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**Strategic Plan 2022 – 2027**

**Foreword by Chair and CEO**

Care matters to everyone and it touches us all at some point in our lives.

Our vision is to make a positive difference to care and support in Wales for children, adults and their families and carers. It is important that children, young people and adults in communities in every part of Wales can rely on high quality social care and childcare to help them live the lives that matter to them.

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

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

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

We want to continue our journey to embed a culture of people and organisations being involved across all our work. We will continue to respond to the changing needs of the social care and early years sectors. We are committed to listening and responding to the views and needs of adults and children who rely on care and support, their families and those working in the sector to inform our work, by working with commissioners and providers to capture those views. This includes engaging with people who rely on care and support, care workers and early years professionals to develop appropriate training to meet the diverse care and support needs of citizens across Wales.

We will continue to look for opportunities to work together, learn from best practice and welcome ‘critical friends’ from across other sectors. This focus on partnership will inform all the work to be delivered under this plan.

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

Strong social care and early years services in Wales will help reduce the impact of people living in poverty, neglect, illness, disability, or discrimination because of race or other protected characteristics. These disadvantages often lead to health inequalities and undermine the prospects of children reaching their potential or for adults having fulfilled lives. We will continue to promote equality and diversity within the social care and early years workforce along with how we work and across our Board and workforce in delivering the objectives within the Race Equality Action Plan.

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

We will be answerable to the people of Wales through the Senedd and its Members. Following our consultation, which drew positive support for our priorities, we have considered your views and have tried to make sure this strategic plan shows clearly the difference we intend to make and how we will measure our impact.

We are living in an ever-changing world and have to live with ambiguity and

uncertainty. Our strategic plan provides direction but is flexible and responsive enough to make sure what we deliver is fit for purpose. Our detailed actions and activities will be published annually through our business plan and the difference we make will be shown in an annual impact report.

Mick Giannasi CBE Sue Evans

Chair Chief Executive

**Introduction**

**Our vision**

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

We will use people’s experiences of using care and support, national well-being outcomes and indicators, thematic reports and case studies to show the progress towards realising our vision. We want to make sure we do not lose the person at the heart of how care and support is provided across Wales.

**Our purpose**

We provide national leadership and expertise in social care and early years, leading on developing and regulating the social care workforce[[1]](#footnote-1), service improvement, data and research to improve care and support.

**What we want to achieve – the outcomes of our work**

It is important we are clear on what we want this strategic plan to achieve and the differences and changes we would like to see at the end of the five years.

The changes we would like to see are national outcomes which are dependent on the hard work of many organisations, each with their own remit and responsibilities. But we need to be clear on what we can contribute to, which bring about the outcomes or changes we all wish to see.

We recognise that outcomes are affected by several different factors. However, we believe these outcomes are flexible enough to give us the direction we need as we work towards achieving the desired impact between now and 2027 to realise our vision.

It is important to stress that these outcomes have been identified as a result of a broad consultation we undertook as part of developing this strategic plan. They are therefore shared national outcomes, and not wholly owned by Social Care Wales.

The eight national outcomes are:

1. Improved well-being for the social care and early years workforce
2. A social care and early years workforce that is highly recognised and valued
3. Social care practice and policy that is underpinned by innovation, high-quality research, data and other forms of evidence[[2]](#footnote-2)
4. A registered social care workforce that has the public’s confidence
5. A social care and early years workforce that is suitably qualified, knowledgeable and skilled with the right values, behaviours and practice
6. Social care and early years services that attract, recruit and retain people with the right values to meet the needs of those who need care and support
7. Social care services that embed and deliver strengths-based approaches to care and support
8. Social Care Wales provides effective, high quality and sustainable services.

**Our national leadership role**

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

We will provide leadership, insight and analysis to enable a collective response to sector-wide challenges and bring clarity to navigate an uncertain landscape. We will help develop the specialist skills needed to transform and improve social care services. We will also work with partners to positively influence the social care and early years services to improve outcomes for children, adults, families and unpaid carers who rely on care and support.

We genuinely want to make improvements and are committed to making a positive difference and realising the ambitions of our strategic plan. We know we will need to continue to work with and across public, private and third sector organisations throughout Wales. There will also be a need to continue to work, learn and share practice at a UK and international level.

For each national outcome, we explain why it is important, how we will show change, and where we will focus our energy and commitment to work with you over the next five years to realise our vision.

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

Definitions

**Workforce:** includes people working with adults, children, their families and unpaid carers who rely on care and support. Where we mean registered persons, this will be made clear

**Employers:** includes Responsible Individuals, people who employ social care or early years workers, institutions responsible for educating and training the workforce

**Strategic leaders:** includes stakeholders, policy makers and influencers, national partners)

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

**Why it’s important**

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

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

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

We will use several national indicators, measures, data and surveys including:

* data on levels of well-being across the workforce – looking at measuring this over time
* gathering snapshots of data on those joining and leaving the workforce, including where they go afterwards
* Turnover and vacancy rates
* Data from Welsh Government’s Performance and Improvement Framework
* Case studies
* Relevant surveys which support the national outcome.

**How will we make a difference over the next five years?**

With the workforce, we will:

* carry out research to understand the nature and scale of the challenges they face
* provide direct support to maintain and improve their well-being.

With employers, we will:

* provide resources and support to help them improve workforce well-being.

With strategic leaders we will:

* provide leadership and co-ordination to help them work collaboratively with partners, to prioritise initiatives that will improve workforce well-being
* use insights from research and data to inform national decisions and policies
* seek to embed collaborative and compassionate leadership across social care to create a culture of well-being, continuous improvement and openness.

The following are examples of how we will measure the difference we are making:

* Measures from the ‘Health and well-being framework’ – between employee and employer\* (this is in development and outcomes will be developed to support this measure)
* an annual survey to measure the well-being of the social care and early years workforce (and employers) and an action plan based on the findings
* the number of resources to aid well-being and how they rate among those using them.

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

**Why it’s important**

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

The Welsh Government is currently considering whether those working in childcare settings are registered. If this is an appropriate ambition for childcare workers we will support Welsh Government in their policy development.

For social care workers we will register most social care workers by 2023, which will help raise their status in Wales. If we can develop a better rewarded profession, it will also help attract more people with the right skills and values into social care and early years roles.

The skill and dedication of the workforce deserves fair reward that reflects the crucial part they play in the well-being of people and our communities, in times of crisis or at any other time. This is something recognised by the Welsh Government through the Social Care Fair Work Forum and supported by the ambition of the workforce strategy. For the childcare workforce we will continue to provide national leadership to support recognition and reward.

It is vital to consider parity of esteem and terms and conditions between the health and care workforces and investment in new ways of providing care and support that meets the needs of the people of Wales. Almost 80 per cent of the Welsh public believe care workers should have similar levels of pay and benefits to those working in the NHS.

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

We will use several national indicators, measures, data and surveys including:

* Improving reward and recognition for social care workers, including the delivery of the Real Living Wage (Welsh Government)
* Public perception survey on the work of social care and early years workers (linked to working in the sectors - connected to attraction, recruitment)
* National Survey of Wales satisfaction and value of social care
* Analysis of terms and conditions for social workers.

**How will we make a difference over the next five years?**

With the workforce, we will:

* contact them directly to understand how much they feel recognised and valued and how we can best help bring about any improvements.

With employers, we will:

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

With strategic leaders, we will:

* work with them to prioritise initiatives to improve the recognition of the social care and early years workforce
* raise awareness of the value of the social care and early years profession
* provide insights from research and data to inform national decisions and policies.

The following are examples of how we will measure the difference we are making**:**

* Opinions from the workforce about how valued they feel (Survey)
* Feedback from the workforce on specific initiatives (care worker card, Accolades)
* Perceptions from employers and strategic leaders on our contribution to helping the professions become more valued (social care and early years)
* Qualitative feedback from people working in social care and early years on the support we offer for their development.

**Outcome: Social care practice and policy that is underpinned by innovation, high-quality research, data and other forms of evidence[[4]](#footnote-4)**

**Why it’s important**

The priorities from the Social Care Research and Development Strategy[[5]](#footnote-5) gives Wales a unique opportunity to help improve people’s well-being by applying evidence-based policy, practice and service models that have a focus on prevention and early intervention. We will continue to lead the national data strategy, social care data set and the National Social Care Research Strategy, working closely with Health and Care Research Wales to have a key role in supporting research communities of practice, career development, innovative practice and disseminating evidence-based practice through the training agenda.

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

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

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

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

We will use several national indicators, measures, data and surveys including:

* Data from Welsh Government’s Performance and Improvement Framework
* Evidence from the workforce about improved skills and confidence in using research and data
* Examples of how the workforce use evidence, including research and data, to enrich their policy and practice
* Examples of the workforce, employers and strategic leaders working in effective collaboration with researchers and innovation partners in Wales.

**How will we make a difference over the next five years?**

For the workforce, we will:

* support them to develop their skills and confidence to use, understand and generate research and data
* help them build communities and networks to share and make use of high-quality evidence, knowledge and examples of innovation.

For employers, we will:

* work with them to create cultures where research and data are valued and influence decision making
* support them to identify and share examples of innovative and promising practice.

For strategic leaders, we will:

* work with them to make research and data accessible and appealing
* share evidence so it can be used for planning, practice and policy-making
* support them to nurture a culture of evidence-enriched policy and practice
* work with them to support innovation and translate it into social care delivery.

The following are examples of how we will measure the difference we are making**:**

* involvement in our networks and communities of practice around research, data and innovation
* Qualitative feedback from people on how community participation has informed practice
* Increased numbers of people visiting and engaging with our data portal
* The extent to which research and evidence-based practice is part of the continuing professional development registered persons report on when renewing their registration.

**Outcome: A registered social care workforce[[6]](#footnote-6) that has the public’s confidence**

**Why it’s important**

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

Those people who rely on care and support can be sure that a registered worker is suitably qualified and has agreed to meet the professional standards we have set for the sector. People can also be sure that we will address any concerns about a person’s fitness to practise in a fair and transparent way. If necessary, we can make them undertake further training or prevent them from working in the social care sector in Wales.

As the national regulator for the social care workforce, we use knowledge and evidence from our regulation work to inform and drive the improvement and development of the workforce. Improving the experiences and outcomes for those using care and support has been key to our approach.

The Welsh Government is currently considering whether those working in childcare settings are registered. If this is an appropriate ambition for childcare workers we will support Welsh Government in their policy development.

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

We will use several national indicators, measures, data and surveys including:

* Wales Omnibus survey, to gauge public perception of whether:
  + care and early years workers are always skilled and professional in the work they do
  + it is clear to the public what an acceptable standard of social care would look like
  + the public have confidence in the workforce.

**How will we make a difference?**

For the workforce, we will:

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

For employers, we will

* support them to carry out their responsibilities under the regulatory requirements
* support them in providing safer and more resilient services.
* learn from feedback on the support needed from our new Employer Support service (2022/23 onwards)

For strategic leaders, we will:

* share our knowledge and evidence from regulation to inform and drive improvement of social care and early years services.

The following are examples of how we will measure the difference we are making**:**

* Data from the Register: the number of fitness-to-practice referrals, cases, hearings, removals and appeals
* Information on themes from fitness-to-practice reviews and actions taken by us (or others) as a result (regulation for improvement - evidence of sharing, examples and case studies)
* Surveys such as with employers and registered people understanding of the Code of Professional Practice; applied in their service; surveys - users of care and support, managers and employers know who we are, and how to make a referral to us?
* Link to impact measure developed as part of our new Employer support service once we have established the service from 2022/23 onwards

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

**Why it’s important**

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

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

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

*More than just words Five Year Plan 2022-2027* sets out the vital importance of health and social care services providing Welsh language services to support the quality outcomes for children and adults. Supporting the social care and early years workforce to deliver care and support using the Welsh language where needed, is a fundamental principle.

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

We will use several national indicators, measures, data and surveys including:

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

**How will we make a difference over the next five years?**

With the workforce, we will:

* continue to design and quality assure appropriate qualifications, underpinned by strengths-based practice, that are awarded by learning and training providers
* Design, publish and promote resources that are used by the workforce to support their continuing professional development
* promote the standards expected through advice and guidance.

With employers, we will:

* make sure they and the workforce know about and apply the codes of practice
* use information we get from the sector to shape workforce learning and development
* support them in inducting, training and qualifying their workforce through our resources and guidance (and signposting to the work of other relevant organisations)
* support them in providing learning and development for their managers.

With strategic leaders, we will:

* make sure the funding we provide to the social care sector for learning and development needs is targeted at the most important priorities
* influence learning and training provision and funding in Wales to support sector priorities
* work with partners to improve the quality of learning provision and regulate the social work degree
* support leaders’ personal development and practice.

The following are examples of how we will measure the difference we are making**:**

* Outcomes of quality assurance of qualifications
* Number of people who have completed qualifications
* Auditing of how the Social Care Wales Workforce Development Programme (SCWWDP) grant funding is used, its evaluation and auditing on the use of the Social Work bursary funding
* Survey of the registered workforce about knowledge and application of the codes of practice
* Number of registered persons who have completed the required continuing professional development or qualification by the time they renew their registration
* Feedback on the quality and impact of our training and learning resources from the workforce, employers and people who use care and support.

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

**Why it’s important**

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

We need to be proactive in targeting specific shortages and in helping and supporting staff who want a change in career and direction. We should reach out to children and young people beyond our traditional paths to help shape their career choices. We need to make it easier to get jobs for those people who have valuable skills and experience but are currently under-represented in our workforce. We also need to make sure that the process for recruiting people is underpinned by values and is as smooth and efficient as possible.

Improved workforce planning is needed to understand gaps in skills and recruitment issues facing employers, and the risk these create for the provision of quality services. There is a need to anticipate and plan to meet the Welsh language needs of students, our workforce and ultimately people who rely on care and support across Wales.

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

We will use several national indicators, measures, data and surveys including:

* Data about the registered workforce[[7]](#footnote-7), such as numbers on the Register; including how many join and leave the Register
* Data from Social Care Workforce Development Partnership reports, including commissioned care provider services, local authority services and Early Years data
* National workforce planning data
* National attraction, recruitment and retention framework, including data/ case studies
* Number of agency staff within the workforce
* Care Inspectorate Wales data on Early Years self-assessments

**How will we make a difference in the next five years?**

With the workforce, we will:

* lead on projects to increase numbers, with a particular emphasis on attraction, recruitment and retention.
* support the quality of introduction and induction

With employers, we will:

* work with them to develop advice, guidance and support to attract and keep people
* work with them to promote job opportunities.

With strategic leaders, we will:

* carry out research to help them and employers understand whether the workforce can cope with demand now and into the future
* use insights from research and data to inform their future policy decisions.

The following are examples of how we will measure the difference we are making**:**

* Use of and perceived effectiveness of our resources
* Statistics from the WeCare Wales jobs portal and feedback from the workforce and employers on its impact
* Track people’s careers through a long-term study and research
* Workforce data that provides insight on the movement of the workforce
* Employer survey on usage of the WeCare Wales jobs portal and materials it offers
* Evaluation of attraction campaigns to find out how many people they reach and how effective they are.

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

**Why it is important?**

Putting the individual and their needs, at the centre of their care, and giving them a voice in, and control over the outcomes that help them achieve well-being is a key principle of the *Social Services and Well-being (Wales) Act 2014*. People are the experts in their own lives, and in working together with professionals are best placed to tell us what will support their wellbeing.

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

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

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

We will use several national indicators, measures, data and surveys including:

* Performance Improvement Framework for social services
* Results of the Welsh Government national survey of Wales on improved quality of life
* Reviewing current landscape to see if there are there any existing national surveys, case studies, feedback from citizen’s jury

**How will we make a difference?**

With the workforce we will

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

With employers we will:

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

With strategic leaders we will:

* support and influence strategic leaders to implement systemic change to deliver strength-based practice.
* work with strategic leaders to support them in creating the right environment (culture) for strengths-based approaches to be embedded in how care and support is provided.

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

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

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

**Why it is important?**

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

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

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

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

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

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

**How will we make a difference?**

We're committed to:

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

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

* Accreditations: Investors in People (IiP); Disability scheme; ISO27001, Cyber essentials Plus
* Measure our carbon footprint – set targets for reduction
* Internal audit findings on organisational internal controls and compliance
* Evaluation of our resources, events and activities
* Additional external assurance on specific organisational areas such as assessing our digital maturity and progress

**Further information**

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

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

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

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

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

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

1. As defined by the Regulation and Inspection of Social Care (Wales) Act 2016 [↑](#footnote-ref-1)
2. By evidence-informed practice, we mean that decisions about how to provide care and support are informed by an understanding of the best available evidence about what is effective – drawing from research and data, the wisdom and experience of practitioners and the wisdom, experience and views of people who use care and

   support and their carers [↑](#footnote-ref-2)
3. ‘A Healthier Wales: Our Workforce Strategy for Health and Social Care’, HEIW and Social Care Wales, October 2020 [↑](#footnote-ref-3)
4. By evidence-enriched practice, we mean that decisions about how to provide care and support are informed by an understanding of the best available evidence about what is effective – drawing from research and data, the wisdom and experience of practitioners and the wisdom, experience and views of people who use care and

   support and their carers [↑](#footnote-ref-4)
5. ‘Social care research and development strategy for Wales 2018-2023’, Social Care Wales and endorsed by Health and Care Research Wales, February 2018 [↑](#footnote-ref-5)
6. As defined in the [Regulation and Inspection of Social Care (Wales) Act 2016](https://www.legislation.gov.uk/anaw/2016/2/contents) [↑](#footnote-ref-6)
7. <https://socialcare.wales/research-and-data/workforce-reports#section-34688-anchor> [↑](#footnote-ref-7)