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PUBLIC BOARD MEETING
22 October 2020
Virtual meeting
09:15 – 13:30

Public session				**Page**

Accountability

11:00 – 11:10 Break

For decision:

12:00 – 12:10 Break

| 12:30 | 10. | [Update on the Social Care Wales Workforce Development Programme (SCWWDP) grant](#)
To consider and approve | SCW/20/17 | 88 |
| 12:50 | 11. | [Chairs Coordinating Group Terms of Reference](#)
To consider and approve | SCW/20/18 | 94 |

For information

| 13:10 | 12. | Key messages from the Chief Executive and Directors
To note and receive | Oral |

For discussion:

| 13:20 | 13. | Meeting effectiveness
To discuss | Oral |

Date of next meeting:

Thursday 28 January 2021

PUBLIC BOARD MEETING
16 July 2020
Virtual Zoom meeting
09:30 – 13:00

Present:

Board Members:	**Social Care Wales Officers:**
Mick Giannasi	Sue Evans (Chief Executive Officer)
Abigail Harris	Sarah McCarty (Director of Improvement and Development)
Carl Cooper	Geraint Rowlands (Assistant Director Finance & ICT)
Damian Bridgeman	Hywel Dafydd (Assistant Director Regulation)
Donna Hutton	Jon Day (Assistant Director Workforce)
Emma Britton	Kate Salter (Assistant Director Corporate Services)
Grace Quantock	Llinos Bradbury (Governance Senior Officer - minutes)
Jane Moore	
Jo Kember	**In attendance:**
Kate Hawkins	Daxa Varsani
Maria Battle	Natalie Price
Peter Max	Aled Jones, Cymen (simultaneous translation)
Rhian Watcyn Jones	
Simon Burch	
Trystan Pritchard (item 1-8)	

Public session:

1.   Welcome and Opening Comments from the Chair

i.   The Chair welcomed everyone to the meeting and stated that this was a virtual public Board meeting with simultaneous translation available. The Chair encouraged those who were able, to contribute in Welsh.

2.   Apologies and declarations of interest

i.   Apologies were noted from David Pritchard, Director of Regulation.

ii.   No new declarations of interest were noted.

3.   Minutes of the Board meeting 30 April and 28 May 2020

i. The minutes of 30 April and 28 May 2020 were discussed and **endorsed** by the Board as an accurate record of those meetings.

4.   Action log and matters arising

i. Members' attention was drawn to the rolling action log which provides updates on progress which has been made against outstanding actions since the last meeting.

ii. The Chair asked if there was any further update in relation to the implementation of Section 160 of the Regulation and Inspection of Social Care (Wales) Act. HD advised that there is ongoing dialogue both with Welsh Government and UK colleagues. It has been agreed that Section 160 can be referred to in discussions with those that information is being sought from. However, in terms of the ability to take enforcement action, the necessary legislation is still not ready to 'go live'.

iii. CC asked for an update about the work being undertaken to capture the learning from COVID-19. SMc responded, explaining that there are a number of mechanisms in place for capturing good and notable practice. There are no obvious gaps at this time although in specific areas, further analysis is required; for example, Welsh Government is undertaking a rapid review of the response in care homes. The current focus for Social Care Wales is to seek to understand whether what the organisation did made a difference and how the evidence which has been gathered can best be shared. Work is ongoing with YLab who are based at Cardiff University and NESTA to work through the appropriate mechanisms for sharing information and interacting with the sector.

iv. SE advised the Board that the Healthier Wales Transformation Board is reviewing the methods being used to gather information in relation to good and notable practice during COVID-19. As there are slightly different measures and outcomes being collected, it will be important to see what worked well and to understand what the critical success factors were which underpinned successful initiatives.

v. SE also highlighted the work being undertaken internally, working with the Audit Wales Good Practice Exchange to analyse how Social Care Wales has coped as an organisation during the COVID-19 response and to identify what changes have been made to enable the business plan to be delivered whilst working remotely.

vi. JK referred to work she has been undertaking through the Drug Watch Forum and Crew in Scotland to support the homeless and thought that the Transformation Board might find some useful evidence for its review from that work.

vii. GQ asked whether the Accolades had a role in sharing good practice going forward. SMc agreed that there is a link to the Accolades, through the sharing of practice following the ceremonies.

viii. AH reflected on SE's comments about identifying the learning and highlighted that there are a number of different projects with slightly varying names. The Regional Partnership Boards will be undertaking their own review of the learning, but there is concern about the short-term nature of the monies received by the Regional

Partnership Board to do this work. The Chairs of the Regional Partnership Boards have written to signal that early notice is required if there is a continuation of funding as the majority of the money in the Cardiff and Vale region has gone to social services and that will create longer term pressures if this funding is not continued.

ix.   MB shared the details of a 'discovery exercise' which has been undertaken in West Wales across health, social care and the voluntary sector. A report will be presented to the Hywel Dda Health Board in due course and MB is happy for this to be shared to help with the national conversation.

5.   Update from Committee Chairs

i.   As Chair of the Audit and Risk Committee, RWJ provided a summary of what had been discussed at the most recent Committee meeting. In particular, she highlighted "the sea of green" (a reference to the pre-dominance of substantial assurance ratings) in the internal audit reports during 2019-20 as well as an unqualified opinion on the annual account from Audit Wales. She thanked Officers, particularly the finance team, for their work which reflected well on the organisation. An oral update was also provided on the early years and childcare transition programme, and the effect of COVID-19 on this particular sector. The work of this programme has been re-focussed to support the sector in its recovery in the short term.

ii.   RWJ asked committee members if there was anything else, they wished to highlight. KH added that there is now a baseline of data available of the pre COVID-19 early years and childcare workforce and also highlighted that Deloitte's contract as internal auditors had been extended for two years.

iii.   The Chair also echoed the positive comments which RWJ made about the outcomes from the internal audit programme but sought assurance that the programme was sufficiently balanced so that areas of risk are being explored as well as areas where processes and systems are sound. RWJ confirmed that the Audit Committee has been reassured by the auditors that this is a far-reaching process, that it is not superficial and that the Board should take confidence from the level of assurance provided within the overall programme.

iv.   As Chair of the Improvement Committee, PM highlighted the scrutiny which had taken place of the organisation's support for the sector during the COVID-19 response. Having done so, the Committee felt that thanks should be passed on to all officers and staff for their excellent work. The Committee received an update on the research, data and intelligence work and identified further work on the governance of this area which needs to be undertaken over the next 6 months. Following the Grant Thornton presentation, the Committee decided to spend time at its next meeting looking more strategically across the Committees area of responsibility. Having considered a range of options, the Committee decided that the Accolades would go ahead this calendar year, mainly as a virtual event, with the use of a broadcasting studio. The Committee emphasised that the ceremony needs to be inspiring and uplifting and asked that the proposed format be discussed with the finalists.

v.   MW updated the Board on developments which had taken place in respect of the planning for Accolades ceremony since the Improvement Committee meeting. An email has been sent to all finalists outlining the proposal that the ceremony should be a predominantly virtual ceremony and the response has been very positive. There has also been a positive response about the proposal that the finalists would undertake the necessary filming where this wasn't completed prior to lockdown with guidance and support being provided by the Communications team where necessary. The ceremony will be broadcast as a television programme which will be around an hour in length. It will be professionally delivered and will aim to capture the inspiration and excitement behind the Accolades. Discussions are continuing on the availability of a broadcasting studio and meetings have been arranged with the production company. Discussions are also taking place with a well-known television broadcaster who it is hoped will compare the virtual ceremony.

vi.   As Chair of the Regulation and Standards Committee, SB expressed thanks to Officers for maintaining business continuity during this period. The recent meeting of the Committee has also focused on the COVID-19 response and in particular provided scrutiny around the temporary changes which had taken place in the registration process. There will be a standing item on COVID-19 on future agendas to ensure that the Committee is able to monitor and understand the impact going forward, particularly in important areas such as remote hearings, changes to registration as well as the financial implications. The Committee were updated on the cross organisational workplan and the programme of work under regulation for improvement.

vii.   The Chair said that he had observed all three of the recent Committees and commended the Chairs in particular on the quality and effectiveness of meetings. The Board and the organisation has adapted well to virtual ways of working and the transition has been almost seamless. In discussions with partner organisations, it is clear that others have not found it quite so easy and it is testament to the hard work and professionalism of our governance and IT teams that Social Care Wales has been able to sustain its governance and operational business whilst working remotely themselves.

6.   Draft Annual Report and Accounts 2019-20, Audit of accounts report

i.   SE introduced this item and commended the draft annual report and accounts to the Board. She explained that the document provides a high-level summary of what the organisation achieved during 2019-20 financial year. Where appropriate, examples have been included; however, selecting which areas of work to highlight has been challenging given that not everything can be included. SE commented that having another set of unqualified accounts is excellent news for the organisation and thanked everyone involved in this work.

ii.   GR apologised for the late submission of the paper. He informed the Board that an issue had arisen at the last minute in respect of the organisation's pension liability which required further scrutiny from Audit Wales. The issue was resolved to Audit Wales' satisfaction on the 13 July following further information being received from the actuaries and the unqualified opinion was confirmed. Save for a few minor

adjustments, the accounts before the Board, were the same accounts which were scrutinised by the Audit and Risk Committee at its meeting on 26 June. In relation to the performance commentary and governance statement, comments had been received from Members prior to the meeting and there will be minor adjustments to reflect those comments. In particular, the Twitter following numbers will be amended from 8,100 to 5,100 and the WeCare campaign narrative will be strengthened. The whistleblowing paragraph will also be amended to confirm that there have been no cases under the whistleblowing policy during 2019-20.

iii.   KS emphasised that the audience for the statutory annual report and accounts document is the Ministers of the Senedd and the Welsh Parliament. The impact report, which is produced on an annual basis, is written for a wider audience, including the public, and this will set out the impact of our work during 2019-20.

iv.   As Chair of the Audit and Risk Committee, RWJ assured the Board that the annual report had been scrutinised in detail at the June meeting and that she was content to recommend the report for Board approval. The Chair also reflected on the positive presentation of the report by Audit Wales to the Committee, the production of which has not been affected by the current virtual working arrangements.

v.   GR drew the Boards' attention to page 63 of the Boardbook and in particular the remuneration report. As the Director of Regulation is seconded to the organisation the details of his salary are not included in the table; however, for transparency his salary range is included in the notes and is the same as other Directors. The fair pay disclosure of page 65 noted that the ratio between the highest earner and the median is 3.6 which is the same as last year.

vi.   In the statement of comprehensive net expenditure on page 74 and statement of financial position on page 75, GR highlighted an increase of 18% in staffing costs. This is due to staffing number increases, the cost of living pay increase and a rise in employer pension contribution and pension adjustment. Registration income is significantly higher than expected due to fee increases and the increased number on the register due to the expansion to domiciliary care workers.

vii.   GR highlighted that total expenditure has increased from £18.5m to £22m due to an actuarial re-assessment of the value of the organisation's pension liability. Based on March 2019 figures, the cost has been increased by two million pounds; one million relates to the fact that the value of assets has decreased due to fluctuations in the value of the stock market and the other million primarily to liability experience.

viii.   This means that whilst the general reserve is adequate to meet the organisation's needs, there is a negative position in terms of pension reserves of £2m. GR assured members that the accounts have been shared with our Sponsor in Welsh Government who are aware of the situation. Indeed, there have been protracted discussions about the pension position over a number of years. The organisation's risk status has been adjusted for the next three year as a result of which the costs of employer's contribution will not increase significantly during that time. In the meantime, Welsh Government has written to Rhondda Cynon Taff (RCT) requesting that the organisation's status be amended from an orphan to a guarantor body. However, no response has been yet been received.

ix.   In response to a members' question, GR explained that the increase in rent was due to acquiring an additional wing at Southgate House as more regulatory staff have been recruited; only a month of the additional rent was paid during 2018-19 which explains the scale of the increase during 2019-20.

x.   SE shared her frustrations about the amount of time it is taking to make changes to the pension status of the organisation, which would make a significant difference to our costs. A longer-term resolution is required; if the current pension arrangement becomes unaffordable, there will be a need to look at different options, which could result in a two-tier arrangement at a time when government is looking for WGSBs to be better aligned.

xi.   The Chair invited comments from members:

- GQ referred to the Board development section of the report. She welcomed the reference to ongoing development work in relation to anti-racism but asked how this was going to referenced more widely going forward. SE responded, advising that equality and diversity is being looked at anew from both a Board and staffing perspective. She informed the Board that a question had been raised by a member of staff about how the organisation intended to respond to the Black Lives Matter campaign. As a result, SMc hosted a meeting with staff on 09 June to look at the organisation's approach to diversity and equality more broadly in light of current developments. As a result, an internal working group has been established to develop a refreshed action plan. It was also proposed that diversity and equality be scheduled as a future area of discussion at a Board Development Day and there may be opportunities for some virtual joint learning sessions with staff. **ACTION**.
- GQ asked whether the response which SE had outlined will be mentioned in a public facing way. SE assured her that the WeCare campaign and other publications are being used to get key messages about equality and diversity across. However, SE emphasised that we are taking our time to ensure a well thought out diversity and equality programme is produced. SMc also added that the strategic equality plan will be refreshed in line with the review of the strategic plan and this will provide the opportunity for challenge and scrutiny. GQ requested that wherever possible, data is disaggregated, to avoid the risk of important issues getting lost in the BAME acronym.
- CC asked whether the Board should be anxious about the revenue impact of actuarial valuations on the balance sheet. GR said that valuations can swing from one year to another and often even out. As such, it was not a significant concern. However, if the deficit does not even out in the longer-term it will have implication at the next evaluation point. For that reason, it was important that the impact of having orphan status on the pension costs was addressed.

xii. GR highlighted the Audit of Accounts Report from Audit Wales which confirms that the Auditor General has issued an unqualified opinion. One issue was identified, which related to the need to ensure that any senior manager or Board member leaving the organisation makes a declaration of interests at the point of leaving. The organisation has accepted the recommendation and a system will set up to ensure that a declaration is made at the point of leaving.

xiii.   The Chair thanked members for their comments and questions and once again expressed the Board's thanks to GR and his team for the work which they had done in getting to this highly satisfactory position.

xiv.   In conclusion, the Board agreed that it **scrutinised** and **approved** the Draft Annual Report and Accounts and **scrutinised** and **approved** the Audit of Accounts Report.

7.   Chair of Audit and Risk Committee assurance report to the Board

i.   KS explained that, as part of the organisation's governance framework, the Chair of the Audit and Risk Committee is responsible for providing additional assurance to the Board in relation to the work of the Committee and how that that complements the statutory annual report and accounts.

ii.   KS introduced the Chair's report, which set out the work of the Audit and Risk Committee during 2019-20 and allows the Board to see the totality of the outcomes from the Internal Audit programme.

iii.   The report also highlights the focus going forward into 2020-21, in relation to the transition of the early years and childcare programme as well as financial scenarios aligned to the review of the strategic plan.

iv.   The Chair asked if there were questions or comments from the Board. There were none.

v.   As Chair of the Audit and Risk Committee, RJW thanked members of the Committee for their work during 2019-20 and in particular for the detailed scrutiny which had been undertaken on the Board's behalf.

vi.   The Board agreed that it had **discussed** and **approved** the Annual Chair of Audit and Risk Committee Assurance Report.

8.   Business Plan: Quarter 1 progress report

i.   KS informed the Board that the Business Plan and Remit Letter for 2020-21 was currently with the Minister for Finance for approval and a response was expected imminently. Members will be informed once approved and the letter will be published on the Social Care Wales website. Work is continuing as outlined in the draft business plan whilst formal approval is awaited.

ii.   KS explained that the report outlines performance against the Business Plan at the end of Quarter 1. She reminded members that the business plan had been re-shaped to focus on 3 areas:

- Delivering core and statutory functions, adapted as required in light of COVID-19;

- COVID-19 rapid response initiatives - the things being done as an immediate response to the sectors needs now;
- Supporting recovery and sustainability following COVID-19: supporting the sector and the organisation to be equipped for sustainable recovery.

iii. Members attention was drawn to the new strategic risk which has been identified in relation to securing external capacity to deliver the commitments set out in the Business Plan. Another issue for the Board to be aware of is the balance of engagement with the sector over the year; a measured approach to engagement work will be needed, given everything else which is being required of stakeholders.

iv. KS referred to the performance commentary of priority theme 1, the social care and early years workforce, and asked HD to respond to questions that had been received in relation to the processing of applications. HD responded to EB's question in relation to the capacity of the registration team due to the number of applications yet to be processed. HD explained that a significantly higher number of domiciliary care workers have been registered compared to the anticipated numbers. Therefore, the process of getting through those applications has affected the numbers of applications to be processed; however, had sufficient staff not been in place this would not have been possible. HD reassured the Board that there is sufficient capacity and although the team has been inundated with applications, it is coping well. The team has also been responding to COVID-19 by taking action to reduce the regulatory burden on the workforce and the service more generally; where previously applications may have been closed down due to insufficient information, these applications are now staying on the system to allow the applicant to come back to the process should they be busy dealing with the effects of the pandemic currently.

v. JM asked about the plans to refresh and reform the regulatory process. HD answered, highlighting the collaborative endeavour across the business plan with the creation of an employer liaison service and a review of the fitness to practice process by bringing in an expert external review through a legal audit process. The register has also been opened to adult care home workers but due to COVID-19 this has not been widely publicised. This workforce is required to be registered by 1 April 2022 although there will be regular dialogue with Welsh Government on the required registration of this workforce, Members will be able to monitor the progress of this programme of work through the scrutiny of that element of the Business Plan by Regulation and Standards Committee.

vi. As Chair of the Regulation and Standards Committee, SB assured members that the Committee is well briefed on the challenges created by COVID-19 and the expansion of the register and in that context is comfortable with those areas where performance is outside the targets. SB referred to the refresh of regulatory process and how the fitness to practice process will be managed with the increasing number of people on the register. This will require a good working relationship both with CIW and providers to ensure that providers are clear on what needs to be referred in the context of financial pressures around fitness to practice. HD reflected that the innovative use of technology provides the opportunity for further efficiencies going forward; feedback from those who have participated in virtual hearings has been positive and it will be important to build on this in future.

vii.   KS referred to Priority theme 2, Social Care and Early Years Managers, Leaders and Owners. Board members were reminded that the target for number of active cases open longer than 18 months had been agreed by Board as less than 10% which had not been achieved during Quarter 1. However, as Chair of the Regulation and Standards Committee, SB assured members that this had been subject of detailed scrutiny by the Committee and that there was justification for this. Final hearings have been suspended since COVID-19, but consideration is currently being given to how they might be resumed within current restrictions and ensuring that those taking part in the process are safe.

viii. SMc responded to a question from EB around the risk to funding for level 2 apprenticeships. The current understanding is that level 2 funding is going to continue for the term of the Senedd and it is hoped that the new government which is formed following the elections in May 2021 will include investment in skills and development within their manifesto. Funding for apprenticeships is also currently underpinned by European funding and this will need to be closely monitored in light of the outcome of the BREXIT negotiations. As such, there may be some short-term challenges in supporting apprenticeship learning. Work is ongoing to assess ways to do that but there is no imminent risk based on what is known at this stage. However, the situation will be closely monitored, given that future budgets will be dependent on political decisions and wider developments at a UK level.

ix.   SMc responded to questions from JK and SB on the immigration points-based system. Welsh Government are not supporting the approach being taken, particularly where qualifications levels are being used to determined what is skilled employment. However, given that is a non-devolved matter, ongoing dialogue will be necessary. It has been suggested that Wales could have its own shortage occupation list which could offer some flexibility. The Cavendish coalition which includes a range of representative bodies has been looking at the immigration challenges from a social care perspective. David Pritchard is the executive lead on this area and has been co-ordinating and facilitating consistent feedback and evidence to the relevant groups.

x.   KS drew members attention to priority theme 3 Social Care and Early Years Systems Leaders, where there were no further updates than those included within the performance commentary. There were no questions from members on this priority theme.

xi.   Moving onto priority theme 4, the Social Care Wales workforce, again there were no further updates and no questions from Members.

xii.   GR provided the Board with an update on the current budgetary position and assured members that the first quarter expenditure is in line with expectations. The student finance budget has been adjusted due to COVID-19 in relation to traveling costs to placements, although the outturn has not been changed at this point in time. All budgets will be closely monitored during quarter 2 as there is a significant amount of work to be commissioned to support the programmes of work. The bursary budget will also be monitored as this is based on allocating 227 new bursaries. Fitness to Practise costs in relation to hearings will also be reviewed as this is based on the assumption that final hearings will be resuming.

xiii. SE highlighted the work which is taking place to align the organisation's business plan and strategic plan with the Welsh Government's approach to COVID-19 recovery. A number of working groups which were set up as part of the COVID-19 response will start changing to recovery and sustainability groups and the organisation is well represented on those groups. This is where the evidence and learning which has been gleaned from COVID-19 can be applied. Evidence provided to recent meetings of Senedd Committees has given social care a high profile which creates opportunities to re-enforce the need for change and the options available. Feedback from Sponsor on the organisation's response to COVID-19 has been very positive. SE informed the Board that she has been asked to present how the organisation has coped and adapted during this period to the Public Leaders Forum meeting on 30 July.

xiv. The Chair mentioned that he had also been approach by a researcher acting on behalf of Welsh Government Finance who were interested to understand how organisations have been able to sustain effective governance during this period. There is obviously interest in how the organisation has adapted during this time which reflects well.

xv. SMc provided feedback on the Sponsor monitoring meeting held on 13 July. This was a combined quarter 4, 2019-20 and quarter 1, 2020-21 meeting. Feedback from Government was positive both in terms of performance and approach and the agility which the organisation had shown to adapt quickly to the evolving situation. However, there was also recognition that further adaptation might be necessary, dependent upon what happens within the sector over the coming months.

xvi. JK welcomed the agility and flexibility shown over the last few months but wished to pick up on the fact that the full impact of COVID-19 won't be felt until the future. In particular, with respect to social care, she asked how predictive organisations are in their discussions and how risks levels are scrutinised, due to the unknowns. SMc acknowledged that there are a lot of unknowns and in some areas of social care, such as domiciliary care and social work, the peak may not yet have been seen as some areas of work were paused during the medical peak. The groups that the organisation sits on are looking at the data, such as care at home and child protection and there is a modelling group on hospital discharge. There is not a clear picture of what more will emerge in future, but we are working to identify further issues and to determine how Social Care Wales can respond as they do emerge.

xvii. At the conclusion of the discussion, the Board agreed that it had **scrutinised** and **approved** the progress against the Business Plan 2020-21 at the three-month stage.

9. **Draft Strategic Plan 2021-2026 consultation**

i. The Chair reminded the Board that there had previously been several opportunities to contribute to the development of the Draft Strategic plan, most recently during a Board Development session on 2 July. Members would hopefully see how the feedback has been incorporated into the final draft which was being presented.

ii. SMc reiterated that this is not the first discussion which the Board has had about the strategic plan which is seeking to provide a high-level picture of where the

organisation is moving to over the next five years. SMc reflected that the work to revise the strategic plan has been done in a tight time frame and therefore asked the Board to feedback any areas that have been missed or are not as strong as they should be.

iii.   The version for discussion today was the consultation document that would be shared with stakeholders to obtain feedback which will inform the final Strategic Plan.

iv.   SMc clarified what the Board was being asked to do, namely, to approve the consultation document in principle with final sign off delegated to the Chair and Chief Executive. This will allow for minor amendments to be made following feedback from members. It will also provide the opportunity for the draft consultation document to be discussed with Sponsor at Welsh Government prior to the consultation period commencing and for any adjustments emerging from those discussions to be reflected.

v.   SMC addressed feedback already received by Board members in advance of the meeting:

- The three improvement priority areas will be removed from the consultation document at this stage;
- Clarity will be provided on the impact statements making it clearer what the organisation is seeking to achieve whilst further work on the impact statements will be undertaken whilst the consultation is ongoing;
- Some adjustments will be made to the formatting and presentational style to make it clearer;
- More clarity will be provided on workforce shortages and there will be a greater focus on workforce diversity.

vi.   SMC asked for any further observations or reflections on the consultation document. The following comments were received:

- PM had some comments about the format of the consultee response section which he was happy to share outside the meeting. He also asked whether there was an opportunity through the consultation process to gain feedback on areas that are difficult for Social Care Wales to gain an insight into. For example, information could be sought to gauge the appetite for closer working and better alignment (e.g. in working better together to collect consistent data across Wales). SMc responded noting that we could look at strengthening the strategic leaders element and the role we play in influencing system change. However, it was important that feedback was not sought on areas outside the organisations control or the remit of the strategic plan.
- JK asked for the section 'our role in achieving our impact' on page 183 to be re-looked at to ensure that the bullet points are clearer. SMc confirmed that this section will be reviewed.
- JM asked whether the written consultation process was the only form of consultation being undertaken? SMc advised that the formal consultation would be based on written responses, but discussions are being planned with key stakeholders to gain their feedback.

- AH asked whether providers need to be referenced more explicitly as key audiences and stakeholders. SMc agreed and will review the document to emphasise providers as key stakeholders.
- SB felt that this was an opportunity in terms of data collection to set measurable targets over the next 5 years. SMc referenced the data strategy and the move to a social care data set; it is acknowledged that the workforce data on those that sit outside the Register is not as reliable as it could be. The expansion of the Register provides the opportunity to share data on the diversity of the workforce where individuals choose to share that data.
- PM asked whether the data collection question was going to be amended on page 184? SMc confirmed that these will be looked at to ensure that as much intelligence as possible is gathered. She asked for any specific suggestions to be sent to her and KS.

vii. SE commented that the consultation process is designed to highlight any gaps or potential areas that haven't been thought of. The draft strategy will be amended as necessary dependent upon the feedback received.

viii. The Chair summarised the discussion and members agreed that the Board had **discussed** and **approved** the Draft Strategic Plan 2021 – 2026 Consultation document.

ix. Due to the need to address the additional feedback provided by members and to reflect feedback from Welsh Government Sponsor Division once received, the Board **delegated** final approval of the Draft Strategic Plan 2021 – 2026 consultation document to the Chief Executive and Chair of the Board.

10. Governance Improvements update

i. The Chair reminded the Board of previous discussions in this area, starting with a Board Development Day discussion in December 2019 which identified a number of areas where the organisation's corporate governance arrangements might be strengthened. This was followed by a questionnaire-based consultation exercise in January 2020 and a paper being considered at the April 2020 Board meeting, when members agreed a range of development actions to be undertaken together with timescales for delivery.

ii. The paper which was before namely focused on:

- Making Remuneration and Wellbeing and ad-hoc Committee
- Revised Committee memberships
- Establishing a Chairs Coordinating Group
- Approving a Chair's Action Process

iii. The Chair asked for general comments before looking at each of the elements in the paper is detail.

iv. LlB confirmed that all changes and improvements suggested are in-line with the current Model Governance Framework. Members were asked to note that the Model

Governance Framework is due for a review and in the work plan for the Public Bodies Unit for 2020-21 although this may be delayed due to COVID-19 pressures. The paper has also been shared with Internal Audit.

v.   The Chair highlighted that one of the comments received from internal audit was the need to guard against the Committee membership becoming too big to the point that their effectiveness was impacted. The Chair suggested that this was picked up again when the revised Committee memberships were discussed.

vi.   The Chair asked for any comments or questions on the revised Remuneration Committee Terms of Reference which would result in the Committee becoming and ad-hoc Committee, the membership of which would be fulfilled as required by the Chair's Co-ordinating Group. The quarterly HR report would then be received by the full Board as part of the business plan update.

vii.   JM asked whether there had been consultation with HR staff on the changes proposed. SE confirmed that the HR manager has been involved in the re-drafting of the terms of reference.

viii.   There were no further questions or comments on the revised Remuneration and Wellbeing Committee Terms of Reference.

ix.   The Chair moved onto the revised Committee membership, where the proposal was to increase the membership of the Committees, through Board members each sitting on two Committees.

x.   AH asked whether the quorum of the Committees would change in light of the additional members. LlB commented that it may be pertinent to increase the quorum from the current 3 to 4. Following a discussion, the Board **agreed** to increase the quorum of the Committees from 3 to 4.

xi.   KH welcomed the opportunity through the expansion of the membership of the Committees to work with other Board members on a Committee level. KH also reflected on the need to keep current good practices where questions are submitted in advance to ensure the Committee meetings don't become overly long.

xii.   Moving onto the Chairs Coordinating Group, the Chair said that if the proposal was approved, some further work would then be required to determine how it would operate in order to discharge its terms of reference. The Board will be kept informed of progress Group.

xiii.   There were no questions or comments on the Chairs Coordinating Group Terms of Reference.

xiv.   Moving onto the Chairs Action Process, the Chair reminded the Board that this was intended to provide a more structured process for those rare occasions when urgent decisions need to be made outside the formal Board meeting structures.

xv.   The Chair asked for any comments or questions:

- PM asked what would happen if in consultation with two other Board members no agreement could be reached The Chair confirmed that if this was the case then a special meeting of the Board would be convened. He agreed that this should be made clear within the process. **ACTION**
- CC asked whether it would be possible to specify more clearly under what circumstances it would be appropriate to call a Chairs Action Process as an alternative to calling an extraordinary Board meeting. The Chair emphasised that due to the fact that the Board is a strategic body and by virtue of the constitution, the majority of decision making is devolved to the CEO, the need to a utilise the Chair's Action Process would be limited. The Chair referenced a recent example whereby in response to the COVID-19 there was a requirement to sign off amendment to registration rules within a three-day period. SE suggested that it would be difficult to draw up a specific criterion as this might create a risk of precluding important decisions. CC suggested that a sentence be added to the process, emphasising that due to our corporate governance framework, this type of decision making would be a rare occurrence. The Chair agreed to add a paragraph to the process which set out the context and the under which it would be used. **ACTION**
- The Chair emphasised that any decision made by a Chair's Action Group would also be reported to the next Board meeting for ratification.
- PM asked whether it might be easier to note what the process was not to be used for, such as any permanent or strategic decisions. The Chair agreed to consider this as part of the adjustments.
- JM asked whether the Board would be informed that the Chairs Action Process is being used prior to the decision rather than waiting for the reporting at the next Board meeting. The Chair agreed that wherever possible, Board members will be informed prior to the establishment of a Chairs Action Process.

xvi   The Chair summarised the discussion and decisions which had been made:

- The revised Terms of Reference for Remuneration Committee were **approved;**
- Revised Committee memberships were **agreed** and a change in the quorum for all Committees from three to four members was **approved;**
- The Terms of Reference for the Chairs Coordinating Group were **approved;**
- The Chairs Action Process was **approved** subject to an additional contextual paragraph and the adjustments identified by members;
- The Chairs Coordinating Group would discuss the use of the portal and the practice of raising advanced questions at its first meeting **ACTION**.

11.   Covid-19 and the Health and Social Care Workforce Strategy

i.   SE reminded the Board that the joint Health and Social Care Workforce Strategy was submitted to Welsh Government in December 2019. Since then, COVID-19 has resulted in a significant change of emphasis and as a consequence, a response from Welsh Government is still awaited. In the meantime, work has been taking place in the background to progress areas of the strategy which support the COVID response or will help promote recovery. For example, work has been taking place around fair work, paying for care and learning from COVID-19. Those developments are set out in the paper together with the identification of those areas of the strategy where early action

or accelerated delivery might facilitate or support recovery. Some of those elements are built into the 2020/21 Business Plan for example, workforce data, digital inclusion and compassionate leadership. A similar paper has been prepared for consideration by the HEIW Board and following both Board's discussion, a joint letter will be sent to Welsh Government highlighting the progress which has been made in the background and emphasising the potential benefits of progressing the strategy at the earliest opportunity.

ii.   JD built upon SE's comments adding that the paper illustrated the way that COVID-19 has refocussed the organisation's response to the workforce agenda. The paper describes the response which is being provided now and sets out what could be delivered in the medium and longer-term to progress the strategy. The experience of responding to COVID-19 has accelerated thinking in some areas (e.g. exploring digital learning and supporting the wellbeing of the workforce) whilst in other areas (e.g. the WeCare campaign and the Social Care Wales Workforce Development Programme (SCDWWP)) work has been refocussed to support operational delivery. This period has also helped to identify the gaps that still exist such as the availability of high-quality workforce data and parity of esteem between health and social care.

iii.   JD focussed on appendix 3 within the report, which illustrates the organisation's work in response to COVID-19, highlights what is included within the business plan for 2020-21 and explains how this work aligns to the seven themes within the workforce strategy. Some of the integrated work with HEIW will continue with health representatives involved in the discussions around WeCare, and qualifications.

iv.   JD also emphasised again the key pieces of work which had been drawn from the Strategy and included with the organisations 2020/21 Business Plan, most notably:

   •   The health and wellbeing framework
   •   The employer liaison service
   •   The digital learning platform
   •   Workforce planning for the direct care workforce
   •   The future of Social work
   •   Mental health workforce plan

v.   The intention is that the paper draws out the direct correlation between the activities within the Business Plan, the Workforce Strategy and the current and future response to COVID-19.

vi.   The Chair asked for questions and comments from members:

   -   RWJ liked the "growing our own" notion in terms of staff and career structures but was increasingly worried about the lack of parity between health and social care. Following the immigration points-based system announcement it is clear the social care is not seen as being the same as health. This will lead to a difficult balance. It would be useful to set this wider context in discussion with HEIW. JD noted the need to work in a mixed economy, whilst working and nurturing the talent already in the sector. The wellbeing framework will look at what that supports needs to be. There is also work ongoing with City and

Guilds and DWP on how to open up the supply line from the unemployed and vocational learners through directing them to the care sector.

- RWJ also picked up on an earlier point regarding being more explicit about the needs of providers and the contribution which they can make. RWJ reflected on her own experiences with care homes where a provider owns more than one care home where economies of scale can be achieved but may not provide the best experience for the users of the service. She wondered if more consideration could be given to the support which providers needed and how Social Care Wales might influence their actions. JD noted that the complexity of the marketplace was reflected in the Workforce Strategy: the work to develop the employer liaison and wellbeing framework will provide the opportunity for significant engagement with providers, and enable the sector to better understand how best they can be supported.

- PM asked whether through the consultation on the Strategic Plan there was an opportunity to gather feedback on the Workforce Strategy at the same time. JD noted that the Workforce Strategy aims to be a live document, where the action plans can be revisited and adapted. Dependent on the feedback received on the Strategic Plan then there could be an opportunity to revisit the Workforce Strategy if necessary.

- PM noted that Carers Trust Wales had released a report on the position of young carers entitled '*Support not sympathy'.* This emphasises the fact that young carers are not being sufficiently considered and that this has been highlighted even further by COVID-19. PM asked whether there was any further support that could be offered to young carers. JD explained that there is reference to carers in the strategic plan. Social Care Wales is a member of the Carers Ministerial Advisory Group and sits on other forums, as well as forums which are exploring ways in which carers can be better supported. Work has previously been completed on the carers e-learning programme but other national organisations have a primary remit for carers so there is a need to avoid duplication of effort or working at crossed purposes.

- MB asked whether there was the potential to link with those on temporary NHS contracts who may be interested in joining the care sector as their contracts end with the NHS. JD said that there were ongoing conversations with HEIW on intelligence around the supply of staff into the sector. The WeCare campaign is now hosting jobs boards and there is a willingness to consider ideas about how to engage with those on the current temporary NHS contracts. MB said that there may also be an opportunity to highlight care roles on individual health board sites as people had been recruited locally through Facebook, rather than through NHS Shared Services. She thought that it might be helpful to connect with the HR directors in health boards to discuss how best to reach those who were recruited locally. JD agreed to explore the links with the health HR network further. **ACTION** The Chair noted that it is also an opportunity to see what other sectors are doing. He had previously experienced strong links between the military and the emergency services as those leaving the armed forces provided a source of potential employees with complementary skills and experience.

- DH noted that digital learning can have a negative mental health effect on people, especially if it does not work as expected. JD responded noting that moving forward we would not see that the digital platform is a one size fits solution and a variety of training methods will still be required. A digital practice

exchange is being established across the four UK countries. Supporting people using digital services has been discussed and it is recognised that support measures need to be built into digital learning approached.

- Building on MBs previous point, CC also noted that Community Voluntary Councils across Wales have recruited thousands of volunteers to support statutory care services as part of the COVID response. This may be a source of potential care workers. JD informed the Board of an upcoming meeting with Sally Rees from WCVA, where this can be explored further.

vii.   The Chair thanked everybody for their contributions to the discussion and confirmed that following this meeting SE will meet with the Chief Executive of HEIW to draw together the letter to be sent to the Minister for Health and Social Services. This will be posted into the members portal once it has been sent. **ACTION**

viii.   In conclusions, members agreed that the Board had **discussed** the paper and agreed that officers had provided assurance that there were appropriate links between the business plan and the workforce strategy. It was also **agreed** that the priority areas identified in the paper would be shared with HEIW and raised with Government.

12.   A.O.B

i.   SE confirmed that during the course of the meeting, she had received confirmation that the organisation's Business Plan 2020-21 and Remit Letter had been approved by Ministers and that formal notification would be received with the next few days.

13.   Meeting effectiveness

i.   The Chair informed the Board that during a recent PADR meeting, KH had raised concerns that the review of meeting effectiveness which took place at the end of each Board and Committee meeting had lost its impact and that it sometimes felt like 'going through the motions'. She had suggested that the process needed to be looked at again and that time need to be created to have a more in-depth discussion about what had and hadn't worked well and why. Given the time available, there would not be time for that discussion today, but the Chair asked for an action to be raised for this to be done at a subsequent meeting. **ACTION**

ii.   Based on the existing arrangements, the Chair asked members a series of questions regarding the meeting effectiveness.

Members **agreed** that:

- They had been clear about what was being asked of them in the papers;
- They did not feel there were any papers where further information or background reading would have been useful;
- The Board progressed key items in an efficient manner;
- All the agenda items considered had been timely and relevant and members had been clear on the decisions made.

iii   There being no other business, the meeting was closed at 1303.

Date of next meeting:

Thursday 22 October 2020.

Actions

Item	Action	Who
Item 6 - Draft Annual Report and Accounts 2019-20, Audit of accounts report	Board members to receive race and cultural awareness training	Llinos Bradbury
Item 10 – Governance Improvements update	Chairs Action Process (CAP) to be clear that a special meeting of the Board would be convened should there be no agreement by CAP	Llinos Bradbury
	Additional contextual paragraph to be added to CAP	Llinos Bradbury
Item 11 - Covid-19 and the Health and Social Care Workforce Strategy	Explore links with Health HR network further	Jon Day
	Letter to Health Minister to be uploaded onto portal once sent	Llinos Bradbury
Item 13 – meeting effectiveness	Further discussion on meeting effectiveness at future meeting	Llinos Bradbury

Social Care Wales Board meeting actions

Rolling action Log 2020-21

Meeting date	Item	Action required	Action by	Target date	Outcome / update	Current status	Date completed
16.07.20	Item 6 - Draft Annual Report and Accounts 2019-20, Audit of accounts report	Board members to receive race and cultural awareness training	Llinos Bradbury, Senior Governance Officer	March 2021	Discussions ongoing with the HR and Wellbeing Manager to schedule a session for both staff members and the Board.	Open	
16.07.20	Item 10 – Governance Improvements update	Chairs Action Process (CAP) to be clear that a special meeting of the Board would be convened should there be no agreement by CAP Additional contextual paragraph to be added to CAP	Llinos Bradbury, Senior Governance Officer	August 2020	CAP revised as requested, updated version was uploaded onto the portal on 06 August asking for feedback if there were any further comments. No further comments received.	Closed	06.08 20
16.07.20	Item 11 - Covid-19 and the Health and Social Care Workforce Strategy	Explore links with Health HR network further	Jon Day, Assistant Director Workforce	September 2020	Meeting set up with colleagues in HEIW to discuss how a meaningful presence on the WOD group (a network for HR	Open	

					leads in each health board) can be secured.		
16.07.20	Item 11 - Covid-19 and the Health and Social Care Workforce Strategy	Letter to Health Minister to be uploaded onto portal once sent	Llinos Bradbury, Senior Governance Officer	July 2020	Letter uploaded onto the portal on 24 July.	Closed	24.07.20
16.07.20	Item 13 – meeting effectiveness	Further discussion on meeting effectiveness at future meeting	Llinos Bradbury	October 2020	Additional time on the agenda for a discussion at the October meeting.	Closed	22.10.20
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	We are in negotiations with Welsh Government lawyers to implement section 160. Once this is achieved, we will set a criteria. The Welsh Government's work on this has stalled due to Covid-19 but we are in regular contact and hope to make progress soon. A meeting was held with the Care	Open	

					Standards Tribunal on 8 October.		
30.04.20	Item 8 – Regulation matters	Questions asked by members to be referenced as part of the development of UK wide indicators and metrics of regulation data	David Pritchard, Director of Regulation	Ongoing	David continues to work with colleagues across the UK however this work has been given less of a priority and deferred to 2021-22 to make way for responding to Covid-19.	Closed	October 2020
30.04.20	Item 9 – Opportunities to strengthen corporate governance	Board visibility and accessibility to staff members to be considered as part of the development schedule	Mick Giannasi	Ongoing	To be discussed further with the Chairs Co-ordinating Group on how this can be done whilst working virtually.	Open	
30.01.20	Item 8 – Key messages from the Chief Executive and Directors	Invite the Registration team to the April Board meeting to ensure their achievements are recognised appropriately	Llinos Bradbury, Senior Governance Officer	30.04.20	Due to having to hold the Board meetings virtually the Chair will be invited to the next suitable Regulation team meeting to pass on the Boards gratitude for their work on registering the	Closed	

					domiciliary care workforce.		

Previously closed actions

30.04.20	Item 9 – Opportunities to strengthen corporate governance	Update on the schedule of work in relation to strengthening corporate governance at the July Board meeting	Mick Giannasi	16.07.20	Update on: - Revised Remuneration committee ToR - Committee membership - Chairs co-ordinating Group ToR - Chairs Action Process For discussion at July meeting	Closed	16.07.20
30.04.20	Item 11 – Meeting effectiveness	On-line debrief following form first virtual meeting to be conducted	Mick Giannasi	01.06.20	De-brief conducted, results and key themes shared with the Board	Closed	12.06.20
30.01.20	Item 6 - Social Work in Wales	Keep the Board informed as the action plan and governance is developed	Sarah McCarty, Director of Improvement and Development	2020-21	Within the Business Plan 2020-21 is a work programme to develop a social work workforce plan	Closed	16.07.20

					and take this forward. Progress against this work will be provided as part of the quarterly business plan progress reporting to the Board.		
30.01.20	Item 6 – Social Work in Wales	Include discussion on political developments at April Board development session	Llinos Bradbury, Senior Governance Officer	30.04.20	This was discussed at the Board Development session on 2 July.	Closed	02.07.20
30.04.20	Item 5 – Covid-19: our response	Board to be kept updated on future enrolment numbers for the Social Work degree	David Pritchard, Director of Regulation	16.07.20	Numbers are better than previously expected as most courses have successfully recruited and are carrying reserve lists.	Closed	16.07.20
30.04.20	Item 7 – Business Plan 2020-21	Extraordinary Board meeting to be scheduled for May for the Board to approve the 2020-21 Business Plan prior to submission to Welsh Government	Llinos Bradbury, Senior Governance Officer	31.05.20	Extraordinary Board meeting was scheduled for 28 May, following this the draft business plan was submitted to Welsh Government on the 9 June.	Closed	28.05.20

30.04.20	Item 7 – Business Plan 2020-21	High-level overview of the Business Plan to be circulated to members for initial comments	Sarah McCarty, Director of Improvement and Development	08.05.20	High-level overview shared with members on the portal on 4 May and feedback received from members.	Closed	11.05.20
30.01.20	Item 5 – Business Plan update	Look at how the number of open FTP cases are presented in the Business Plan	Hywel Dafydd, AD Regulation	April 2020	Paper on April Board agenda to discuss change in business plan target for 2020-21	Closed	30.04.20
30.01.20	Item 5 – Business Plan update	More detail to be included on the number of FTP cases over 18 months in future and an assurance of scrutiny at Committee level	Hywel Dafydd, AD Regulation	April 2020	Quarter 4 update presented to Board on 30 April with further detail.	Closed	30.04.20
30.01.20	Item 5 – Business Plan update	Send information on statistical process control to officers	Grace Quantock	February 2020	Information sent by Grace and being considered by Officers as part of Business plan 2020-21 reporting to the Board along with the requirements set by Welsh Government on accountability reporting.	Closed	17.04.20

30.01.20	Item 5 – Business Plan update	More detail on the management of long-term sickness to be included in future reports	Kate Salter, AD Corporate Services	April 2020	Quarter 4 update presented to Board on 30 April with further detail.	Closed	30.04.20
30.01.20	Item 8 - Key messages from the Chief Executive and Directors	Consider the introduction of a Chairs Action Process as a formalised way of delegating decisions	Mick Giannasi, Chair	30.04.30	Included as part of governance improvements paper considered at April Board meeting	Closed	30.04.20

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

CYFARFOD / MEETING	**Board meeting**	
	PREIFAT / PRIVATE	**CYHOEDDUS / PUBLIC**
		√
DYDDIAD / DATE	**22.10.20**	
EITEM AGENDA AGENDA ITEM	**7**	
TEITL / TITLE SCW/20/14	**Business Plan 2020-21: 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 Appendix 2 – Budget Report for the period to 30 September 2020 Appendix 3 – HR Quarter 2 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 2020-21 at the six-month stage. Members are asked to **agree** an addition to one of our activities in Priority Theme 1 (Social Care and Early Years Workforce). We will be establishing an Employee Assistance Scheme for the private and voluntary sector workforce.
PRIF BWYNTIAU; MATERION ALLWEDDOL I DYNNU SYLW ATYNT; CWESTIYNAU I'W YSTYRIED	This performance report provides an update against: • progress against all priority themes including exception reporting of amber and red activities in Appendix 1: • our financial position at 6 months in Appendix 2 • our HR activities in Appendix 3

MAIN POINTS; KEY ISSUES TO DRAW TO ATTENTION; QUESTIONS TO CONSIDER	
ASESIADAU EFFAITH / IMPACT ASSESSMENTS	N/A

Business Plan 2020-21: Quarter 2 update

1. Purpose of report and recommendation

1.1 This report provides Members with the quarter 2 progress against our 2020-21 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 2020-21 at the six-month stage.

1.3 Members are asked to **agree** an addition to one of our activities in priority Theme 1 (Social Care and Early Years Workforce). We will be establishing an Employee Assistance Scheme for the private and voluntary sector workforce. This work will form part of the following activity: Introduce a health and wellbeing framework in line with the learning of the workforce strategy.

2. Context

2.1 The Business Plan 2020-21 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	To start
Business plan targets	52	35	17	0	-
% as at 6 months		67%	33%	0%	-

3.2 Some key performance indicators have been included in the exception report. 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.

3.3 As part of our response to COVID-19 we developed a specific risk register that reflects the risks specifically associated to this pandemic and our initial response in supporting the social care and early years sector in responding to COVID-19. We have now included a number of those risks in the overall Strategic Risk Register as we recognise that we are now living in a COVID-19 world. The Strategic Risk Register will now be 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 Therefore, on reviewing the six-month performance information, including the budget and risk information some questions for the Board to consider:

- To what extent does the narrative provide you with an indication of progress?
- Are there any gaps in the information you require?
- What implications does this have on the future execution of the business plan?

Business Plan 2020-21 - Quarter 2 update

## 1.	What is in this report?

This report provides an overview of progress against our Business Plan 2020/21.

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					
Likelihood	**1**	**2**	**3**	**4**	**5**
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 2020
7. An overview of the HR work to support our workforce during the last quarter to support our workforce

Priority theme 1 - Social Care and Early Years Workforce

Performance Indicators	QTR 1	QTR 2	QTR 3	QTR 4	Comparator / Target
Processing times of applications*	68%	88%			90% within 5 days
Number of outstanding applications	1494	704			Less than 600 open at any one time
Eligible students receive a bursary with a placement provided	n/a	132			100%
No. enrolled for the digital version of the Social Care Worker card	28,450	29,852			30,000 by year end

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

Performance Commentary
Our registration processing times have improved positively since last quarter as we continue to adapt to remote working, and we've balanced the need to support the workforce by giving more time to register with closing inactive applications down. New groups continue to register with us on a limited basis, which is expected as we've not publicised the register being open to these groups when services are concentrating attentions on responding to COVID-19. We continue to be flexible with regulatory requirements in response to the pandemic, whilst we maintain delivery of our statutory remit remotely, including our public protection role through the fitness to practise and hearings functions.

All change projects are either on track or there are mitigating reasons for the concerns which are identified with an amber status. Our work on early years and childcare for example, is on track and meeting the requirements of an adapted plan to support sector recovery and sustainability, but in terms of the original aspirations of the transition programme work has temporarily paused. Similarly, our work on evidence informed practice is slightly behind until we can secure the staffing resource to help realise many of the project's objectives.

We've received a good response from the workforce manager network to the requests for a more detailed and earlier submission to mid-year monitoring reports so we can begin to see the impact that the pandemic has had on the delivery of workforce development. This data will help us respond appropriately for the second half of the grant year but will also provide vital intelligence to the development of the remit letter of the 2021/2022 grant year. The work on the health and wellbeing framework has allowed us to explore wider shared approaches with health partners and the possibility of a shared commission in line with the ambition of the draft health and social care workforce strategy.

Business plan activity	Narrative	QTR 2	QTR 3
Develop and maintain an accurate Register of social care workers	The average processing times for applications from complete to registered in the period to July to September was 4.3 (88% were processed within 5 days). We have once again halved the number of open applications from almost 1,500 at the end of the last quarter to 704 at the end of September. It remains at amber as we are still just over the 600 target but this is largely out of our control as we		

Business plan activity	Narrative	QTR 2	QTR 3
	continue to give people longer to complete their applications during this emergency period.	Amber	Green
Extend professional registration to adult care home workers and new managers	Whilst we are not 'pushing' the registration message now, we are being invited to regional partnership meetings to raise awareness amongst employers. Alongside this we continue to plan how to register these groups, which include staffing projections and further refinement of our processes. The status of this activity remains as amber as we are not on track to register 1,500 adult care home workers in year one. We are around a quarter of the way there but with only six months of the year remaining. Without sustained engagement it's unlikely we will reach the target.	Amber	Amber
Support the early years and childcare workforce including future registration options	Formal decision from Welsh Government to pause the consultation at this stage and for our resources to be redirected to support the stabilisation and reconstruction of the sector post COVID-19 outbreak. Our work has therefore shifted to a refocused plan of action to support the sector and ensure its long-term recovery. We are on track and meeting the requirements of this adapted plan, but in terms of the original aspirations of the transition programme work has temporarily paused.	Amber	Amber
Provide financial support for training and development (bursaries & SCWWDP) as well as advice and guidance on qualification and apprenticeships certification	Received a total of 193 nominations for new students from all HEI's; Open University nominations for further 70 new students to follow. Of the 193 nominations, 175 are bursary students. 160 students invited to apply for a bursary and 131 approved for a bursary so far. 264 returning students have so far been approved for a bursary. 22 final year 2019/20 students (20 from Bangor University and 2 from Cardiff University) have returned to complete their 100 day Level 3 PLO. 20 have received a pro rata bursary equaling £39,000. Based on information to date the number of bursaries to be awarded will be in the region of 175 compared to a budget for 227 students. Therefore, this will be lead to a budget underspend in bursaries and Practice Learning Opportunity Funding (PLOF).	Amber	Amber
Develop and embed evidence informed practice and approaches	Working groups for development of Using Evidence recommendations now underway; key informant interviews for Phase 2 (providers) underway; design of Phase 3 (engagement people with lived experience) has commenced. Development meetings with the Developing Evidence-Enriched Practice (DEEP) programme lead continue, using intelligence from working groups	Amber	Green

Business plan activity	Narrative	QTR 2	QTR 3
	Activity marked 'amber' until we have identified an Evidence and Engagement Officer to support this activity. We received several high-quality applications and interviews are scheduled for week commencing 5 October.		

Strategic risks	Inherent score	Residual score
If we don't refresh and reform our regulatory processes, then the additional resources required will undermine our organisational stability and undermine work across our objectives, as well as missing the opportunity to link regulation with improvement more closely. If our changes are not supported by the sector and Welsh Government policy, we could struggle to deliver effective change and destabilise the sector.	Red (20)	Yellow (10)

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

Key Performance Indicators	QTR 1	QTR 2	QTR 3	QTR 4	Comparator / Target
Number of fitness to practise cases open	189	240			189 Last quarter
Number of active cases open longer than 18 months	26 (13.7%)	29 (12%)			Less than 10%
No of final hearings held	0	4 (22 cases awaiting final FTP hearing)			0 Last quarter

Performance Commentary

Work continues apace on a range of ambitious programmes of work including appointments to management posts with a focus on qualifications, standards and assessment and plans in place to appoint to the manager post for mental health to help us drive forward this programme of work in partnership with HEIW.

The qualification agenda continues to be demanding both in terms of the implementation of the level 4 and 5 qualifications launched in September 2020, continued support for the level 2 and 3 awards but also work with key partners on adjustments required to assessment practice in light of continued restrictions in service settings as a result of COVID-19. New approved apprenticeship frameworks at level 4 and 5 were approved and published in September 2020 providing a positive range of funded pathways for all awards. The Early Years and Child Care (EYCC) All Wales Induction Framework (AWIF) resources including workbooks are still delayed but are planned to be uploaded on the 2nd October 2020.

There has been some delay in the commissioning of a preferred provider for the development of workforce plans for the direct care workforce and social work profession due to limited tender submissions but officers are hopeful of making a successful appointment in mid October. Further exciting work is in place for the WeCare Wales into the autumn with the groundwork being in place in quarter 2 around extension of the jobs portal and a range of campaign bursts including two TV adverts to take place in the autumn.

Work on the joint training initiaitve betweeen health and social care in the Gwent area (adult service and Royal Gwent Hospital) after delays of some 12 months has begun gaining significant traction with senior managers across both sectors stepping up to relalise the potential of an aligned approach. Bringing the 2 consultancies together is proving extremely fruitful and will lead to the programmes being delivered beyond the existing scope of the initial Social Care Wales programme. We have experienced excellent engagement acrosss the sectors on the work developing outcome and person centred Case Recording and are hopeful that this will continue to deliver in the way both the Association of Directors of Social Services Cymru (ADSSC), Providers and the Care Inspectorate Wales (CIW) particularly need it to do.

Business plan activity	Narrative	QTR 2	QTR 3
Provide expert advice and national induction, apprenticeship and qualification frameworks for roles across the sector to ensure high quality and test models for future approaches	Qualification Framework updated for 1st September when new level 4/5 qualifications went live. Equivalence of level 5 qualifications for registration being considered via internal and external focus groups. Work placement guide published 1st September. Competency framework for independent advocacy published 1st September to coincide with new qualifications. City & Guilds / WJEC events booked September / October Social Care Wales officer will attend. Further adaptations agreed for assessment of qualifications, events will cover these. Employer events are being planned for late October / early November. Infection Prevention and Control training strategy being developed across health, social care and childcare. Sector scoped and examples of training programmes gathered. Draft Infection Prevention and Control training framework in process of being developed. Early Years and Child Care (EYCC) AWIF resources including workbooks are being developed and are planned for publication in October 2020.	Green for all except for EYCC AWIF	
Fitness to practice service and associated hearings to support protection of the public and to support the provision of high-quality services	We had had a significant increase in referrals since the inclusion of Domiciliary Care Worker on the Register - an increase of 40% on previous levels. COVID-19 has meant that cases have not been able to move to final hearings - in addition some cases are further delayed due to our contracted psychiatric consultants closing their service temporarily so we are unable to get current medical assessments or re-do assessments that are now out of date. 22 cases are waiting for a final Fitness to Practise hearing. Those cases where a final hearing should have already taken place will impact on the statistic for over 18-month cases. N.B. Although the percentage of cases over 18 months has decreased this quarter, this is only due to the huge increase in open investigations, not to a reduction in the cases over 18 months.		
	Interim Order Panels and Registration Appeals Panel hearings continued to be held successfully, remotely. 4 final hearings held in September, remotely. The backlog will slowly begin to decrease as more final hearings will be scheduled for the next quarter and probably beyond. This activity remains amber due to the backlog of cases waiting to be held at final hearing which were postponed due to COVID-19 or are in the pipeline for consideration and are in a queue.		

Business plan activity	Narrative	QTR 2	QTR 3
Learning from COVID-19 and sharing practice that 'what makes a difference'	A second workshop was held in Quarter 2 to explore the current skills and capacity of Social Care Wales to take a co-design approach to sharing practice. The identification of an external supplier has been delayed until the next quarter due to capacity issues. We will take advantage of the delay to ensure that this work activity uses the winners in November's Accolades.		
Establish an Employer liaison service	A speculative notice is currently on the Sell to Wales website and a supplier engagement event is being held in October to inform the tender process and validate timescale, budget and deliverables. Status remains at amber and will until resources are commissioned. Timelines will be updated following supplier engagement there may also need to be a review of the budget.		
To take forward some priority areas of the workforce strategy including: Workforce plan for the direct care workforce	Initial tender only produced one submission, so it has been decided to repeat the tendering exercise and extend the return date for submission. The close for this repeat round is early October 2020.		
To take forward some priority areas of the workforce strategy including: Workforce plan for the social work profession	Initial tender only produced one submission, so it has been decided to repeat the tendering exercise and extend the return date for submission. The close for this repeat round is early October 2020		

Strategic risks	Inherent score	Residual score
If Welsh Government remove, or significantly reduce the funding for Level 2 apprenticeships, then it will reduce the amount of funding to support the achievement of qualifications in the sector. This will have an impact on the ability to provide learning and increase qualification levels of the workforce.	Red (20)	Yellow (10)
If the qualifications are not fit for purpose, then they will not meet the requirements for high quality care and support in the social care and early years sector. The programme of work in relation to developing the new qualifications is complex and significant with a number of risks associated to the successful delivery of the work.	Amber (15)	Yellow (10)

If we do not demonstrate how we are supporting the health and wellbeing of the social care and early years, then there will be an impact on the sustainability of the workforce.	Amber (15)	Yellow (10)

Priority theme 3: Social Care and Early Years Systems Leaders

Key Performance Indicators	QTR 1	QTR 2	QTR 3	QTR 4	Comparator / Target
Visitors to data portal	April - 4,048 May - 1,925 June - 3,928	July - 1844 Aug - 2,619 Sept - 2,244			
Publish a vision for social care data	n/a	To be published in October			Quarter 2
Data on national leadership programmes	n/a	n/a			Quarter 3

Performance Commentary

The Ministerial Advisory Group (MAG) on Vulnerable Children and Young People has seen a Task & Finish Group reinstated by Welsh Government which will focus in the main on residential care and the provision of in-house residential care across Wales. We will focus on peer support sessions and delivering the residential children's annual conference.

A piece of work is being undertaken by the Care and Support at Home sub-group which will shape the priority and purpose of the steering group moving forward over the next 3 years: conversations will need to be had about how this work supports work being done by Welsh Government during the first phase of the pandemic. Agreeing a specific and limited set of priorities is a significant challenge for members of the steering group.

The Time for You work with domiciliary care managers is proving successful as a model being well attended by participants; comparisons and learning with the Cwtch model will be useful for future planning. As part of the COVID-19 resources, the End of Life work has been very well received and recognised by a UK wide audience. During Quarter 3 we will be in a better position to report against the compassionate leadership survey and its findings from across the sector.

Our RAG status for our research and evidence projects has been kept at amber for Quarter 2, due to the Research and Data team's capacity issues. However, at the time of writing offers have been made to preferred candidates to support us in delivering the growing research agenda. While amber, we have continued to make progress, particularly on the Social Care Institute for Excellence (SCIE) Using Evidence project, where we have kicked off a number of working groups with external stakeholders, including Welsh Government, local authorities, researchers and the Regional Innovation and Improvement Hubs. A highlight for Quarter 2 was the delivery of the draft discovery report for the social care data strategy by KPMG. This will be published early in Quarter 3.

Business plan activity	Narrative	QTR 2	QTR 3
Develop Covid-19 workforce and social care research priorities	We held a project kick-off meeting on 18 August and SCIE have begun the first phase of activity, focusing on the mapping of networks. Activity marked 'amber' until we have recruited an Evidence and Engagement Officer to support this activity.		

Business plan activity	Narrative	QTR 2	QTR 3
Develop one stop shop of curated expert guidance on Covid-19 – that can be used on a once for wales basis to support employers and the workforce	Mapping of networks via working groups underway with virtual practice forums and survey to follow. Interim and final reports to support development of infrastructure for evidence implementation and maximising existing partnerships/initiatives by end of October 2020. Work continued throughout Quarter 2 to augment and maintain Covid-19 resources and curated collections. Activity marked 'amber' until we have identified an Evidence and Engagement Officer to support this activity.		
Support the progression of a Compassionate and collective leadership approach across social care and health (4 - Scope the possibility of an internal SCW project team across FTP and I&D Directorates to identify learning and themes relating to leadership and fitness to practice. Perimeters to be agreed with FTP)	1)The second phase of consultation on the principles is now live and due to close at the end of September 2020 which puts us on schedule to finalise and launch the principles in Autumn 2020. 2) The development of the webinars was delayed due to COVID-19 and more pressing sector needs. There is now a cross-programme working group working on the design of an offer of webinars and masterclasses with a view to a programme of events being delivered in Quarter 3 and 4. 3) Initial discussions and invitations have been made for the project group. Meetings are on track to commence in Quarter 3. 4) This work is currently on hold whilst other projects looking at data and Fitness to Practise (FTP) are being initiated to see if relevant data can be drawn from existing work in order to avoid duplication of activity. 5) The first peer support offer is now active. The offer provides a peer support network called 'Time for You' for domiciliary care managers.	All green except item 4	
Play a key role in driving the use of research and intelligence into planning and service design and delivery. (This will include listening to individuals and their carers and will also support implementation of	Using Evidence working groups with key stakeholders to build links and develop actions plans underway throughout September. Activity marked 'amber' until we have identified an Evidence and Engagement Officer to support this activity. Topic guides for guides for Phase 2 key informant interviews with providers completed and interviews underway. Design of Phase 3 (engagement with people with lived experience) has begun.		

Business plan activity	Narrative	QTR 2	QTR 3
the performance and improvement framework)	Development meetings and interviews for future Centre for Evidence Implementation in Adult Social Care completed during September. Planning and development meetings with Welsh Government to consider guidance and approach to R&E domain of Performance & Improvement Framework continue. Development meetings with DEEP programme lead (Swansea University) and SCIE exploring approach to knowledge mobilisation approaches and capacity building continue. Initial evaluation framework planning stage completed with DEEP partners. Project kick-off meeting with SCIE in August who have begun the first phase of activity, focusing on the mapping of networks. Practice forums and survey to follow.		

Priority 4 - Our own workforce

Key Performance Indicators	QTR 1	QTR 2	QTR 3	QTR 4	Comparator / Target
Staff sickness levels	2.46%	2.55%			3%
Timely laying of Statutory Annual Accounts	N/A	Laid 31 July 2020			August 2020
Internal audits receive substantial assurance	N/A	N/A			80%
ISO 27001 Reaccreditation awarded	Maintained	Maintained			Maintained

Performance Commentary

The majority of business plan activities within this area of work are progressing in line with expected milestones. We continue to maintain and progress business requirements in relation to our governance, financial, IT infrastructure and HR arrangements as outlined in our business plan. Our draft list of priorities (Strategic Plan 2021 - 2026 consultation) is out for consultation. In the meantime, we are working on outlining our Strategic Financial Plan which will support the future Strategic Plan.

Despite COVID-19 the Annual Report and Accounts were laid on the 31 July 2020 as planned. Another success was in relation to the continuation of our ISO27001 accreditation with the July 2020 audit passed with no non-conformities.

There is one amber target in relation to compliance with the website accessibility regulations. A report was discussed at the Audit and Risk Committee at the end of September.

Business plan activity	Narrative	QTR 2	QTR 3
Maintain organisational compliance with statutory organisational requirements.	Audit and Risk Committee received an organisational compliance overview at the September Committee meeting. The key updates following this report is the focus on organisational compliance with the website accessibility regulations and the impact on current and future websites and content. EMT approved the additional £38k needed for phase 1 of development changes needed for our SCWonline website for compliance. We have also commissioned an additional audit by Digital Accessibility Centre on our data website to provide fuller assurance on the work needed for the element of this site meeting the standards. Due to the work needed to embed the requirements of accessibility standards across project managers and third-party suppliers this activity is not meeting expected standards at the end of this quarter and predicted to not be fully aligned at the end of the next quarter. In other compliance areas we have produced our		

	Inherent score	Residual score
first annual report against the Welsh Language Standards; we are developing the action plan to outline steps to develop a revised Strategic Equalities Plan.		

Strategic risks	Inherent score	Residual score
If we do not keep the sector engaged in the work of Social Care Wales then we start to lose credibility and not deliver our overall ambition, as we cannot achieve this in isolation. The sector is not engaged in our role and remit.	Amber (15)	Yellow (10)
If we do not demonstrate how we are contributing to making a positive difference to the care sector, then we will lose credibility. We are unable to manage the expectations of the sector, stakeholders (including Welsh Government) and the public.	Yellow (10)	Green (5)
If we don't have increased resources to meet what is expected from Government term of office, then we will not be able to deliver the expected standards.	Red (20)	Red (20)
If we don't manage competing Welsh Government priorities and ensure that any new work is within our scope and purpose then we could result in over committing our resources to deliver, extend our remit beyond our scope and lose our identity and unique purpose.	Red (20)	Yellow (10)
If we don't remain engaged with 'A Healthier Wales' and maintain key relationships with Welsh Government and critical stakeholders (HEIW, PHW etc) then this could impact on key deliverable priorities resulting in social care not being rebalanced within the ambition of 'A Healthier Wales' and lose confidence if we do not deliver against expectations.	Red (20)	Yellow (10)
If we do not respond accordingly to the COVID-19 pandemic then we will not be supporting the social care sector in helping them deliver front line care and support during the COVID-19 pandemic.	Amber (15)	Yellow (10)
If we don't support our own workforce (Social Care Wales) during this time then we will not be an effective and efficient organisation where staff health and wellbeing is at the centre of how we work.	Amber (15)	Yellow (10)
Working remotely has increased the risk of cyber fraud, hacking and scamming. Therefore, putting vulnerabilities within our IT network and opportunities for fraud.	Amber (15)	Yellow (10)

Budget Report for the period to 30 September 2020

This is the second budget monitoring quarterly report for the financial year 2020-21. The report covers income and spend for the first six months to 30 September 2020. The report is based on a total annual budget of £22,079,000. This is financed from £20,849,000 Grant in Aid (including £209k internal carry forward), £1,180,000 registration fee income and £50,000 Apprenticeship certification income.

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 2020					
	Annual Budget	Actual YTD	Budget YTD	Variance	Predicted Outturn
	£'000	£'000	£'000	£'000	£'000
Income	22,079	4,604	4,622	(18)	22,070
Expenditure					
Grants Programme	11,478	324	240	(84)	11,099
Workforce Regulation	3,442	1,472	1,492	20	3,397
Improvement and Development inc Res and Data	3,226	1,150	1,240	90	3,363
Early Years and Childcare	311	154	149	(5)	311
Strategy and Business Support	3,622	1,594	1,569	(25)	3,649
Totals	**22,079**	**4,694**	**4,690**	**(4)**	**21,819**

Income Analysis

Income	Annual Budget £'000	Actual YTD £'000	Budget YTD £'000	Variance £'000	Predicted Income £'000
Grant In Aid	20,849	4,100	4,100	0	20,849
Apprenticeship Certificate Incom	50	16	27	(11)	40
Registration Fee Income	1,180	487	495	(8)	1,180
Other Income	0	1	0	1	1
Total Income	**22,079**	**4,604**	**4,622**	**(18)**	**22,070**

£18k of Income has been received less than budgeted in the first six months of the financial year. This predominately relates to reduced Apprenticeship Certification Income. The outturn projection for this budget has been reduced from £50k to £40k.

Expenditure Analysis

As at the end of September we are reporting a £4K expenditure overspend against budget. The main areas of overspend/underspend are in the Grants Programme

(£84k overspend) and the Improvement and Development budgets (90k underspend). Analysis in respect of the main headings is provided below: -

Expenditure	Annual Budget	Actual YTD	Budget YTD	Variance	Predicted Outturn
	£'000	£'000	£'000	£'000	£'000
Grants Programme					
SCDWP	7,149	-	-	-	7,149
People Using Services and Carers	75	6	6	-	75
Regional Facilitation	504	-	-	-	504
Student Funding	2,392	318	234	(84)	2,145
PLOF	1,224	-	-	-	1,092
SfCD	11	-	-	-	11
Research	123	-	-	-	123
Total	**11,478**	**324**	**240**	**(84)**	**11,099**

- The £84k 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 £247k to reflect the lower enrolment numbers in respect of new students requiring bursaries with only 177 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 with some placements being delayed into the new financial year being another factor. With the PLOF outturn being reduced £132k in totality it is projected that the Grants Programme budget will be underspent in total by £379k.
- There is a risk that this budget may be underspent by greater than £379k if more placements are delayed into the next financial year but a clearer picture will emerge over the next quarter

Expenditure	Annual Budget	Actual YTD	Budget YTD	Variance	Predicted Outturn
	£'000	£'000	£'000	£'000	£'000
Workforce Regulation					
Administration	94	18	34	16	87
Hearings	600	192	178	(14)	600
Projects	110	1	-	(1)	110
Salaries	2,638	1,261	1,280	19	2,600
Total	**3,442**	**1,472**	**1,492**	**20**	**3,397**

- The Workforce Regulation has a £20k underspend to date. The outturn figure has been reduced by £45k with the main contributor being an element of staff vacancy in the Salaries budget.

- The hearings budget of £600k was set on the basis that final hearings would not start till September 2020. With final hearings occurring and planned up to January 2021 and in the region of twenty estimated to be completed before the end of the financial year there is no reason at this point to amend the outturn projection.

Expenditure	Annual Budget £'000	Actual YTD £'000	Budget YTD £'000	Variance £'000	Predicted Outturn £'000
Improvement and Development					
Administration	60	10	8	(2)	59
Intelligence and Data	136	45	69	24	136
Projects	1,264	225	306	81	1,371
Salaries	1,766	870	857	(13)	1,797
Total	**3,226**	**1,150**	**1,240**	**90**	**3,363**

- The Improvement and Development budget is underspent by £90k primarily due to an underspend of £81k in the Project budgets which is a matter of timing. It is projected that the Improvement and Development budget will be £137k overspent at the end of the financial year due to additional investment in programmes of work.

Expenditure	Annual Budget £'000	Actual YTD £'000	Budget YTD £'000	Variance £'000	Predicted Outturn £'000
Early Years and Childcare					
Projects	82	40	34	(6)	82
Salaries	229	114	115	1	229
Total	**311**	**154**	**149**	**(5)**	**311**

- The Early Years and Childcare has a small overspend of £5k at the mid-year point but is projected to break even 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	617	284	294	10	621
Governance	115	43	42	(1)	102
Communications	103	34	48	14	103
Carreg and IT	493	261	233	(28)	529
Finance & Grant Admin	12	1	-	(1)	12
Human Resources	106	44	36	(8)	106
Projects	303	-	-	-	235
Salaries	1,873	927	916	(11)	1,941
Total	**3,622**	**1,594**	**1,569**	**(25)**	**3,649**

- Strategy and Business support shows an overspend of £25k largely due to an overspend in the CARREG and IT budget which is a matter of timing. However, it is predicted that the CARREG and IT budget will be overspent by £37k at the end of the financial year due to developmental changes to SCWonline to ensure compliance with website accessibility regulations.
- It is also anticipated that the Salaries budget will be overspent by £68k primarily due to extra costs projected in relation to maternity cover
- However, it is projected that this budget will only be overspent in totality by £27k as there is a projected underspend in the projects budget due to less required spend in the Digital/ Organisational design project budgets

At the end of the financial year we are predicting a net underspend of £251k. Despite this projected underspend we still predicting that our cash position will be within our 2% limit at the end of the financial year. Leadership Team will over the next few months will look at increasing investment in the following areas: -

- Projects of work that can assist in the reconstruction and stabilisation of the sector
- Projects of work that can support the health and wellbeing of the workforce
- Increased investment in our digital offer dependant on the initial findings of the digital transformation project
- Enhancements to CARREG to increase efficiencies in the application process to assist in the Extension of the Register
- Any additional IT costs in relation to supporting our staff working at home

However, there is a risk in respect of the Practice Learning Opportunity Funding budget as outlined above if significantly more placements were moved into new the financial year which could then potentially require us to request an increase from Sponsor in our 2% cash limit.

Financial Summary to 30 September 2020

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Registration Fee Income	1,180	487	495	(8)	1,180
Other Income	0	1	0	1	1
Total Income	**22,079**	**4,604**	**4,622**	**(18)**	**22,070**

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Salaries	2,638	1,261	1,280	19	2,600
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Human Resources	106	44	36	(8)	106
Projects	303	-	-	-	235
Salaries	1,873	927	916	(11)	1,941
Total	**3,622**	**1,594**	**1,569**	**(25)**	**3,649**
Total Expenditure	**22,079**	**4,694**	**4,690**	**(4)**	**21,819**

HR Report: Quarter 2

On a quarterly basis a HR report is produced which provides a summary of key HR information and performance indicators for the past quarter.

The report also considers the impact of Covid-19 on our workforce and provides an update on the measures we have put in place to support staff wellbeing during the period.

The HR report was discussed at our Remuneration Committee on a quarterly basis. This report is now forming part of our Business Plan performance updates to the Board. The aim in bringing this report within our performance updates is that the Board receives assurance on our performance of delivery which takes into account:

- Progress on delivering against our business plan 2020/21
- Allocation and progress of spend on our financial allocation for 2020/21
- HR information in relation to our staff resourcing and wellbeing

The detailed HR report has been uploaded on to the Members portal as background reading. The one page dashboard below outlines the key points, trends and future actions from the detail of the Quarter 2 report to support our staff wellbeing.

HR quarter 2: performance dashboard

Key points from quarter 2	Future focus in Quarter 3
• HR policies reintroduced: Flexi scheme • Pay Remit approved by Welsh Government • Shared WGSB Leadership and Management programme • Second risk assessment completed for all staff • Equal pay report completed and will be published on website to supplement our Statutory Annual Accounts	• HR policies to be reintroduced: capability procedure; ill-health management procedure • Developing principles on future home working policies • Health and wellbeing of our workforce: planning for the winter months • Begin the development on the revised staff performance development framework following on from the Internal Audit review in 2019/20

Gender pay gap	Staff turnover
The ONS reports the gender pay gap was 17.3% (median) at October 2019. At 31 March 2020, our gender pay gap was 23.52% (median) which can likely be explained by an overrepresentation of women in the lower paid grades. We will continue to scrutinise our pay decisions to ensure they are fair and equitable across genders.	Quarter 1: 1.60% Quarter 2: 0.79% Rolling total: 2.39% Our target turnover rate is to remain under 15%.

Staff absence: 2020 – 2021	Recruitment: 2020 – 2021
This gives us a rolling total of 2.55% for the year. 1.16% excluding long term absences. Which is within our <3% target	Qtr 2: 2 posts in the process of being recruited into w/c 5 October Qtr 1: Director of Finance, Strategy and Corporate Services not appointed. To be re-advertised in Quarter 2
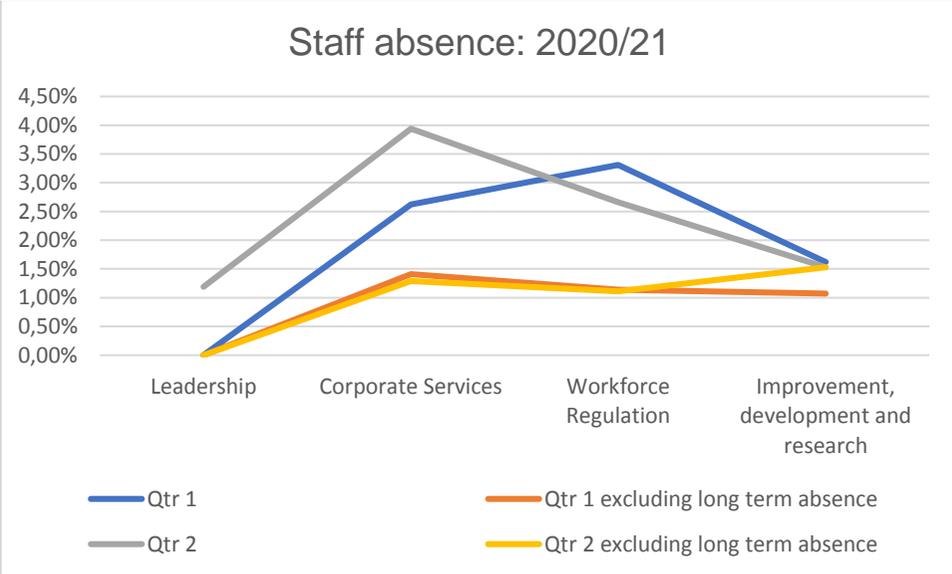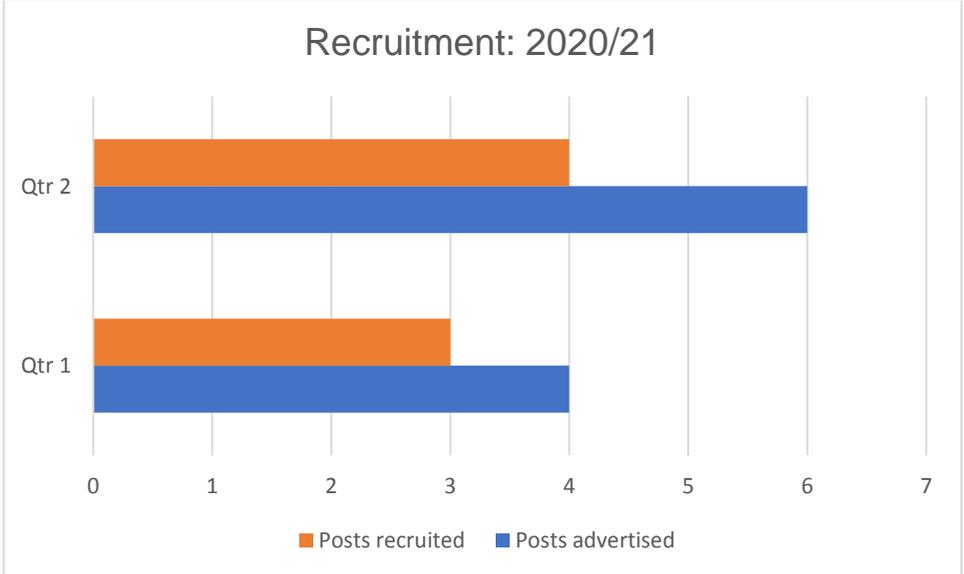
CYFARFOD / MEETING	Board Meeting	
	PREIFAT / PRIVATE ☐	**CYHOEDDUS / PUBLIC** ☒
DYDDIAD / DATE	22.10.20	
EITEM AGENDA AGENDA ITEM	8	
TEITL / TITLE SCW/20/15	**Annual Equality Report 2019-20**	
AWDUR / AUTHOR	Abu Askira, Engagement and Development Manager	
CYFRANIADAU GAN/ CONTRIBUTIONS FROM:	David Pritchard, Director of Regulation	
PAPURAU CEFNOGOL / SUPPORTING PAPERS	Appendix 1 – Annual Equality Report 2019-20	
GWEITHGAREDD CYNLLUN BUSNES / BUSINES PLAN ACTIVITY	Priority theme 4: Enabling Social Care Wales to deliver	

GWEITHRED / ACTION REQUIRED	CYMERADWYAETH / APPROVAL	DARAPRU LLYW / PROVIDE A STEER	DARAPRU SICRWYDD / PROVIDE ASSURANCE	TRAFODAETH / DISCUSSION	CRAFFU / SCRUTINISE
	☒	☐	☐	☐	☐

ARGYMHELLIAD / RECOMMENDATION	Board members asked to **approve** the publication of the Annual Equality Report
PRIF BWYNTIAU; MATERION ALLWEDDOL I DYNNU SYLW ATYNT; CWESTIYNAU I'W YSTYRIED **MAIN POINTS; KEY ISSUES TO DRAW**	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. Key issues to note is that the Equality and Human Rights Commission (the commission) wrote to all public bodies in March 2020, stating that due to the impact of the coronavirus, they are not requiring public bodies to publish their annual reports (for 2019-20) and will review the decision in October.

TO ATTENTION; QUESTIONS TO CONSIDER	However, for Social Care Wales we have decided to proceed, given we can learn important lessons from the preparation of the report. We are also currently preparing a new strategic equality plan, and the preparation of this report will inform that work.
ASESIADAU EFFAITH / IMPACT ASSESSMENTS	The attached report covers work that we are undertaking to advance equality of opportunity for all the nine protected characteristic groups.

ANNUAL EQUALITY REPORT 2019-20

1.   Context

1.1   This report presents our annual equality report for approval.

1.2   We are required by the specific equality duties to publish an annual equality report, and the attached annual report covers delivery against our Strategic Equality Plan.

2.   Resource implications

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

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

3.   Risk considerations

3.1   There is no significant risk in publishing the report as we have described within the annual report the progress we have taken towards fulfilling each of our six equality objectives. We have also fully described the steps we have taken to identify and collect relevant equality information.

3.2   The Equality and Human Rights Commission (the Commission), has already stated in March 2020, that they were going to review the decision around publishing of the annual reports. However, as we have already done the work and there is no risk to making the information available, we can go ahead and publish the report.

4.   Engagement

4.1   In delivering our six equality objectives in 2019-20, we have had extensive engagement with third sector organisations, People living with dementia, dementia care workers and dementia care support groups. The details of the engagement are reflected within the annual equality report.

4.2   We are also keen to share that as result of our work in raising awareness of the Codes of Professional Practice (the codes) we continue to strengthen

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

engagement with partners such as Learning Disability Wales (LDW). LDW has shared our Codes resources with All Wales People First, All Wales Forum of Parents and Carers and Mencap Cymru, Down's Syndrome Association and Leonard Cheshire. LDW have also extended an invitation for Social Care Wales to play a role in promoting the Codes in its forthcoming annual conference in November 2020.

5.   Impact

5.1   Publishing our annual equality report is a demonstration of the actions we are taking to fulfil our equality objectives. The annual report demonstrates our commitment to advancing equality of objectives for individuals who use care and support, the workforce and our staff.

5.2   We demonstrate an effectiveness in our overall process for identifying and collecting relevant equality information from the social care workforce data and publishing it. We have also published equality data within the annual equality report which we feel is relevant to meeting the general equality duty and the specific equality duties.

Annual equality report

2019-2020

Annual equality report: 2019-2020

1.   Introduction

This annual equality report sets out the progress Social Care Wales has made in delivering our six equality objectives during 2019 to 2020.

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 have also set out a priority to develop a new Strategic Equality Plan taking into account the socio-economic impact of the coronavirus and other long standing inequalities such as systemic and structural disadvantages highlighted by Black Lives Matter.

"We, at Social Care Wales, declare ourselves to be anti-racist and we are proud of that. However, recent events have pricked our conscience and required us all to reflect on our own and our organisation's behaviours and attitudes"[2].

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[2] https://socialcare.wales/news-stories/does-wales-care-enough-about-equality-and-human-rights

2.   Who we are

We were established in April 2017, bringing together social care workforce regulation, workforce development and service improvement in one organisation. We are also involved in shaping the research priorities for social care and building stronger links to care and support.

Our vision is for every person who needs care and support to live the life that matters to them. We have a crucial role to play in improving the well-being outcomes for children and adults who use care and support, their families and carers.

3.   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."[3]

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

- equality monitoring of our staff
- the Register of Social Care Workers (the Register)
- the National Social Care Data Set for Wales
- the delivery 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.

4.   Equality objectives

The development of our six equality objectives, outlined in section 5, 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.

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

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
- foster good relations between people who share a protected characteristic and those who do not.

Equality objectives help focus attention on priority equality issues in an organisation so it can deliver improvements in policy making, service provision and employment, including resource allocation.[4]

5. Delivering our equality objectives

To be an effective and transparent organisation, it is important we report on our performance regularly and seek feedback. This annual report reflects the steps, actions and initiatives we have taken forward 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 black and minority ethnic (BME) people. With this starting evidence, we are committed to using a range of tools and resources to raise awareness of the Code among the diverse people who use care and support in Wales.

What have we done to further this objective?

- We continue to work with organisations and community focal points to share information about the Code.

- Based on feedback gained from engagement with individuals from a BAME background and organisations representing their interests we have now

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

translated the *You and your social care worker* leaflet into fourteen commonly spoken languages in Wales. These new resources will form a central part of the awareness raising efforts going forward.

- We have also developed a video animation of the Code with the aim of making the information accessible for a wider audience of people who use services.

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

Why is this one of our objectives?

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

What have we done to further this objective?

- We organised and held two Dementia communication and engagement workshops in January 2020. The aim of the workshops was to inform how we improve our communication with People living with dementia and their carers.

- The workshops drew attendance from People living with dementia, dementia care workers, dementia care support groups and other partner organisations such as Welsh Government, Improvement Cymru and Alzheimer's Society.

- We had hoped to use the learning from the workshops to set out core and values, based on what good communication looks like with people living with dementia. Unfortunately, this was impacted upon by the Covid-19 pandemic and due to covid and furlough arrangements in Alzheimer's Society we were unable to progress this as originally planned. We are currently reviewing how we can progress this differently with Alzheimer's Society within the current financial year[5].

- During lockdown, we have met with the 3 Nations Dementia Working Group (NDWG), run by people living with dementia, to help us develop a practice based dementia resource. We continue to work with them to make sure we reflect what is most important in a care worker for people living with dementia.

- We work closely with the chair of the 3NDWG in our wider dementia work, who is also a representative on the dementia learning and development group, reflecting the views of their members. They have

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[5] 2020-2021

also written a section for our website on understanding the experiences of people living with dementia during lockdown.

- Our Covid-19 pages houses a dedicated section with useful links and resources to support people with dementia during the pandemic https://socialcare.wales/service-improvement/dementia-and-covid-19

- In 2019, we were commissioned by Welsh Government to develop a set of guidance aimed at providing practical examples of how Local Authorities (and anyone delivering services under the Social Services and Well-being Wales Act) can have due regard to the United Nations Principles for Older People as required by the Act.

- The development of the guidance was done with support from the Making Rights Real working group. Membership of this group consists of: Care and Repair Cymru, Cymru Older People's Alliance, Older People's Commissioner for Wales, Welsh Government, Social Care Wales, Welsh Senate of Older People, University of Swansea and University of Aberystwyth, Age Alliance Wales, Public Health Wales, Lorraine Morgan - Independent Consultant on Ageing.

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 we have 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?

- We continue to have under-representation of men, disabled people and people from a BAME background within the social care and early years and childcare workforce in Wales. The WeCare Wales campaign continues to use stories that highlight men who work in care. Also, the campaign continues to focus on promoting stories that showcase the importance of the Welsh language.

- Also, during WeCare Wales Week (September 2019) several examples of males working in early years settings were highlighted.

- We currently have two individuals who represent the BAME communities to be filmed for the next phase of the social care campaign activity. We are also exploring capturing case studies within the Deaf community and we are looking to build in BSL options for the video content we have produced enabling better access to those who communicate through BSL.

- We are also exploring learning from other sectors in accessing/connecting with communities such as BAME to look to apply the learning for WeCare Wales and our approaches/language used etc.

- The WeCare campaign will continue to be an important vehicle for promoting a diverse workforce in Wales. This focus will help raise awareness of the diversity of the social care and early years workforce, the importance diversity has on the care and support the workforce provides and will help attract a diverse workforce to join the sector.

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. Hence it is important, if not critical, that equality is central to the training of the workforce.

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 worked with Qualifications Wales to make sure the [new set of qualifications for health and social care and childcare](#) reflect equality, dignity and respect. These important themes have been embedded in all the content.

- We supported Qualifications Wales and the awarding bodies to develop an infrastructure for assessing the new qualifications that is underpinned by the values of equality, dignity and respect.

- As new Level 4 and 5 qualifications go live in September 2020, we will continue to work with our partners to assess how the qualifications and their assessments are helping embed the best principles and practice of equality and diversity.

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 central to our efforts of creating an inclusive and learning workplace. We want our staff to be aware of their responsibilities for advancing equality of opportunity and fostering good relations. We will achieve this through targeted training and development activities.

What have we done to further this objective?

- In 2019-2020 financial year, we advertised 39 posts and we received back 21 equality monitoring forms across the recruitment to the 39 posts. This an improvement from 2018-2019, where we didn't receive enough monitoring forms to enable reasonable reporting on our applicants.

- From the 21 equality monitoring forms received, we know the following:

  - Over 80% of applications to work for Social Care Wales come from applicants who identify as coming from a white background.
  - 100% of applications came from people identifying as Heterosexual
  - 9.5% of applicants said that they had a Disability.
  - There was an even spread across all age ranges up to 60

- All new staff must complete an online equality and diversity awareness training module during their induction period, which is linked to our employee induction framework and probation period. All 39 new staff who joined in 2019-2020, have completed the online equality and diversity awareness training.

- We have researched and looked into the attainment of the Disability Confident Employer Accreditation. The Accreditation works across three levels and we are currently exploring setting up the proper infrastructure for a Level 1: Disability Confident Committed organisation in 2020-21

- We put a process in place for equality monitoring in relation to staff training, within our HR system, however we need to revisit this as it wasn't been utilised correctly. We are now able to monitor the diversity profile of internal applications for changes in employment (but due to the small numbers we are unable to publish the data) as it would lead to identification of personal data.

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. Meaningfully connecting with diverse communities 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 undertaken accessibility audits of our website, our online registration portal SCWonline and the Principles and Values website. It is important that we strive to achieve high standards in web accessibility and that we are transparent about our progress and limitations.

- We used Site improve to monitor our website and SCWonline to make sure they comply with the EU directive for web accessibility. We have published an accessibility statement on our website that outlines the areas where they do not comply with the directive and that sets out an action plan for making sure those areas are compliant.

- An accessibility statement has also been added to the Principles and Values website and the accessibility statement for the Social Care Wales legislation hub is accessible from the main website.

- In addition ,SCWonline has also been assessed by the Digital Accessibility Centre and a full report is published on the site. Areas for improvement have been detailed and proposal of how to approach the work is currently being developed.

6.   **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, to act to address these.

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.

We are committed to making sure equality and openness in our pay and grading arrangements. When we considered our Equal Pay and Gender Pay gap in 2018-19, we found no evidence of pay discrimination on the grounds of any protected characteristics and our Gender Pay Gap was 15.58%(median). We have planned to publish a further Equal Pay report for October 2020.

7. Procurement

As a listed public body, we have a responsibility to make sure we build equality considerations into our procurement processes to meet the general duty. We provide equality of opportunity in our procurement procedures so that suppliers are aware of their obligations to respect our commitment to eliminate unlawful discrimination, promote equality of opportunity and show transparency.

We also demonstrate sustainable development through our procurement processes and activities. We consider all three elements during the procurement strategy/planning phase:

- developing a value for money criteria that takes into account short- and long-term economic, environmental and social impact
- specifying the information, we want from prospective suppliers so we can apply those criteria fairly
- working with suppliers to identify more sustainable ways of meeting needs
- welcoming innovative solutions from suppliers, including small and medium enterprises.

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

- develop a Sustainable Risk Assessment Tool by 31 March 2021 for assessing equality relevance at the development stage of a tender. This tool will consider the social, economic and environmental impacts of procurements, which covers equality considerations.
- depending on results of the Sustainable Risk Assessment, we will consider a potential supplier's approach to equality in terms of its employment practices and service delivery in our tender evaluation and contracting processes. These questions will be tested either through pre-qualification or embedded into award criteria.

8. Future work

By now we are all aware of the exceptional challenges and the inequalities exposed by the Coronavirus pandemic, with evidence that the BAME community is at higher risk from the impact of Covid-19. There is a recognition that across the social care sector more can be done to protect colleagues by making use of the tools available and ensuring access to PPE and testing.

The pandemic has shown how crucial the social care workforce is to the well-being of people of all ages in communities across Wales. In light of the above, we are now embarking on developing a new Strategic Equality Plan which will put equality and human rights at the centre of decision making.

9. Black Lives Matters

We have listened to the concerns raised by our staff and reflected on our role and leadership responsibility. 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. Yet every decision-making meeting is a sea of white faces and we are not reflecting the racial diversity of Wales.

Our staff profile is also largely white, with a good mix of males and females of all ages and at all levels. We have a fair number of BAME staff when compared to the Welsh population, but as our head office is based in Cardiff, we could be better reflecting the city's diversity.

We have identified a series of actions to take forward, nine important steps will be taken:

1. Be clear on our website and in other forums our support for the principles and aims of the Black Lives Matter movement, and the actions we will be taking as an organisation to improve our anti-racism work.
2. Change our application process so that all recruitment prior to interview is carried out 'blind', without reference to names or other potential indicators of ethnicity.
3. Explore a guaranteed interview scheme for individuals with protected characteristics (who meet the short list criteria) and we will expect to advertise all posts externally unless there is a strong rationale or business need to advertise only internally which will have to be agreed by EMT.
4. Undertake mandatory training for our staff, Board members and hearing panel members, including recognising unconscious bias, during this financial year.
5. Require all our contractors to sign up to clear statements about anti-racism within their work for us.
6. Support the Welsh Ministers in work to improve the diversity of our Board and review our panel member list to identify any weaknesses in diversity.
7. Revisit our WeCare campaign to review how it can be used to encourage BAME individuals into the social care sector.

8. During an audit of our Fitness to Practice work, we will consider the historical statistical outcomes for BAME staff at referral, investigation and hearing stages and, if necessary, take forward actions to address concerns.
9. Ensure that our internal marking of important events (such as religious days) reflects the diversity of our staff and the people of Wales.

Contact details

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

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

Telephone: 02920 780678

Appendix one

Equality information from our staff

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

Table1. Staff diversity profile[6]

Gender	%	Wales average[7] %
Male	25.6	48.4
Female	74.4	51.6
Age		
18-21	0.8	5.5
22-29	18.5	11.5
30-39	39.5	12.9
40-49	24.1	13.1
50-59	15.3	15.1
60+	1.6	22.4
Religion		
Atheist	7.25	32.1
Agnostic	3.2	
Catholic	0.8	57.6
Christian	25	
Muslim	1.6	1.5
None	19.35	
Not declared	42.7	
Sexual orientation		
Bisexual	0	n/a
Heterosexual	56.45	93.2
Homosexual	1.6	2
Not declared	41.9	
Disability		
Yes	4.03	14
No	42.7	86
Not declared	53.2	
Race		
Black African	1.6	0.4
Black Caribbean	0	0.2

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[6] Total number of staff employed was 125 in March 2019.

[7] Source: Gender / age / race / religion /disability – StatsWales. Sexual orientation / married – ONS

White Asian	0	1.8
White	45.96	96.2
White – Welsh	4.8	
White and Black African	1.6	
Not declared	45.96	
Civil partnership / Married		
Yes	33	51
No	22.58	49
Not declared	44.35	
Gender the same as at birth		
Yes	54.83	n/a
No	0	
Not declared	45.16	

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, these are based on the information given by applicants registering and renewing their registration with us. You can find more here: socialcare.wales/collections/current-registration-data-reports

National Social Care Data Set for Wales

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

The National Social Care Data Catalogue is designed to help you find the right social care data for your needs. The catalogue currently holds information about 44 datasets. To learn more about the available datasets and to access the data you can either 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 on the catalogue, get in touch and let us know what you think data@socialcare.wales

Equality data from the delivery of 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 is important in helping 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 on the intake of social work students onto 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
Average Age	32 years	31 years	32 years
Gender			
Female	88.4%	86.0%	84.8%
Male	11.60%	14%	15.2%
Ethnicity			
BAME	6.4%	6.4%	5.5%
White	93.6%	93.6%	94.5%
Disability	3.8%	3.4%	4.5%
Sexual Orientation			
Heterosexual	94.0%	93.4%	95.6%
Homosexual/Bisexual	6.0%	6.6%	4.4%
Welsh language ability			
Some/fluent	52.1%	52.1%	55.1%
None	47.9%	47.9%	44.9%

CYFARFOD / MEETING	**Board meeting**	
	PREIFAT / PRIVATE	**CYHOEDDUS / PUBLIC**
	☐	☒
DYDDIAD / DATE	22.10.20	
EITEM AGENDA AGENDA ITEM	**9**	
TEITL / TITLE SCW/20/16	**Equal Pay Review Report 2020**	
AWDUR / AUTHOR	Rhianon Jones, HR & Wellbeing Manager	
CYFRANIADAU GAN/ CONTRIBUTIONS FROM:		
PAPURAU CEFNOGOL / SUPPORTING PAPERS		
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	Members are invited to note and discuss the report.
PRIF BWYNTIAU; MATERION ALLWEDDOL I DYNNU SYLW ATYNT; CWESTIYNAU I'W YSTYRIED **MAIN POINTS; KEY ISSUES TO DRAW**	1. There is 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. 2. Our gender pay gap has increased and is currently higher than the UK average. This can likely be explained by an overrepresentation of women in the lower paid grades.

TO ATTENTION; QUESTIONS TO CONSIDER	3. 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.
ASESIADAU EFFAITH / IMPACT ASSESSMENTS	

Equal Pay Review report: as at 31 March 2020

Content

Equal Pay Review report: as at 31 March 2020

1. Context

1.1 The purpose of an Equal Pay audit is to identify if there are any actual or potential inequalities relating to pay within the organisation, and if so identified to take action to address them.

1.2 Historically these audits were introduced to check that organisations were not paying men and women different rates of pay for the same work or work of equal value. With the introduction of the Equality Act 2010 equal pay audits have now been extended to cover all the *protected characteristics* which are sex; age; disability; race; gender reassignment; pregnancy or maternity; religion or belief; sexual orientation and marriage and civil partnership.

1.3 In particular we want to check that we are not directly or indirectly discriminating against any employee or group of employees through our pay systems.

2. Objectives of the review

2.1 The objectives of the review are to:

- make sure that our pay systems are transparent
- make sure that employees receive equal pay for equal work
- identify and explain the reasons for any pay differences
- identify and report our gender pay gap

3. Gender pay gap

3.1 As of April 2017, organisations with more than 250 employees are required to publish their gender pay gap. Although we do not fall into the scope of this legislative requirement, we feel that it is good practice to include the gender pay gap data as part of our equal pay audit.

3.2 What is the difference between the gender pay gap and equal pay? The Equality and Human Rights Commission (EHRC) describes the difference as follows:

"Whilst both equal pay and the gender gap deal with the disparity of pay women receive in the workplace, they are two different issues:

1. Equal pay means that men and women in the same employment performing equal work must receive equal pay, as set out in the Equality Act 2010.
2. The gender pay gap is a measure of the difference between men's and women's average earnings across an organisation or the labour market. It is expressed as a percentage of men's earnings.

3.3 The Office of National statistics reports the gender pay gap was 17.3% (median) at October 2019.

Our Gender Pay Gap

3.4 At 31 March 2020, our gender pay gap was **23.52%** (median)

3.5 At 1 January 2018, our Gender pay gap was **16.46%** (median)

3.6 Our gender pay gap has increased and is currently higher than the UK average. This can likely be explained by an overrepresentation of women in the lower paid grades, but we should not become complacent and must continue to scrutinise our pay decisions to ensure they are fair and equitable across genders.

| Pay Quartiles (How many men and women are in each quartile of our payroll)	
Top Quartile	
Men	35%
Women	65%
Upper Middle Quartile	
Men	39%
Women	61%
Lower Middle Quartile	
Men	16%
Women	84%
Lower Quartile	
Men	13%
Women	87%

4. Equal Pay

Equivalent work

4.1 We compared the salaries for men and women on each pay grade within the organisation. We deemed this the best way to compare "like for like" work.

4.2 The graphs below show the salaries for men and women on each grade and the time that they have been on that grade. The points on the graph may represent more than one person. The table in appendix references the exact numbers.

4.3 In general, we would expect to see salaries increase with length of service, regardless of gender.

4.4   It is usual practice within Social Care Wales to appoint new employees on the first (minimum) point of the relevant pay grade. Where existing staff are promoted to a higher grade role within the organisation, we identify if there is an overlap in salary bands and on occasion will appoint above the minimum point of the new pay grade.

A1
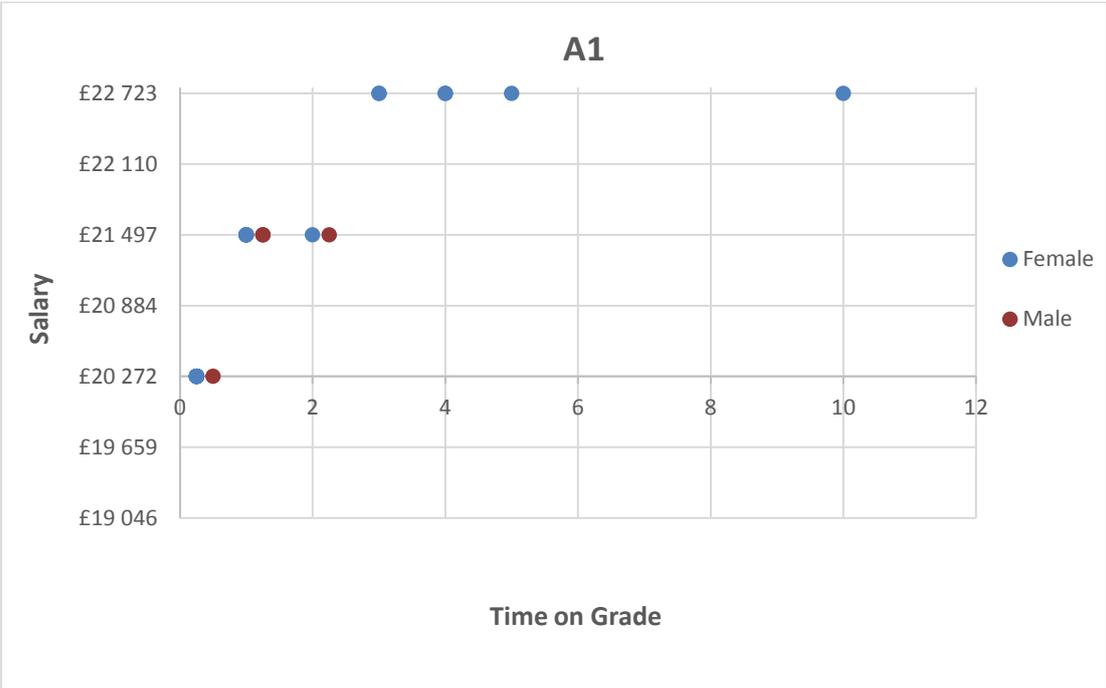
A1: Analysis

Salaries in the A1 grade are reflective of length of service, with those in their first year of service at point 1, those in their second year of service at point two, and those with 3 years+ on the top of the grade,

Although we have a total of 24 women and only 4 men occupying these roles, when we conducted our last equal pay audit, we had no men occupying A1 roles.

A2
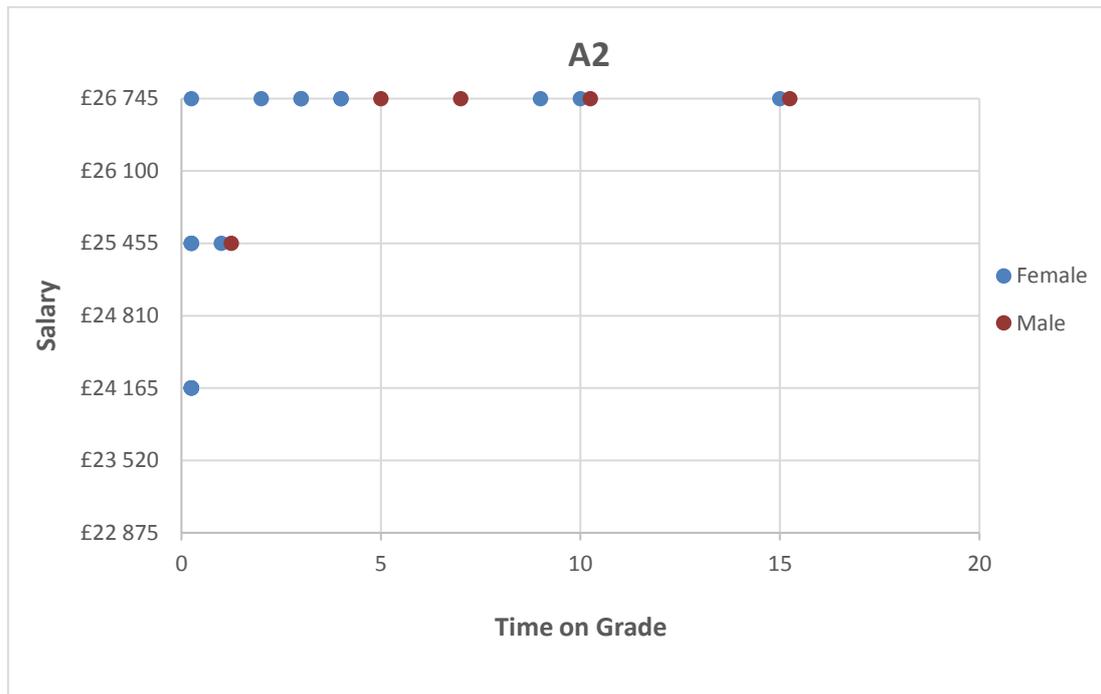
A2: Analysis

In A2 there are 18 women and 5 men. There are notable differences where;

- One female employee commenced at the maximum point of the pay grade
- One female employee commenced at the second point of the pay grade

These appointments were to similar roles that we had found difficult to recruit to (only attracting a small number of applications). Their starting salaries reflected the salaries of the roles they had left to join us.

Others on the grade reflect the length in service and service at previous grades where any overlap in grades has been taken into account**.**

A3
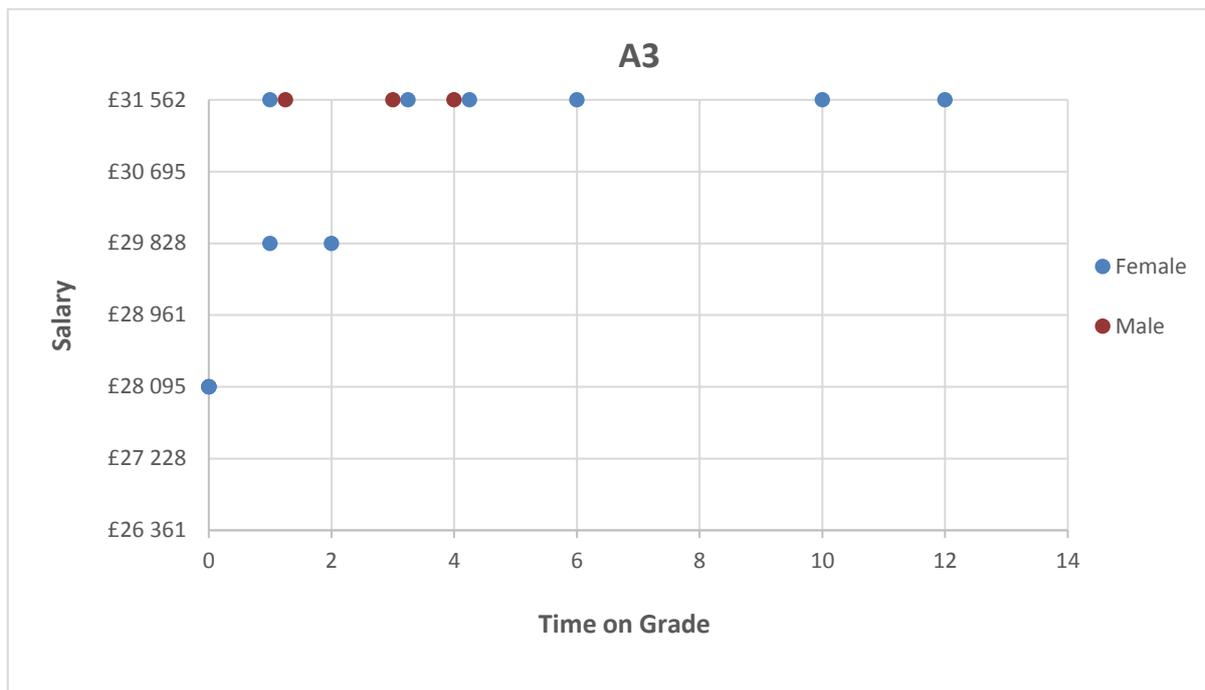
A3: Analysis

In A3 there are 12 women and 3 men in post.

There are notable differences where:

- one male employee commenced on the second point of the scale
- one female employee commenced on the second point of the scale

Both have since received their 1-year increment and are now at the maximum point of the pay scale.

Their starting salaries reflected the salaries of the roles they had left to join us.

B1
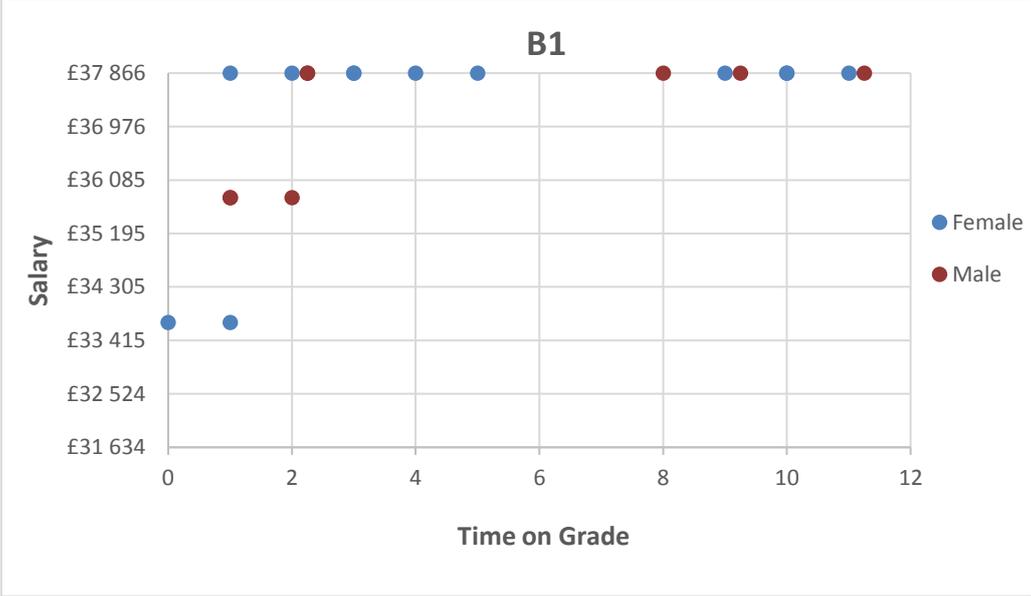
B1: Analysis

In B1 there are 10 women and 3 men in post.

There is one notable exception where a female employee commenced at the top of the scale. This post did not attract many applications and the starting salary reflected that of the role the candidate had left to join us.

All other salaries are consistent with the length in service and service at previous grades where any overlap in grades has been taken into account when promotions have occurred.

B2
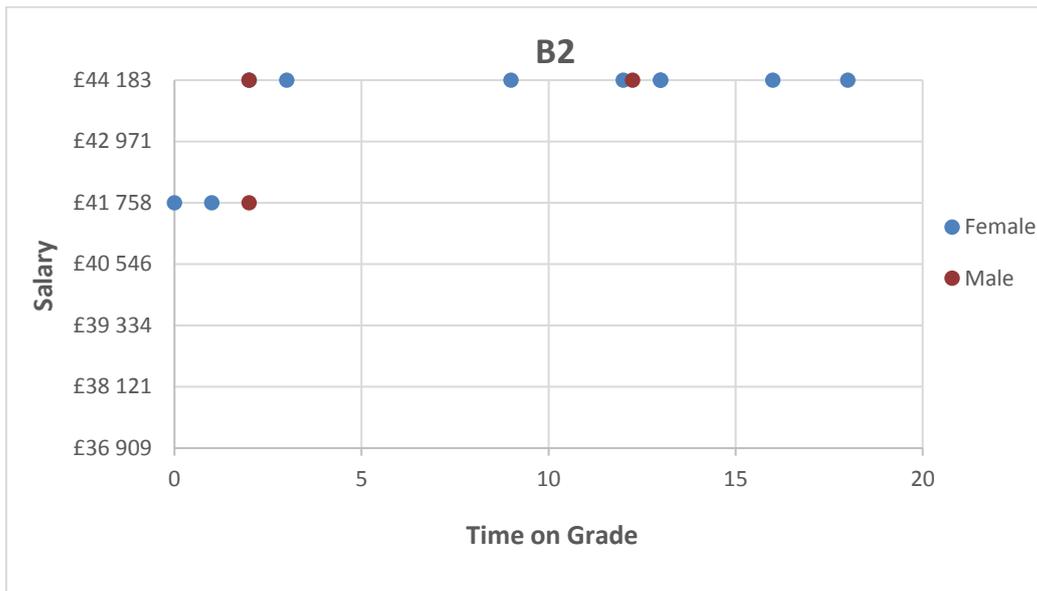
B2: Analysis

In B2 there are 10 women and 3 men in post.

Salaries are consistent with the length in service and service at previous grades where any overlap in grades has been taken into account when promotions have occurred.

C1
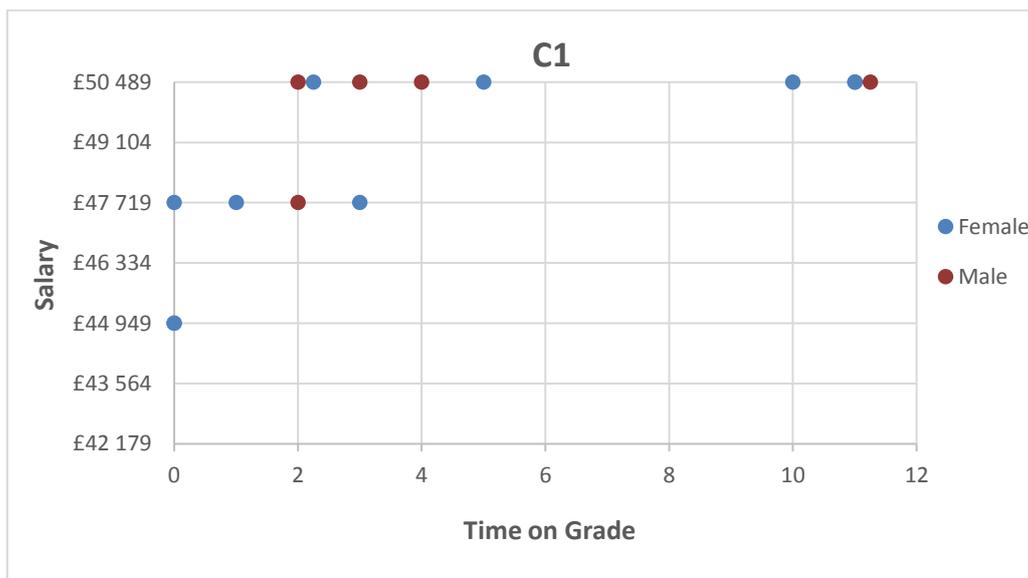
C1: Analysis

In C1 there are 10 women and 5 men.

Two female employees and one male employee commenced on the second point of the scale.

All other salaries are consistent with the length in service and service at previous grades where any overlap in grades has been taken into account when promotions have occurred.

C2
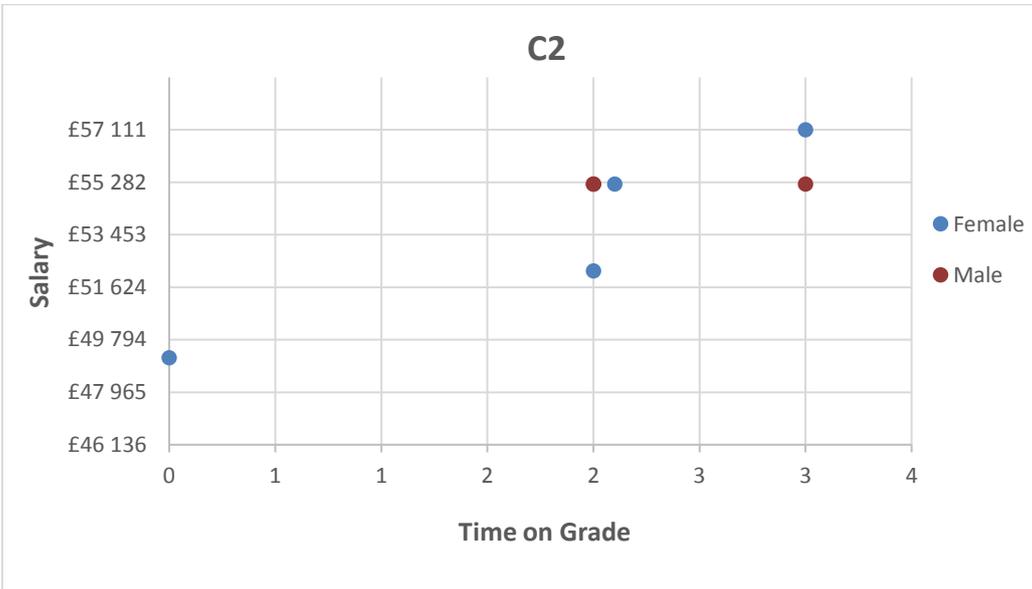
C2: Analysis

In C2 there are 4 women and 3 men.

One male employee was appointed to the second point of the pay grade. This post was advertised on three occasions and an appointment was then made on the basis of a secondment from another organisation.

One female employee was appointed to the maximum point of the pay grade. This post was advertised on two occasions, and only attracted one suitable candidate.

One female employee counted here was transferred to Social Care Wales on a TUPE arrangement in April 2017 at a pay rate that sits just above our standard C2 scale. The organisation was legally required to transfer the employee across on that salary.

D
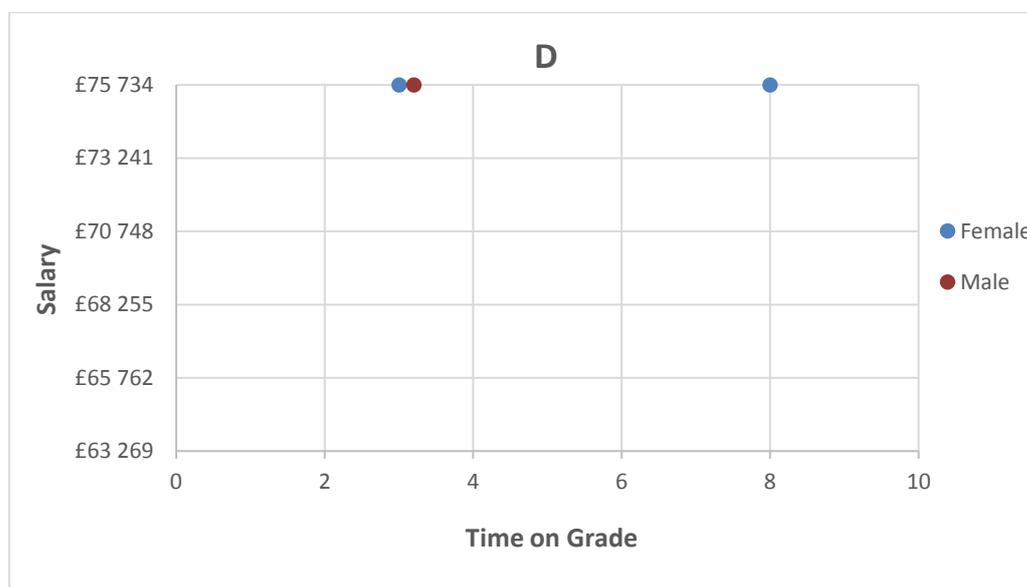
D: Analysis

In D there are 2 women and 1 man in post. All three employees are on top of the salary scale.

Average pay by age

4.5   Below is an analysis of average earning by age for the organisation.

Age	Social Care Wales	
	Male	**Female**
18-21	None	£22,219
22-29	£21,498	£22,856
30-39	£34,515	£33,450
40-49	£37,433	£40,273
50-59	£50,094	£39,122
60+	£37,866	£115,588

4.6   In terms of the UK general population the ONS report the following:

"Among full-time employees, the gap is relatively small up to and including those aged 35 to 39. From the 40 to 44 age group and upwards, the gap is much wider, with men being paid substantially more on average than women. This is likely to be connected with patterns of return to work after having children, in particular any differences between men and women in timing and nature of returning to the labour market."

4.7　In our data, we see that the gap swings in the opposite direction for age ranges 40 -49 and 60+, which can likely be attributed to the fact that we currently employ a significantly higher proportion of females.

4.8　In the range 50 – 59 we can see that the average pay for men is significantly higher. In this age group we have 8 males, all in grades B1 or above. Our 11 females in this age group span all our pay grades from A1 to C2.

Average salaries per grade

4.9　The average salaries for each grade are as follows:

Grade	Average Male	Average Female	Variation
D	£75,735	£75,735	0
C2	£55,217	£53,420	+ 3.3% (male)
C1	£49,935	£48,950	+2% (male)
B2	£43,375	£43,698	+ 0.8% (female)
B1	£37,088	£37,174	+ 0.3% (female)
A3	£31,562	£30,117	+ 4.6% (male)
A2	£26,487	£25,741	+ 2.9% (male)
A1	£21,192	£21,192	0

4.10　It is suggested by the EHRC that variations of 5% or more should merit further investigation. The figures above show that we are currently within the 5% tolerance rate across all grades but note that we are at 4.6% in our A3 grade. The variation here can currently be attributes to length of service.

Other protected characteristics

Average pay by ethnic origin

4.11　A total of 54% of the workforce have declared their ethnicity.

4.12　Of these 98.4% identified as White or White-Welsh and 1.6% identified as Black African or White and Black African

4.13　Given the limited amount of data the average salaries will not provide us with any worthwhile comparative data.

Disability

4.14　A total of 4.03% of our workforce have declared a disability, and their salaries are consistent with length of service in grade.

Pregnancy / Maternity

4.15   Our increment policy ensures that staff continue to be awarded their annual increments during the period of maternity leave. This means that there is no negative impact on female employees who are on maternity leave.

Marriage or civil partnerships

4.16   There is no evidence to show that employees are paid differently based on their marital or civil partnership status.

5.   Conclusion and key messages

5.1   There is 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.

5.2   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.

5.3   Our gender pay gap has increased and is currently higher than the UK average. This can likely be explained by an overrepresentation of women in the lower paid grades.

5.4   We will continue to monitor and report annually, with the ultimate aim of achieving a 0% gender pay gap.

Organisation diversity profile as at 1 April 2020

Total number of staff: 124

Gender	%
Male	**25.6%**
Female	**74.4%**
Age	
18-21	**0.8%**
22-29	**18.5%**
30-39	**39.5%**
40-49	**24.1%**
50-59	**15.3%**
60+	**1.6%**
Religion	
Prefer not to answer / not declared	**42.7%**
Atheist	**7.25%**
Agnostic	**3.2%**
Catholic	**0.8%**
Christian	**25%**
Muslim	**1.6%**
None	**19.35%**
Sexual orientation	
Homosexual	**1.6%**
Heterosexual	**56.45%**
Prefer not to answer / not declared	**41.9%**
Disability	
Yes	**4.03%**
No	**42.7%**
Prefer not to answer / not declared	**53.2%**
Race	
Prefer not to answer / not declared	**45.96%**
White	**45.96%**
White-Welsh	**4.8%**
Black African	**1.6%**
White and Black African	**1.6%**
Married / Civil Partnership	
Prefer not to answer / not declared	**44.35%**
Yes	**33%**
No	**22.58%**

Is your gender identity the same as at birth?	
Prefer not to answer / not declared	**45.16%**
Yes	**54.83%**
No	**0%**

	Scale Point	Salary	Number of staff on spine point	
			Male	Female
A1				
	A1.1	£20,273	1	12
	A1.2	£21,498	3	6
	A1.3	£22,723	0	6
A2				
	A2.1	£24,165	0	5
	A2.2	£25,454	1	4
	A2.3	£26,745	4	9
A3				
	A3.1	£28,094	0	4
	A3.2	£29,828	0	2
	A3.3	£31,562	3	6
B1				
	B1.1	£33,712	0	2
	B1.2	£35,790	3	0
	B1.3	£37,866	5	10
B2				
	B2.1	£39,333	0	0
	B2.2	£41,759	1	2
	B2.3	£44,183	2	8
C1				
	C1.1	£44,949	0	1
	C1.2	£47,719	1	3
	C1.3	£50,489	4	5
C2				
	C2.1	£49,163	0	1
	C2.2	£52,190	0	1
	C2.3	£55,217	3	1
				*1 above maximum point (TUPE)
D				
	D.1	£67,424	0	0
	D.2	£71,579	0	0
	D.3	£75,734	1	2
	CEO	£115,588	0	1

CYFARFOD / MEETING	Board meeting	
	PREIFAT / PRIVATE	**CYHOEDDUS / PUBLIC**
	☐	☒
DYDDIAD / DATE	**22.10.20**	
EITEM AGENDA AGENDA ITEM	**10**	
TEITL / TITLE SCW/20/17	**Update on the Social Care Wales Workforce Development Programme (SCWWDP) grant**	
AWDUR / AUTHOR	Jon Day, Assistant Director Workforce	
CYFRANIADAU GAN/ CONTRIBUTIONS FROM:	NA	
PAPURAU CEFNOGOL / SUPPORTING PAPERS	NA	
GWEITHGAREDD CYNLLUN BUSNES / BUSINESS PLAN ACTIVITY	Programme 2 – Enhancing services through managers, leaders and owners	

GWEITHRED / ACTION REQUIRED	**CYMERADWYAETH / APPROVAL**	**DARPARU LLYW / PROVIDE A STEER**	**DARPARU SICRWYDD / PROVIDE ASSURANCE**	**TRAFODAETH / DISCUSSION**	**CRAFFU / SCRUTINISE**
	☒	☐	☒	☐	☐
ARGYMHELLIAD / RECOMMENDATION	Board considers the progress made to date on the refocus of Social Care Wales Workforce Development Programme (SCWWDP) and the plans for a full review in 2021. For board to delegate the detailed consideration of the remit for the 2021/2022 grant to the Improvement Committee, for Chair and CEO sign off of the grant letter, for this year only.				
PRIF BWYNTIAU; MATERION ALLWEDDOL I DYNNU SYLW ATYNT;	The areas for consideration are: • The change to the timeline for a full review for SCWWDP				

CWESTIYNAU I'W YSTYRIED MAIN POINTS; KEY ISSUES TO DRAW TO ATTENTION; QUESTIONS TO CONSIDER	• the impact on the workforce development function due to the pandemic • the support provided to the sector with revised timescales • the plans to realign and review the grant programme in 2021
ASESIADAU EFFAITH / IMPACT ASSESSMENTS	An impact assessment has been completed as part of the project planning processes and is available on the portal.

Update on the Social Care Wales Workforce Development Programme (SCWWDP) grant

1.   Context

1.1   The responsibility for SCWWDP transferred to Social Care Wales in April 2017, with the initial year seeing the grant administered in line with previous arrangements with Welsh Government.

1.2   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 22 Local Authorities to seven regional approaches, but also the format in which the grant was applied.

1.3   The 2020/2021 grant was the third year of operating that the revised format was used and during that time has seen the addition of a national priority in relation to carers and also saw the addition of the regional facilitation grant to the SCWWDP administration process. Annual reports on the grant have been presented to the Improvement Committee and Audit and Risk Committee

1.4   Subsequent to the launch of the draft health and social care workforce strategy it was agreed to undertake a full review of the SCWWDP grant with a view to the following key aim:

•   to scope how the grant, including the additional funding provided for the regional facilitation grant, could be best aligned to the seven themes of the workforce strategy in readiness for the 2021/2022 grant year.

1.5   However due to the pandemic which began to affect service delivery at all levels across all regions and local authorities previous plans for SCWWDP reviews needed to be rethought.

1.6   In addition, we needed to provide clarity to the seven regions as to the flexibility required on their proposed plans submitted in February to the needs of the sector in light of the pandemic

1.7   In order to support the sector we have provided the following to the sector and in particular the seven workforce regions

•   Introduced monthly meetings with the seven workforce regions with an open invite to the Association of Directors of Social Services Cymru (ADSSC) workforce lead to ensure clear communications and opportunities to provide assurance were in place
•   Provided an immediate communication to assure them of our support for changes in plans required to support delivery in 2020/2021
•   Pushed back the end of year reports for 2019/2020 from June 2020 to end of August, the end of year report will be presented to Improvement Committee and Audit and Risk committee in December.

- Undertook a survey with the 22 local authorities to understand the impact of a move to digital learning approaches to help assist in the refocus of the grant spend in 2020/2021 and to inform wider work of Social Care Wales
- Brought forward the mid-year monitoring report to the end of September (as opposed to the middle of November) and adapted the process to a full review of the action plans and financial projections submitted in February 2020.

1.8　The intelligence from both the digital survey and the mid-year monitoring will enable us to fully understand the impact of the pandemic on the workforce development function and provide additional support for the regions until the end of the financial year

1.9　This intelligence will also be critical in ensuring that the remit letter for the 2021/2022 grant year is still reflective of agreed national priorities but takes account of the impact of the pandemic

1.10　The following maps out the proposals for the review of the next two years SCWWDP grant programme i.e. 2021/2022 and 2022/2023

1.11　**2021/2022 grant review**

- Take account of the findings of the midyear monitoring which will take account of the impact of Covid-19 on both the structure and financial planning of the 7 regional workforce teams
- Review grant letter to ensure national priorities are reflective of current need and findings from mid-year monitoring
- Take findings to both ADSSC and the SCWWDP executive groups for discussion and agreement
- Revised proposals drafted into revised grant letter and taken through Social Care Wales scrutiny i.e. EMT and Improvement Committee and Chair and CEO for approval
- Grant letter issued in December 2020 to open applications to be submitted and awarded in Feb/March 2021

1.12　**2022/2023 grant review**

- Draft alignment of current priorities of the SCWWDP to the themes within the workforce strategy and Social Care Wales Strategic Plan
- Identify and profile other sources of national funding streams including apprenticeships, national learning programmes e.g. Liberty Protection Safeguards, dementia, funding provided to support Regional Partnership Boards, Regional Skills Partnerships, etc
- As part of the profiling, take account of the review planned of Social Care Wales led social work funding such as bursaries, Practice Learning Opportunity Funding (PLOF), etc
- Identify gaps between current SCWWDP priorities and the recommendations within the workforce strategy, the review of Social Care Wales Strategic Plan, lessons learnt from Covid-19, the work of the stabilisation and reconstruction group and other workforce initiatives being undertaken throughout the year e.g. direct care

workforce plan, social work workforce plan, digital learning platform, etc.

- Design principles developed to redefine the delivery of the investment e.g. balance between funding local/regional activities to the delivery of national programmes of work
- 2 engagement events to present finding of scoping, test and develop design principles and explore solutions to final alignment to the workforce strategy and other key initiatives
- Develop draft investment approach based on the findings of the engagement events and endorsement from stakeholder group including any revised application approach and associated application templates.

2. Resource implications

2.1 For 2020/2021 the grant allocated is £7,149,350 which requires 30% match funding from the regions to the value of £3,064,007 making the overall resource available £10,213,357.

2.2 There is an additional funding stream included which is a replacement of the regional facilitation grant which totals £504,000 for 2020/2021.

2.3 There is also an indicative budget of £3500 to cover costs of engagement and reporting as part of the review of the SCWWDP grant for 2021/2022 and 2022/2023.

2.4 Social Care Wales' budget has not yet been agreed for 2021/22 or beyond, but we would seek to maintain the investment at current levels if our grant in aid settlement enables us to do so.

3. Risk considerations

3.1 There are a number of risks included in the risk log as follows:

- Continued delayed response to workforce strategy
- Lost momentum to the value of the workforce built up during the current crisis
- Lost opportunity to provide a strategic focus to the long term use and deployment of the grant
- Change of Welsh Government administration and therefore political and funding intent on all education and skills funding streams.

4. Engagement

4.1 An engagement plan has been drawn up as part of the project planning around these reviews.

5. Impact

5.1   The impact of the grant will be reported in the summer of 2021 as per end of year monitoring schedule.

CYFARFOD / MEETING	Board meeting	
	PREIFAT / PRIVATE	**CYHOEDDUS / PUBLIC**
	☐	☒
DYDDIAD / DATE	**22.10.20**	
EITEM AGENDA AGENDA ITEM	**11**	
TEITL / TITLE SCW/20/18	**Chairs Coordinating Group Terms of Reference**	
AWDUR / AUTHOR	Mick Giannasi, Chair	
CYFRANIADAU GAN/ CONTRIBUTIONS FROM:	Llinos Bradbury, Senior Governance Officer	
PAPURAU CEFNOGOL / SUPPORTING PAPERS	Appendix 1 – Chairs Coordinating Group Terms of Reference	
GWEITHGAREDD CYNLLUN BUSNES / BUSINES PLAN ACTIVITY	Priority theme 4: Enabling Social Care Wales to deliver	

GWEITHRED / ACTION REQUIRED	CYMERADWYA ETH / 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: - Revised Chairs Coordinating Group Terms of Reference
PRIF BWYNTIAU; MATERION ALLWEDDOL I DYNNU SYLW ATYNT; CWESTIYNAU I'W YSTYRIED	At the first Chairs Coordinating Group meeting in September members of the Group felt that the functions of the group were too broad in its scope and decided these should be revised to focus on: - Coordinating the work of the Board and Committees to ensure efficiency - Evaluation of previous cycle and look at next cycle

MAIN POINTS; KEY ISSUES TO DRAW TO ATTENTION; QUESTIONS TO CONSIDER	- Oversight of forward look plan for Board Development, Board meetings and Committee meetings. 95/99
ASESIADAU EFFAITH / IMPACT ASSESSMENTS	

Chairs Coordinating Group Terms of Reference

1. Context

1.1 At the July Board meeting, members agreed the terms of reference for the Chairs Coordinating Group (CCG). The CCG will work with the Executive Management Team to plan and co-ordinate the Board's business cycle. The group will have no decision-making powers but rather oversee the effective communication between the work of the Board and its Committee. The terms of reference agreed in July was based on what had worked within other organisations.

1.2 The CCG held its first meeting on 10 September as part of those discussions on the agenda for discussion was consideration of the terms of reference and how the group might work in principle.

1.3 Through these discussions the group agreed that they were not:

- another Committee of the Board
- an 'inner sanctum'
- an alternative place to get decisions made
- a talking shop
- a bureaucracy
- an all-day commitment

1.4 Following discussion on the terms of reference the group decided that these were currently too broad in their remit and agreed the focus of the group initially would be:

- Coordinating the work of the Board and Committees to ensure efficiency
- Evaluation of previous cycle and look at next cycle
- Oversight of forward look plan for Board Development, Board meetings and Committee meetings.

1.5 The group agreed that there would be scope for other functions but only if asked by the Board to undertake.

1.6 The group also agreed that to review its effectiveness in 12 months to ensure that it adds value.

1.7 The revised terms of reference are at appendix 1 for approval by the Board.

2. Resource implications

2.1 The Corporate Governance team is responsible for the coordination of the Chairs Coordinating Group and this is included within the workplan for the team.

3.   Risk considerations

3.1   It is important that the terms of reference for the group reflects the remit of the group to ensure that the group is clear on its purpose and doesn't have discussions or make decisions not within its remit.

4.   Engagement

4.1   All Board members are kept updated on discussions at the CCG with action notes uploaded onto the portal. Notes from the first meeting were uploaded alongside the draft paper with the revised terms of reference prior to discussion at the October Board meeting.

5.   Impact

5.1   Implementing the suggested changes will ensure that as an organisation we are constantly learning and evolving and ensure that our corporate governance is keeping the organisation safe, and is operating in line with the Model Governance Framework.

Chairs' Coordinating Group

Terms of Reference

1.   Purpose

1.1   The Chairs' Coordinating Group (CCG) purpose is to oversee effective communication between the work of the Board and its Committees, avoiding duplication and ensuring all appropriate business is managed effectively and efficiently through the Governance system.

2.   Functions

- Coordinating the work programmes of the Board it's Committees and Board Development Days programme to ensure efficiency
- Evaluation of previous cycle of meetings and look at next cycle
- Oversight of forward look plan for Board Development, Board meetings and Committee meetings.

- To discuss any other business if requested to do so by the Board, for example:

  o To oversee a programme of regular review and evaluation of Board and Committee performance incorporating a range of methods including self-assessment, independent facilitation etc making recommendations to the Board as appropriate.
  o To review any changes to core governance documentation such as standing orders, standing financial instructions and the scheme of delegation prior to presentation to Audit Committee and the Board.
  o To review any recommendations emanating from Government directives, inspection bodies, stakeholders or partners that have implications for the governance framework and its operation, functioning and effectiveness and ensure that these are progressed as appropriate.
  o To review developing best practice in public sector governance.
  o To review the design and development of induction programmes for new Board and Committee Members and ensure delivery of agreed induction which ensures a full, formal and tailored introduction to the work of the organisation.

    o To ensure that the membership of the Board's committees is regularly reviewed and refreshed and supports Board succession planning as appropriate.

3.   Reporting arrangements

- Action notes will be shared with the group within 10 working days of meetings.
- Provide appropriate feedback to the Board and its Committees via the respective Chairs of each Committee, together with the Executive Leads and Board Secretary.

4.   Membership

The CCG will comprise the following members:

- Chair of the Board (Chair of the CCG)
- Deputy Chair of the Board
- Chair of the Audit and Risk Committee
- Chair of the Improvement Committee
- Chair of the Regulation and Standards Committee
- Chief Executive and / or nominated Executive Director
- Board Secretary

In the absence of a Chair of a Committee the Deputy Chair will be invited to attend.

5.   Meetings

Quorum

The quorum for the Group will be three Board members.

Frequency of Meetings

Meetings will be held virtually between each Board and Committee cycle (minimum of 4 meetings a year).