | | | June 2021 |
| Evidence for Improvement Draft Strategy approved | N/A | N/A | | | March 2022 |

| Performance Commentary |
|---|

The workforce strategy 21/22 delivery plan has been published on our website. Work continues to consider progression of the development longer term plans to support implementation of the workforce strategy. However, there are concerns on how winter pressures may affect the sector which could impact this work. Work in partnership with HEIW is ongoing to support embedding of key leadership principles, we are also looking to commission a further leadership module to support the transition for individuals between Team Manager Development Programme and Middle Manager Development Programme for which we have identified budget to support.

SCIE are supporting us with Phase 2 of the Using Evidence Project. Despite ongoing challenges for providers, engagement is going well. A supplier for digital elements of evidence offer successfully recruited and introductory meeting held – they start work with us at the beginning of October.

The first collection of workforce data under the new process has now closed. Data is currently being checked for validity and quality prior to analysis. A number of issues arose in this collection, and we have already met to discuss some of the lessons learned in this first year and how we intend to improve the process for all those involved. We plan to process and analyse the first-year data and release a draft findings report for internal review by the end of Q3. Data will also be presented on the data portal through the use of dashboards developed by KPMG earlier this year.

We are continuing to work with colleagues in Welsh Government on how we support programmes for improving outcomes for children and young people, we have provided a summary of our work in this area for Welsh Government and improvement committee and are also exploring what further support could be put in place for the future. A presentation will be provided to improvement committee in December.

| Business plan activity | Narrative | QTR 2 | QTR 3 |
|---|---|---|---|
| Work with Welsh Government CIW and Improvement Cymru to scope | All current obligations met to date including work around visitor guidance, national medication administration, recruitment and education of nurses in social care, | | |

| | | | |
|---|---|---|---|
| work needed to support care homes (including residential learning disability services) in the immediate and longer-term future | restrictive practice guidance and a member of the Learning Disability Ministerial Advisory Group (LDMAG).<br><br>Quarter 3 is predicted amber as it is unlikely that there will be a formal plan for care homes in place, but we will continue to work we key partners in addressing the key areas of work.<br><br>Ongoing meetings in place with CIW, Welsh Government and Improvement Cymru which helps consider approaches to improvement for the sector more widely.  A presentation was provided to improvement committee in September and will inform the strategic plan commitments. | 🟩 | 🟧 |
| Implementation of the Social Care Research and Development Strategy 2018-23 | Our Research Support and Engagement Framework is now in an advanced stage, and we are adding up-to-date data governance guidance.<br><br>The commissioning of the evaluation has been paused until the Research Strategy Implementation Plan has been refreshed. The development of the innovation offer is now underway, with discussions with major stakeholders underway.<br><br>The delay in publishing the Research and Development Strategy/ Evidence of Improvement strategy is due to ensuring alignment with our Strategic Plan which will now be published in early 2022. We are reviewing the current strategy and action plan in line with the draft strategic plan to determine next steps. | 🟧 | |
| Develop the social care data portal and projections platform | The discovery phase is now complete, and we are in discussions with our partners at Grant Thornton developing the final discovery report before publication in early October.<br><br>A number of options have been proposed for moving forward and we will be discussing these in October before deciding our best course of action. We hope to commence phase 2 of the project prior to the end of November 2021. | 🟧 | |
| Improve how social care data is collected and used - work together with colleagues from across health and care sectors to build a comprehensive | Our Data and Intelligence Manager joined on 1 September and work is re-starting on the strategy.<br><br>We aim to publish the roadmap and a summary of the quick win reports in October. We will also commence the planning for the co-design of the implementation roadmap in the second half of October.<br><br>We are also in discussions with Digital Health and Care Wales about the National Data Resource (NDR) funding | 🟧 | 🟧 |

| | | | |
|---|---|---|---|
| and inclusive social care data strategy (Implement actions identified in the Statement of Strategic Intent) | posts in Information Governance and Data Standards, as well as funding for a digitized solution for Information Governance. | | |

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

| Performance Indicators / Milestones / Outputs | QTR 1 | QTR 2 | QTR 3 | QTR 4 | Comparator / Target |
|---|---|---|---|---|---|
| Staff sickness levels | 2.83% | 2.51% | | | 3% (excluding long term absence) |
| Timely laying of Statutory Annual Accounts | N/A | August 2021 | | | August 2021 |
| Internal audits receive substantial or moderate assurance | N/A | N/A | | | 90% |
| External accreditation awarded or maintained:<br><br>• ISO 27001<br>• Disability Confidence | Maintained Level 1 awarded | Maintained Level 1 awarded | | | Maintained |
| Budget forecast | No Budget overspend predicted / cash balance below 2% predicted | No Budget overspend predicted / cash balance below 2% predicted | | | No Budget overspend and 2% cash target at end of year to be achieved |

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

The majority of activities are progressing to plan with three activities at an amber status which are highlighted below.

Accounts approved by Board on the 15 July 2021 and laid on the 22 July with no concerns or recommendations raised in the ISA260.

Phase 1 of opening our office space to support our staff's wellbeing (and certain critical business activities such as regulatory panel hearings, apprenticeship certification and business continuity) was completed. A report on the findings from this pilot was shared with the leadership group at the end of September. Agreement that there should be a phase 2 pilot which builds on the opportunity for staff to access the offices (in line with the above) which will run from October, once the necessary risk assessments have been completed and actioned.

| Business plan activity | Narrative | QTR 2 | QTR 3 |
|---|---|---|---|
| Revise and implement the 3-year ICT strategy to support the achievement of the business plan | Servers installed, need to configure. Cardiff firewalls configured for High Availability (HA). St Asaph firewall to be configured in HA early October. Purchased and backup cloud solution - Servers being backed up to cloud - replication of main servers to cloud configured early October. Activity marked amber due to not meeting original September target date, but these activities identified will be completed in October. | | |
| Maintain compliance with statutory organisational requirements and organisational standards | Focus in the last quarter has been the development of our Strategic Equalities plan consultation which closed on 13 September. Internal working group reviewing the analysis prior to further work and considerations with Leadership. Need to review of Equality Impact Assessments are embedded into our way of managing and delivering projects across the organisation and then reported on through to Audit and Risk Committee. Work is progressing to embed revised information governance approaches across the organisation - including Information Asset Register actions, ISO27001 requirements and work to update and refresh our Records Management policy and a particular focus on records retention in line with the revised Code. Future status for Quarter 3 depends on compliance with actions identified from Equalities work, Information Governance requirements and Welsh Language standards. | | |
| Publish our annual work (business plan 2021/22), 5-year plan (a new strategic plan 2022 – 2027) and our strategic equalities plan | The Deputy Minister approved the Business Plan 21/22 in June. Board signed off the Strategic Plan framework (vision, purpose and outline outcomes) in July Board meeting. Corporate Managers session held in September on developing and refining further our impact measures. Improvement Committee discussed Improvement outcomes in September. Following review of discussions and work to further refine Board will discuss Plan in October. Next quarter depends on outcomes of refinement and work identified in the next few weeks. The Consultation on the Strategic Equality Plan closed on 13th September. The Strategic Equalities Plan will be presented to the Board in October seeking agreement for publication in April 2022. the period between October and January 2022 will be used to development metrics and KPI's prior to publication in March 2022 | | |
| Maximize our digital offer across all of our business | This area has been identified as amber due to a number of factors - assessing and coordinating the requirements of digital projects from across the organisation and how this feeds in to our wider digital strategy; assessing where | | |

| | Inherent score | Residual score |
|---|---|---|
| we have reached on taking forward the road map of actions; skills analysis and the recruitment timetable for the Digital team members; feasibility study on how we can offer a phone service to our customers to meet short term customer needs and the longer term requirements (from both an external customer and internal customer perspective); progress on implementing the changes needed to support the usability requirements of Social Care Wales on-line and accessibility requirements of our on-line systems (including Principles &Values; Apps) | | |

| Strategic risks | Inherent score | Residual score |
|---|---|---|
| If we don't have increased budget allocations to meet what is expected from the current and future Government term of office work programme, then we will not be able to deliver our remit in future including statutory responsibilities and areas of Government priorities | Amber (15) | Amber (15) |
| If we can't recruit the right people, with the right skills into our organisation we won't be able to achieve our priorities. | Yellow (12) | Yellow (12) |
| If we don't put sufficient internal controls in place to mitigate cyber fraud, hacking and scamming we are vulnerable to successful attacks which would disrupt business operations | Red (20) | Amber (15) |
| If we are unable to recruit Board members through Public Appointments with the right skills, experience, and diversity then we will have a gap at Board level to support the social care and early years sector and scrutinise fully the work of the organisation. | Yellow (9) | Yellow (9) |

## Budget Report for the period to 30 September 2021

This is the second budget monitoring quarterly report for the financial year 2021-22. The report covers income and spend for the first six months to 30 September 2021. The report is based on a total annual budget of £25,057,000. This is financed from £23,251,000 Grant in Aid (including £410k internal carry forward), £1,405,000 registration fee income, £60,000 Apprenticeship certification income and £66,000 in relation to our Workforce Strategy Mental Health Work. In addition, mid-year additional funding from Welsh Government was secured for the WeCare campaign and for recovery funding to support Social Care Workforce Wellbeing totalling £275,000.

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

| Financial Summary to 30 September 2021 | | | | | |
|---|---|---|---|---|---|
| | Annual Budget | Actual YTD | Budget YTD | Variance | Outturn Prediction |
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| **Income** | 25,057 | 5,230 | 5,197 | 33 | 25,059 |
| | | | | | |
| **Expenditure** | | | | | |
| Grants Programme | 11,699 | 456 | 399 | (57) | 11,321 |
| Workforce Regulation | 4,649 | 1,887 | 2,090 | 203 | 4,304 |
| Improvement and Development inc Res and Data | 4,093 | 1,575 | 1,737 | 162 | 4,347 |
| Early Years and Childcare | 345 | 97 | 168 | 71 | 345 |
| Strategy and Business Support | 4,271 | 1,779 | 1,890 | 111 | 4,407 |
| | | | | | |
| **Totals** | 25,057 | 5,794 | 6,284 | 490 | 24,724 |

### Income Analysis

| Income | Annual Budget | Actual YTD | Budget YTD | Variance | Predicted Income |
|---|---|---|---|---|---|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| | | | | | |
| **Grant In Aid** | 23,251 | 4,550 | 4,550 | - | 23,251 |
| **We Care-Additional funding** | 160 | - | - | - | 160 |
| **Wellbeing-Addditional funding** | 115 | - | - | - | 115 |
| **Apprenticeship Certificate Income** | 60 | 18 | 22 | (4) | 56 |
| **Registration Fee Income** | 1,405 | 640 | 592 | 48 | 1,405 |
| **Mental Health Workforce** | 66 | 16 | 33 | (17) | 66 |
| **Other Income** | 0 | 6 | - | 6 | 6 |
| **Total Income** | 25,057 | 5,230 | 5,197 | 33 | 25,059 |

£33k of Income has been received more than budgeted in the first six months of the financial year. This predominately relates to Registration Income being higher than profiled. At this point this variance is considered a matter of timing and the outturn figure has not been adjusted but this budget will be closely monitored over the next few months.

**Expenditure Analysis**

As at the end of September we are reporting a £333K expenditure underspend with all budgets other than the Grants Management budgets underspent. Analysis in respect of the main headings is provided below: -

| Expenditure | Annual Budget £'000 | Actual YTD £'000 | Budget YTD £'000 | Variance £'000 | Predicted Outturn £'000 |
|---|---|---|---|---|---|
| **Grants Programme** | | | | | |
| SCWWDP | 7,149 | - | - | - | 7,149 |
| People Using Services and Carers | 70 | 16 | 30 | 14 | 70 |
| Regional Facilitation | 782 | - | - | - | 782 |
| Student Funding | 2,235 | 315 | 228 | (87) | 1,973 |
| PLOF | 1,326 | 125 | 141 | 16 | 1,210 |
| SfCD | 14 | - | - | - | 14 |
| Research | 123 | - | - | - | 123 |
| **Sub-total** | **11,699** | **456** | **399** | **(57)** | **11,321** |

- The £57k overspend in the Grants Programme budget is a matter of timing as we were able to pay more first term bursaries in September than anticipated. However, the Student Funding budget outturn figure has been reduced by £262k to reflect the lower enrolment numbers in respect of new students requiring bursaries with only in the region of 180 new bursaries projected to be awarded of the 227 that we budgeted for. Low enrolment figures has also resulted in the Practice Learning Opportunity Funding (PLOF) Budget outturn projection being reduced. In totality it is projected that the Grants Programme budget will be underspent in total by £378k.

| Expenditure | Annual Budget £'000 | Actual YTD £'000 | Budget YTD £'000 | Variance £'000 | Predicted Outturn £'000 |
|---|---|---|---|---|---|
| **Workforce Regulation** | | | | | |
| Administration | 85 | 30 | 38 | 8 | 84 |
| Hearings | 1,128 | 363 | 483 | 120 | 802 |
| Projects | 369 | 53 | 83 | 30 | 319 |
| Salaries | 3,067 | 1,441 | 1,486 | 45 | 3,100 |
| **Sub-total** | **4,649** | **1,887** | **2,090** | **203** | **4,304** |

- The Workforce Regulation has a £203k underspend to date with the majority of the underspend relating to the Hearings Budget. This reflects that activity to date has been lower than budgeted. The budget is £120k underspent to date and based on hearings

planned for the next quarter and an estimate in relation to the final quarter it is projected that this budget will be underspent by £326k at the end of the financial year.
- The underspend to date in the Salaries budget to date reflects recruitments delays but it is projected that this budget will be overspent by 33k at the end of the financial year. This reflects that the outturn figure has been amended to reflect a potential pay award. The budget was set based on no pay award.
- Therefore, in totality it projected that the Workforce Regulation budget will be underspent by £345k at the end of the financial year.

| Expenditure | Annual Budget | Actual YTD | Budget YTD | Variance | Predicted Outturn |
|---|---|---|---|---|---|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| **Improvement and Development** | | | | | |
| Administration | 45 | 10 | 17 | 7 | 41 |
| Intelligence and Data Admin | 6 | 0 | - | - | 6 |
| Projects | 1,593 | 528 | 582 | 54 | 2,004 |
| Salaries | 2,449 | 1,036 | 1,139 | 102 | 2,296 |
| **Sub-total** | **4,093** | **1,575** | **1,737** | **162** | **4,347** |

- The Improvement and Development budget is underspent by £162k primarily due to an underspend of £102k in the Salaries budget due to delays in recruitment. It is predicted that the Salaries budget will be £153k underspent at the end of the financial year. This reflects that there will be significant savings in the budget due to delays in recruitment but is reduced by the provision for a potential pay award.
- However, it is projected that the Improvement and Development budget in totality will be £254k overspent at the end of the financial year. This reflects an additional investment of £411k in the Projects element of the budget and reflects our continued response to current issues within the sector and to improve long term resilience in the sector

| Expenditure | Annual Budget | Actual YTD | Budget YTD | Variance | Predicted Outturn |
|---|---|---|---|---|---|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| **Early Years and Childcare** | | | | | |
| Projects | 124 | 3 | 70 | 67 | 124 |
| Salaries | 221 | 95 | 98 | 4 | 221 |
| **Sub-total** | **345** | **97** | **168** | **71** | **345** |

- The Early Years and Childcare has a significant underspend of £67k but this is a matter of timing and represents the WeCare element of the budget This was originally planned to be spent in September but will take place later in the financial year. Therefore, it is still projected that this budget will be fully spent at the end of the financial year.

| Expenditure | Annual Budget | Actual YTD | Budget YTD | Variance | Predicted Outturn |
|---|---|---|---|---|---|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| **Strategy and Business Support** | | | | | |
| Premises | 602 | 282 | 301 | 19 | 603 |
| Governance | 98 | 43 | 43 | (0) | 96 |
| Communications | 113 | 35 | 39 | 3 | 113 |
| Carreg and IT | 617 | 276 | 309 | 33 | 647 |
| Finance & Grant Admin | 10 | 2 | 3 | 1 | 8 |
| Human Resources | 118 | 74 | 58 | (16) | 160 |
| Projects | 308 | 8 | 9 | 1 | 543 |
| Salaries | 2,407 | 1,058 | 1,128 | 69 | 2,238 |
| **Sub-total** | **4,271** | **1,779** | **1,890** | **111** | **4,407** |

- Strategy and Business support shows an underspend of £111k with the largest underspend being in the Salaries element of the budget which reflects vacancy and delays in recruitment in particular in respect of the Communications department. It is predicted that the Salaries element will be underspent by £169k at the end of the financial year.
- However, in totality it is projected that the Strategy and Business Support budget will be £136k overspent at the end of the financial year and reflects additional investment in projects which will strengthen our organisational infrastructure

At the end of the financial year, we are predicting a net underspend of £335k. Despite this projected underspend we are still predicting that our cash position will be within our 2% limit at the end of the financial year

## Financial Summary to 30 September 2021

| Income | Annual Budget £'000 | Actual YTD £'000 | Budget YTD £'000 | Variance £'000 | Predicted Income £'000 |
|---|---|---|---|---|---|
| | | | | | |
| **Grant In Aid** | 23,251 | 4,550 | 4,550 | - | 23,251 |
| **We Care-Additional funding** | 160 | - | - | - | 160 |
| **Wellbeing-Addditional funding** | 115 | - | - | - | 115 |
| **Apprenticeship Certificate Income** | 60 | 18 | 22 | (4) | 56 |
| **Registration Fee Income** | 1,405 | 640 | 592 | 48 | 1,405 |
| **Mental Health Workforce** | 66 | 16 | 33 | (17) | 66 |
| **Other Income** | 0 | 6 | - | 6 | 6 |
| **Total Income** | **25,057** | **5,230** | **5,197** | **33** | **25,059** |

| Expenditure | Annual Budget £'000 | Actual YTD £'000 | Budget YTD £'000 | Variance £'000 | Predicted Outturn £'000 |
|---|---|---|---|---|---|
| **Grants Programme** | | | | | |
| SCWWDP | 7,149 | - | - | - | 7,149 |
| People Using Services and Carers | 70 | 16 | 30 | 14 | 70 |
| Regional Facilitation | 782 | - | - | - | 782 |
| Student Funding | 2,235 | 315 | 228 | (87) | 1,973 |
| PLOF | 1,326 | 125 | 141 | 16 | 1,210 |
| SfCD | 14 | - | - | - | 14 |
| Research | 123 | - | - | - | 123 |
| **Sub-total** | **11,699** | **456** | **399** | **(57)** | **11,321** |
| | | | | | |
| **Workforce Regulation** | | | | | |
| Administration | 85 | 30 | 38 | 8 | 84 |
| Hearings | 1,128 | 363 | 483 | 120 | 802 |
| Projects | 369 | 53 | 83 | 30 | 319 |
| Salaries | 3,067 | 1,441 | 1,486 | 45 | 3,100 |
| **Sub-total** | **4,649** | **1,887** | **2,090** | **203** | **4,304** |
| | | | | | |
| **Improvement and Development** | | | | | |
| Administration | 45 | 10 | 17 | 7 | 41 |
| Intelligence and Data Admin | 6 | 0 | - | - | 6 |
| Projects | 1,593 | 528 | 582 | 54 | 2,004 |
| Salaries | 2,449 | 1,036 | 1,139 | 102 | 2,296 |
| **Sub-total** | **4,093** | **1,575** | **1,737** | **162** | **4,347** |
| | | | | | |
| **Early Years and Childcare** | | | | | |
| Projects | 124 | 3 | 70 | 67 | 124 |
| Salaries | 221 | 95 | 98 | 4 | 221 |
| **Sub-total** | **345** | **97** | **168** | **71** | **345** |
| | | | | | |
| **Strategy and Business Support** | | | | | |
| Premises | 602 | 282 | 301 | 19 | 603 |
| Governance | 98 | 43 | 43 | (0) | 96 |
| Communications | 113 | 35 | 39 | 3 | 113 |
| Carreg and IT | 617 | 276 | 309 | 33 | 647 |
| Finance & Grant Admin | 10 | 2 | 3 | 1 | 8 |
| Human Resources | 118 | 74 | 58 | (16) | 160 |
| Projects | 308 | 8 | 9 | 1 | 543 |
| Salaries | 2,407 | 1,058 | 1,128 | 69 | 2,238 |
| **Sub-total** | **4,271** | **1,779** | **1,890** | **111** | **4,407** |
| | | | | | |
| **Total Expenditure** | **25,057** | **5,794** | **6,284** | **490** | **24,724** |

**HR Quarter 2 Dashboard**

| Key points from Quarter 2 | Future focus in Quarter 3 |
|---|---|
| <ul><li>Temporary policy changes have ended with effect from 1 September.</li><li>Three managers have completed the first cohort of the Thrive – Line Manager Essentials programme.</li><li>We inducted 15 new people into the organisation during this quarter.</li></ul> | <ul><li>Undertaking a listening exercise through a series of workshops with staff to inform development of a hybrid working policy (future ways of working)</li><li>Present initial findings from our scoping conversations relating to the Learning and Development Strategy to EMT.</li><li>Undertake annual people survey across the organisation.</li></ul> |
| **Staff turnover** | **Staff absence** |
| Our year-to-date turnover rate is 7.8%<br><br>Our target turnover rate is to remain under 15%.<br><br>We had 7 leavers in Q2 and 11 this year to date. | We are currently within our <3% target<br><br>Our current absence rate is 3.92%<br><br>Sickness absence figures include 7 long term absences.<br><br>Total excluding long term absence is 0.79%. |
| **Recruitment:** | |
| We have advertised 40 vacancies this year to date (this includes 10 re-advertisements).<br><br>Of those offers of appointment confirmed to date, 20 were to external candidates and 6 internal. | |

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

| Cyfarfod / Meeting | Board meeting | |
|---|---|---|
| Lefel dosbarthiad / Openness Level | **Preifat / Private** ☐ | **Cyhoeddus / Public** ☒ |
| Dyddiad / Date | **21.10.21** | |
| Eitem Agenda Agenda Item | **13** | |
| Teitl / Title SCW/21/31 | **Standing Orders for Board meetings** | |
| Awdur / Author | Llinos Bradbury, Senior Governance Officer | |
| Cyfraniadau Gan/ Contributions From | Mick Giannasi, Chair | |
| Papurau Cefnogol / Supporting Papers | Appendix 1 - Standing Orders for Social Care Wales Board meetings | |
| Gweithgaredd Cynllun Busnes / Busines Plan Activity | Priority Theme 4: Enabling Social Care Wales to Deliver | |

| Gweithred / Action Required | Cymeradwyaeth / Approval | Darparu Llyw / Provide A Steer | Darparu Sicrwydd / Provide Assurance | Trafodaeth / Discussion | Craffu / Scrutinise |
|---|---|---|---|---|---|
| | ☒ | ☐ | ☐ | ☒ | ☐ |

| Argymhelliad / Recommendation | Board members are invited to **discuss** and **approve** the Standing Orders for Board meetings. |
|---|---|
| Prif Bwyntiau; Materion Allweddol i Dynnu Sylw Atynt: Cwestiynau I'w Ystyried | The Standing Orders for Board meetings have not formally been reviewed since the Board of Social Care Wales was established. It is therefore timely now to review the Standing Orders to reflect how the Board has been working in a virtual way during the last 18 months.

Changes to the Standing Orders can be seen as tracked changes and proposed changes relate to: |

| Main Points: Key Issues to Draw To Attention; Questions To Consider | - Acknowledging that the Board meetings can be held as either virtual or in-person meetings<br>- Changing section 5 – Matters of an urgent nature to Chairs Action | | | |
|---|---|---|---|---|

| | Teitl y Risg / Risk Title | Cyfeirnod cofrestr Risg/ Risk Register Reference | Sgoriau risg gweddilliol<br><br>Residual Risk Scores | |
|---|---|---|---|---|
| **Goblygiadau Risg y cynigion /**<br>**Risk Implications of Proposals** | | | **Cyfredol Current** | **Dyfodol Future** |
| | No operational risks identified | | | |
| | | | | |
| | | | | |
| | | | | |

| | Cyfle cyfartal / Equality of Opportunity | Diogelu data / Data Protection | Iaith Gymraeg / Welsh Language | Arall / Other (e.g climate change / future generations |
|---|---|---|---|---|
| **Asesiadau Effaith /**<br>**Impact Assessments Considered** | ☐ | ☐ | ☐ | ☐ |
| | N/A | | | |

**Standing Orders for Board meetings**

**1.      Context**

1.1     This report provides members with the opportunity to consider and approve the Standing Orders for Social Care Wales board meetings.

1.2     The Standing Orders sets out how the board meetings will be run and the expectation on board members during the meetings. The Standing Orders also sets out the expected behaviours of board members during meetings to ensure the effective running of board meetings.

1.3     The Standing Orders for Board meetings have not formally been reviewed since the Board of Social Care Wales was established. It is therefore timely now to review the Standing Orders to reflect how the Board has been working in a virtual way during the last 18 months.

1.4     Changes to the Standing Orders can be seen as tracked changes and proposed changes relate to:

-   Acknowledging that the Board meetings can be held as either virtual or in-person meetings
-   Changing section 5 – Matters of an urgent nature to Chairs Action


**2.      Resource implications**

2.1     Governance policies such as this one are reviewed by the Board Secretary and included within the Corporate Governance team workplan for the year.


**3.      Risk and assurance**

3.1     No risks on the operational risk register in relation to the Standing Orders for Board meetings.


**4.      Engagement**

4.1     The Standing Orders have been reviewed by the Board Secretary and Chair alongside the Executive Management Team.


**5.      Impact**

5.1     The Standing Orders ensure that the Board meetings are held effectively and efficiently and in-line with good governance practices.

# Standing Orders for Social Care Wales Board meetings

## Introduction

Social Care Wales uses its powers under paragraph 10, Part 4, Schedule 2 of the Regulation and Inspection of Social Care (Wales) Act 2016 to set its own procedure for the running of board, committees and sub-committees.

## 1.      The Board and its members

1.1     The Regulations as noted in Part 2, Schedule 2 of the Regulation and Inspection of Social Care (Wales) Act 2016 will apply in relation to the appointment, pay, term of office, resignation and dismissal of board members.

### Appointment of Chair

1.2     The Chair will be a lay[1] person and appointed by Welsh Ministers.

### Appointment of Deputy Chair

1.3     Board members can appoint a member who is a lay person to be the Deputy Chair for a period of time as specified at the date of appointment but not exceeding their term of office. The Deputy Chair can resign at any time by giving notice in writing to the Chair.

### Appointment of Members

1.4     The Board will consist of a Chair and no more than 14 other members.

1.5     All Board Members will be appointed by Welsh Ministers for a period of up to four years which will be specified on appointment.

### Termination of office

1.6     A Member may resign at any time by giving notice in writing to Welsh Ministers.

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[1] Paragraph 2(6) of Schedule 2 to the Regulation and Inspection of Social Care (Wales) Act 2016 provides states 'in exercising their functions under this paragraph the Welsh Ministers must have regard to the desirability of appointing a varied membership which comprises a majority of persons who are not and have not been, social care workers or representatives of social care workers."

1.7    If a Board Member fails to attend two consecutive board meetings or attendance falls below 60% (after the first 2 meetings) the Chair will write to the member asking:

   i.      Whether the absence was due to a reasonable cause; and
   ii.     Whether the Member will be attending the next scheduled Board meeting.

1.8    If a Member fails to attend two consecutive Board meetings or attendance falls below 60% (after the first 2 meetings), and does not reply to the Chair's correspondence in 1.7 above or does not provide a reasonable explanation for absence or confirmation of attendance at the next Board meeting, the Chair will inform Welsh Ministers who will terminate the member's term of office by giving written notice unless it is satisfied that:

   i.      The absence was due to a reasonable cause; and
   ii.     The person in questions will be able to attend future Board Meetings within a reasonable period.

## 2.     Board meetings

## Schedule of meetings

2.1    The Board will normally hold a minimum of four meetings a year, which may be either in-person or held virtually. A schedule of meetings will be published in advance following agreement with the Chair of the Board.

## Meetings venue or virtual platform

2.2    Venues or virtual platforms used for the board meetings will be fully accessible to all persons, their carers and facilitators.

## Chair of meetings

2.3    The Chair of the Board will Chair all meetings of the Board. If the Chair is unable to attend, the Deputy Chair will Chair. If the Chair nor the Deputy Chair is able to attend the meeting, the members present at the meeting will elect one of the members present to Chair the meeting. The person elected must be a lay member of the board.

## Nature of meeting

2.4    The Board may hold ordinary and extraordinary meetings. Public meetings shall be conducted bilingually (in Welsh and English) by the use of a simultaneous translation service.

2.5    Ordinary meetings will be timetabled in advance in accordance with Social Care Wales's annual planning cycle and in consultation with the Chair. All

other meetings are extraordinary meetings. Extraordinary meetings may be called:

2.5.1  by the Chair at any time
2.5.2  by the Chief Executive at any time
2.5.3  by members of the Board if, having presented a request for a meeting signed by at least two thirds of the members to the Chair.

**Notice of meetings**

2.6    Meetings of the Board will not be invalidated if any member fails to receive the notice of meeting required in accordance with these standing orders.

2.7    Before each Board meeting, the ~~news~~ calendar section of the Members Portal ~~(SCWonline)~~ will note the date, time and venue or virtual platform of the meeting. The agenda and papers for the meeting will be uploaded onto the meeting papers section of the Portal at least 7 days before the day of the meeting. In exceptional circumstances and with agreement of the Chair papers for Board Meetings will be uploaded less than 7 days before a meeting to ensure that members are receiving the most up to date information.

2.8    As a general rule, no business items shall be discussed other than the agenda items noted on the agenda. The Chair of the meeting can at their discretion allow additional items or urgent items (which is not on the agenda) to be discussed at the meeting.

2.9    If Board Members would like to suggest agenda items for discussion at ordinary meetings they need to notify the Chair at least four weeks before the date of the meeting. The Chair and Chief Executive will decide whether the agenda item will be included on the agenda or not.

**Quorum**

2.10   No Board meeting will be held unless the meeting is quorate. A quorum will be 50% of members, (rounded up if required) plus one. The Chair of the meeting is included in this number.

| Number of members | Quorum required |
|---|---|
| 10 | 6 |
| 11 | 7 |
| 12 | 7 |
| 13 | 8 |
| 14 | 8 |
| 15 | 9 |

2.11   A quorum of members must be present throughout each Board meeting. If after a count of numbers the meeting is not quorate the Chair will stop the meeting and any agenda items will be discussed at the next ordinary meeting unless an extraordinary meeting is required.

**Declaration of interest**

2.12    If a Member has a relevant interest in any matter to be discussed and is present at a Board Meeting at which the matter is being discussed, the member will inform the Chair of the interest during the agenda item 'declaration of interest'. Following the declaration of interest the Member will not take part in the discussion, decision or vote on that agenda item if deemed appropriate by the Chair. The Chair may also ask the member to leave the room whilst the agenda item is being discussed. The member will not be counted as part of the quorum for the agenda item for which they have declared an interest. If the meeting is no longer quorate due to the member not being a part of the discussion then the agenda item may not be discussed or voted on at that meeting.

**Procedure**

2.13    The business will be discussed in the order as noted on the agenda unless the Chair decides otherwise.

2.14    Member who want to speak will raise their hand and will normally (but not necessarily) be invited to speak by the Chair in the order which they do so.

**Voting**

2.15    Any item at a meeting may require members to vote to come to a decision. The Board must be quorate before any voting can take place.

2.16    Each Member is entitled to one vote. If votes are equal, the Chair will have a second or casting vote. There is no restriction on how the Chair chooses to use the casting vote.

2.17    Unless a recorded vote is required, the Chair will take the vote by a show of hands. A Member can request for their vote for or against or abstention to be recorded in the minutes should they wish.

2.18    Where a recorded vote is required, the names of members for and against or abstaining will be recorded in the minutes.

2.19    A Member, who is absent at the time of the vote, may not vote by proxy.

**Minutes and papers**

2.20    The names of all Members present at a meeting will be recorded in the minutes of the meeting and used as evidence of attendance at meetings following agreement of the draft minutes at the next Board meeting.

2.21    Board meetings will be open to the public, although there may be a need for some items to be discussed in private following agreement with the Chair. Papers for the meetings will be available on Social Care Wales's website up to 7 days prior to the meeting.

**Confidentiality**

2.22 Papers prepared for the Board meetings will be public documents unless noted as confidential (Official: Sensitive) by the Chair or Chief Executive. The agenda, papers and minutes of private Board meetings will not be made available to the public.

2.23 Papers prepared for Committees, Sub-Committees, Working and Reference Groups are confidential to them and Social Care Wales unless the Board or the Chief Executive decides otherwise. Minutes from Committee meetings will be available to Board Members on the member's portal.

2.24 Members will use their discretion in discussing Board business with other parties. Discussions should only be undertaken in order to facilitate or promote effective evaluation or decision making processes. Where matters are discussed during the Board's private meetings, when Board papers are marked as confidential (Official: Sensitive) and when the Chair instructs the Board business or discussion will be treated as confidential, the nature and content of the business must not be divulged or discussed with anyone other than members or officers.

**Recording of meetings**

2.25 No part of any Board Meeting will be filmed, recorded on tape or other medium of broadcast in any manner without the permission of the Chair of the meeting.

**Attendance at Board meetings**

2.26 In addition to the Board Members, meetings of the board will normally be attended by:

- the Executive Management Team
- Board Secretary
- Other members of staff for agenda items which they are presenting and available to answer questions
- Other members of staff to hear the debate where the Board's discussion will inform their work or as part of their professional development.

**Welsh Government representatives**

2.27 Representatives of Welsh Government are able to attend Board meetings, or meetings of any Committees of the board, and may take part in discussions (but not decisions) at those meetings.

**Other participants**

2.28    The Chair may invite a representative of another body or an individual to attend a meeting of the Board, either for a particular agenda item or for the whole meeting.

## Withdrawal of non-Board members

2.29    The Chair may request the withdrawal of members of staff and/or representatives and/or participants if they deem it appropriate at any time during a Board meeting. In such a case the Board Secretary, or the person acting on behalf of the Board Secretary, will stay to minute that part of the meeting.

## Admission and exclusion of the press and public at meetings

2.30    Unless meetings are to be held in public, only members of the Board and Social Care Wales staff as may be required will be permitted to attend.

2.31    The Board will hold meetings in public unless:

2.31.1    the matters to be considered are of a confidential nature (e.g. where a duty of confidence is owed to a third party) in which case all persons other than as set out in S.O. 2.31 will be required to leave the meeting whilst such matters are discussed; or

2.31.2    the Chair of the meeting determines it inappropriate to hold the meeting, or any part of it, in public (and the Chair shall be required to give reasons for his/her determination if requested) and all persons other than as set out in S.O. 2.31 will be required to leave the meeting or part of the meeting as may be applicable.

2.32    If a member of the public interrupts the proceedings of any meeting, the Chair shall warn them that if they continue to interrupt the meeting they will be excluded from the meeting. If that person continues the interruption the Chair shall order their exclusion from the meeting.

2.33    Where, in the opinion of the Chair, the extent of any disturbance to a meeting (from the public or otherwise) renders the due and orderly conduct of business impossible, the Chair shall adjourn the meeting for such period as is considered appropriate.

## Rules of debate

2.34    Members should not make any offensive personal references or use offensive expressions or improper language to any other Member or any employee of Social Care Wales.

2.35    A Member must speak about the subject under discussion. The Chair may note any irrelevance, repetition, inappropriate language or other improper conduct by a member, where a member persists in that conduct, the Chair may ask that the Member stops speaking.

2.36    A decision by the Chair shall be final and shall not be open to debate.

**General conduct by members**

2.37    All Members are expected to be focused on the discussions taking place within the Board meeting to ensure they actively contribute and take part in the discussions.

**Disorderly conduct by members**

2.38    If at a meeting any member of the Board, in the opinion of the Chair consistently ignores their decision, behaves irregularly, improperly, or offensively or willfully obstructs the business of the Board, the Chair may exclude that member from taking any further part in the proceedings (or any part of the proceedings) and that member shall not count towards the quorum of that meeting during his or her period of exclusion or the Chair may stop the meeting for a time.

2.39    If members' behaviour during meetings in the opinion of the Chair makes the meeting difficult to conduct then the Chair can stop the meeting as required.

**3.      Appointment of Council, Committees and Sub-Committees**

3.1     The Board may appoint Committees of the Board which may appoint Sub-Committees. The provisions of the Regulations shall apply in respect of the appointment, tenure and resignation and removal of members of Committees and Sub-Committees.

3.2     Committees may be made up of completely or partly of members of the Board or people who are not members of the Board. Sub-Committees may consist completely or partly of members of the appointing Committee (whether or not they are Board members) or completely of people who are not members of the Board or their appointing Committee.

3.3     The size, pattern of representation and Terms of Reference of each Committee will be decided by the Board (or, in the case of Sub-Committees, by the appointing Committee). Each Committee may appoint such Sub-Committees as it deems necessary to fulfil its responsibilities subject to budgetary constraints.

3.4     Appointments to a Committee and Sub-Committee will be made on behalf of the Board by the Chair of the Social Care Wales Board, the Chief Executive and the Chair of the Committee or, in the case of Sub-Committees, the Chair of the appointing Committee and will be approved by the Chair.

3.5     Board members appointed to a Committee may serve no longer than four years on a Committee, subject to the decision of the Chair of the Board. Co-opted members will serve for a period of four years.

3.6    The Board can at any time appoint or dissolve a Committee or Sub-Committee or alter its membership.

3.7    The Chair of the Board is an ex-officio member of all Committees and Sub-Committees and is to be regarded as additional to any specified maximum membership.

3.8    Required attendance at Committees is the same as for the Board meetings as specified in 1.7 and 1.8.


**4.    Powers and responsibilities of the Board and its Committees, Sub-Committees, working and reference groups**

**Working and Reference Groups**

4.1    The Board and/or its Committees may establish informal working and reference Groups to carry out research and consultation as the Board and/or its Committees may decide, no delegated authority will be available unless authorised by the Board.

**Legislative requirements**

4.2    The Board and its Committees, Sub-Committees, Working and Reference Groups will conduct their proceedings in accordance with all applicable legislation (including without limitation the Regulation and Inspection of Social Care (Wales) Act) as may be amended or replaced from time to time.

**Board accountability**

4.3    The Board, in exercising its overall responsibilities will concentrate on:

- establishing and taking forward the strategic aims and objectives of Social Care Wales consistent with its overall purpose and within the policy and resources framework determined by the Minister;
- ensuring that the Minister is kept informed fully of any changes that are likely to impact on the strategic direction of Social Care Wales or on the attainability of its targets, and of steps needed to deal with such changes;
- ensuring compliance with any statutory or administrative requirements in respect of the use of public funds; that the it operates within the limits of its statutory authority and any delegated authority agreed with the sponsor department, and in accordance with any other conditions relating to the use of public funds; and that, in reaching decisions, it takes into account guidance issued by the Welsh Government;
- ensuring that it receives and reviews regularly, financial information concerning the management of Social Care Wales; that it is informed in a timely manner about any concerns as to the activities of Social Care Wales; and that, where applicable, it provides positive assurance to the Minister via the sponsor team that appropriate remedial action has been taken to address any such concerns;

- demonstrating high standards of corporate governance at all times, including by using the Audit and Risk Committee to help the Board to address key financial and other risks; and
- appointing, with the prior approval of the Minister, a Chief Executive.

4.4 All other matters may be delegated to Committees and staff through delegation. The Board recognises that, while delegating certain tasks to others, the Board itself remains ultimately responsible and accountable for all the decisions taken in its name, whether directly or through its delegation arrangements. The Board, therefore, retains the right to amend or overturn any decision or action of a Committee, Sub-Committee, Working or Reference Group. Any matters delegated to Committees will be set out in their Terms of Reference.

4.5 The Board Sub-Committees, Working and Reference Groups have no executive authority and are advisory only to the Board.

**Matters requiring a decision of the Board/Varying Standing Orders**

4.6 The following matters require a decision by the Board and may not be delegated:

- Matters required by Statute;
- The making, alteration or revocation of Standing Orders.

4.7 Subject to the matters set out in the introduction to these Standing Orders, the Council may vary or revoke these Standing Orders at any time and may also suspend all or any of these Standing Orders at any time.

4.8 Matters requiring a decision of the Board can be found in 'Matters only the Board can approve' as part of the Scheme of Delegation.

**5. Matters of an urgent nature**

5.1 The Chief Executive is authorised to take urgent action in respect of matters which would normally be determined by the Board or one of its Committees if required between meetings or before the next scheduled meeting.

5.2 Urgent action by the Chief Executive will normally be taken in consultation with the Chair of the Board or (in the case of Committee business) the appropriate Committee Chair, unless there are good reasons why such consultation cannot be undertaken. Such urgent action will be reported to the next meeting of the Board or Committee together with an explanation for the grounds of urgency.

**5. Chairs action on urgent matters**

5.1 There may, occasionally, be circumstances where decisions which would normally be made by the Board need to be taken between scheduled meetings, and it is not practicable to call a meeting of the Board. In these

circumstances, the Chair and the Chief Executive, and two Board members supported by the Board Secretary as appropriate, may deal with the matter on behalf of the Board. The Board Secretary must ensure that any such action is formally recorded and reported to the next meeting of the Board for consideration and ratification.

5.2    Chair's action may not be taken where either the Chair or the Chief Executive has a personal or business interest in an urgent matter requiring decision. In this circumstance, the Deputy-Chair or a Director acting on behalf of the Chief Executive will take a decision on the urgent matter, as appropriate.

**Internal Audit Matters**

5.3    The Internal Audit Service shall report directly to the Audit and Risk Committee or to the Chair of the Board between meetings, where matters of propriety need to be reported, and to do so through line management would be inappropriate in the opinion of the Head of Internal Audit.

## 6.    Equal opportunities

6.1    The transactions of the Board and its Committees, Sub-Committees, working and reference Groups, including written and oral reports, discussions, decisions, business plans and annual work plans, will have regard to Social Care Wales' Equality policies and all applicable legislation (including without limitation the Human Rights Act 1998, the Equality Act 2010 the Data Protection Act 1998 and the Welsh Language (Wales) Measure 2011 (as the same may be amended or replaced from time to time).

## 7.    Board and Committee effectiveness

7.1    At the end of each Board and Committee the Chair will ask members for feedback on the effectiveness of the meeting.

7.2    On an annual basis there will be a formal effectiveness review of the Board and its Committees by members of the relevant Board or Committee. Feedback from these reviews will be used to continuously improve how the Board and Committees work.