



Workforce strategy ambitions 2024 to 2027

Theme 1: An engaged, motivated, and healthy workforce

Ambition: the social care workforce will feel valued and supported wherever they work

- Increase the proportion of the workforce who feel their morale is good (65 per cent in 2023).
- the workforce knows where to find out about health and well-being support at work (in 2023, 33 per cent said they found information through Social Care Wales and 7 per cent said Canopi).
- Reduce the percentage of the workforce looking to leave the sector in the next twelve months (26 per cent in 2023).
- Reduce the percentage of the workforce who say they've experienced bullying, discrimination or harassment (37 per cent in 2023).
- Have standardised methodology scores, that can be compared nationally, for life satisfaction, feeling worthwhile, happiness and anxiety (we'll establish a baseline in 2024).

Theme 2: Attraction and recruitment

Ambition: social care will be well established as a strong and recognisable brand and the sector of choice for our future workforce.

- Maintain the percentage of people who join the sector because they want to make a difference (63 per cent in 2023)
- Reduce the percentage of vacancies as a proportion of the sector (9 per cent in 2022).
- Reduce the percentage of employers reporting challenges in staff availability (71 per cent in 2023).
- Improve length of service, using data from the register as a measure of retention (we'll establish a baseline in 2024).
- Improve how valued the workforce feels (in 2023, 76 per cent felt valued by who they support and 44 per cent felt valued by the general public).
- Improve how the Welsh public perceives the workforce (in 2023, more than two thirds thought the workforce did a good job and almost three quarters had confidence in them).

Theme 3: Seamless workforce models

Ambition: multi-professional and multi-agency workforce models will be the norm

- Carry out annual engagement work with regional workforce boards to get feedback about how integrated workforce needs are met.
- Produce annual SCWWDP monitoring reports to understand integrated services' workforce priorities.

Theme 4: Building a digitally ready workforce

Ambition: the digital and technological capabilities of the workforce will be well developed and widely used, to optimise the way we work and help us deliver the best possible care for people.

- Establish the right measures for digital literacy and confidence.

Theme 5: Excellent education and learning

Ambition: the investment in education and learning for health and social care professionals will deliver the skills and capabilities needed to meet the needs of people in Wales

- Reduce the percentage of the registered workforce who must gain the qualifications needed to renew their registration (in 2023, this was 52 per cent of the adult care home workforce, 43 per cent of the domiciliary care workforce and 73 per cent of the residential child care workforce)
- Increase the percentage of the workforce who say they get the right training to support them in their role (79 per cent in 2023)
- Increase the number of people completing apprenticeships (2,502 in 22/23)

Theme 6: Leadership and succession

Ambition: leaders in the health and social care system will show collective and compassionate leadership

- Increase the percentage of the workforce who would like a leadership position in the future (36 per cent in 2023).
- Increase the percentage of the workforce who feel supported by their manager (66 per cent in 2023).
- Managers in social care broadly reflect the diversity of the workforce they oversee.

Theme 7: Workforce supply and shape

Ambition: we'll have a sustainable workforce in sufficient numbers to meet the health and social care needs of our population

- Reduce the percentage of vacancies as a proportion of the sector (9 per cent in 2022).
- Have a workforce plan in each region of Wales to meet population needs.