



BOARD MEETING
09:30 – 12:15
31 January 2020
Social Care Wales Offices, Cardiff

Public session				Page
09:30	1.	Welcome and opening comments from the Chair	Oral	
09:35	2.	Apologies and Declaration of Interests	Oral	
09:40	3.	Minutes of the Board meeting 12 December 2019 To endorse	SCW/20/01	3
09:45	4.	Matters arising	Oral	
For decision				
Strategic objective 2: Be an effective and transparent organisation by • Being accountable for our decisions				
09:55	5.	Business Plan: Quarter 3 update To scrutinise and approve	SCW/20/02	10
Strategic objective 5: Improve the quality and management of social work, social care, early years and childcare learning, development, qualifications and training by • influencing, investing and developing national training and development programmes				
10:25	6.	Social work in Wales To consider and approve	SCW/20/03	39
Comfort break 11:00 – 11:15				
Strategic objective 2: Be an effective and transparent organisation by • Being accountable for our decisions				
11:15	7.	Business Plan Framework 2020 / 21	Oral	
For information				
11:45	8.	Key messages from the Chief Executive and Directors To note and receive	Oral	



Gofal Cymdeithasol Cymru
Social Care Wales

PUBLIC BOARD MEETING
12 December 2019
Social Care Wales Offices, Cardiff
09:30 – 11:30

Present:

Board Members:

Mick Giannasi (Chair
items 1 - 5)
Abigail Harris
Carl Cooper
Damian Bridgeman
Donna Hutton
Emma Britton
Jo Kember (Chair
items 6-8)
Kate Hawkins
Peter Max
Rhian Watcyn Jones
Simon Burch
Trystan Pritchard

Social Care Wales Officers:

Sue Evans (Chief Executive Officer)
Joanne Oak (Director of Corporate Services and Strategy)
Sarah McCarty (Director of Improvement and Development)
Jon Day (Assistant Director Workforce)
Llinos Bradbury (Governance Senior Officer - minutes)

In attendance:

Natalie Price (PA to Damian)

Public session:

1. Welcome and Opening Comments from the Chair

- i. The Chair greeted members, officers and visitors to the December Social Care Wales Public Board meeting. The Chair noted the need for him to leave the meeting after the Workforce Strategy discussion (item 5) to attend a Bevan Commission meeting for a discussion item on the workforce strategy.

2. Apologies and Declaration of Interests

- i. Apologies were received from Grace Quantock, Jane Moore, Maria Battle and David Pritchard. There were no new declarations of interest.

3. Minutes of the Board meeting 24 October 2019

- i. The minutes were checked for accuracy and **endorsed** by the Board.

4. Matters arising

- i. The following developments were reported against the actions from the last meeting:
 - ii. **Item 5 Business Plan: Quarter 2 progress report** – a Regulation Programme paper was discussed at the November Regulation and Standards Committee meeting – if members are interested then the papers are all available on the portal. At that Committee meeting the members also received an update on the contingency plan for the extension of the register – that paper is also on the portal.
 - iii. **Item 6 SCWWDP Circular 2020-21** – the changes to the circular letter have been made as discussed at the last Board meeting.
 - iv. **Item 8 Key messages from the Chief Executive and Directors** – The Wales Audit Office review of Public Service Boards report was uploaded onto the portal on 30 October. The Foundation Economy challenge fund successful projects has been uploaded onto the portal for Members to view.

For decision:

5. Our Workforce Strategy for health and social care

- i. Jon Day, Assistant Director Workforce, provided members with an overview of this item and reminded members of the breadth of engagement and consultation responses received as noted in 1.4 in the report. The strategy was discussed in depth at the November Improvement Committee meeting, at the Social Care Wales leadership team and at a steering group with Health Education and Improvement Wales (HEIW).
- ii. 1.9 in the report indicates the next steps which includes discussion at the HEIW Board next Thursday, a steering group meeting on Monday to discuss feedback from this Board meeting and to shape the discussions with the HEIW Board. The draft strategy will be sent to the Welsh Government with an accompanying letter listing the enablers critical to the success of the strategy and implementation.
- iii. PM provided the Board with comments following the discussion at the Improvement Committee in November. PM noted a positive discussion on the draft at the Committee meeting. Feedback has been included and adapted in the draft being considered at the meeting today. There have been changes to ensure more impact at the start, suggestion of including enablers in the accompanying letter, ensuring the next steps are clearer and changes to the language. PM suggested that the enablers and challenges may need to also be in the strategy, and could we be clearer on action 3 within the strategy.
- iv. Sue Evans, Chief Executive, reminded members that this is the first time we had undertaken a joint strategy such as this one, which means we may need to compromise on detailed wording. There is also clear recognition that the key enablers must be highlighted and these may change through the 10 year period of this strategy, as the current context changes.

- v. Sarah McCarty, Director of Improvement and Development, informed members that there will still need to be consideration on how the final strategy is presented and communicated to the sector, through possibly the use of a family to describe the changes we'd like to see and using a digital approach to view the detail within the strategy.
- vi. Sarah McCarty noted that it is important that we build on the momentum from the engagement and that we are clear on what implementation will look like, whilst making actions measurable and tangible.
- vii. Sarah McCarty noted the key enablers that we will reference within the accompanying letter:
 - Learning from others – including within the sector;
 - System wide leadership required as we move forward;
 - Terms and conditions linked to employee wellbeing;
 - Commissioning practices;
 - Data and knowledge;
 - Clarity on ownership and implementation of strategy;
 - This is not a cost neutral strategy – re-directed or new resources will be required to achieve the ambition.
- viii. Sue Evans noted that the key points in the accompanying letter should be terms and conditions, ownership of the strategy, resources required and retaining momentum.
- ix. The Chair requested comments from members on the draft strategy, comments included:
 - PM In relation to commissioning – the sector needs to be clear on the issues, the commissioning of education is mentioned but not commissioning of services and this should be included; Action 3 requires a change to make it meaningful and bold; PM agreed to email further thoughts to Jon and Sarah; **ACTION**
 - JK that the ambition section should include the main enablers identified.
 - KH that we need a strapline to include the sense of the ambition – e.g. one sector, one workforce. JK suggested 'delivering the ambition of healthier wales to deliver a seamless system with a seamless workforce';
 - TP the level of engagement undertaken during the drafting of the strategy should give us the confidence that the strategy is relevant, and the engagement should be congratulated and noted;
 - DH the need to keep an eye on the Workforce Partnership Council's work on the proposal for a bank of social care workers, similar to that seen in health boards;
 - SB – not to lose the sense of urgency of the issues currently affecting the sector in terms of recruitment and retention;
 - CC – need to be clearer that when the workforce is referenced within the strategy that this includes the voluntary and 3rd sector;
 - EB – the outcomes for those working in the sector needs to be clear within the strategy, looking from a social worker perspective EB didn't feel the strategy was relevant to her as it is. Sarah McCarty noted that there will be implementation

plans, for each theme of the strategy, including more detailed work for certain professions. For example, we would use the current work Social Care Wales is already leading on the future learning needs for Qualified Social Workers as one of the implementation plans;

- DB noted the need for it to be a true equal partnership between Social Care Wales and HEIW with the resources to match;
- AH noted the need to be teasing out what will be different to ensure that citizens don't see the divide in the system. The strategy is an opportunity to deliver what we've been talking about for years and should be in the ambition; the implementation needs to be clear once an indication has been received from Welsh Government on the next steps;
- RWJ noted the challenge to balance this strategy not only at an individual level but also on an organisational level over the 10 years, for whom the strategy could have enormous implications;
- JK felt that the Equality Impact Assessment required a higher level of summary with issues highlighted, mitigation and actions and there is also no mention of paternal and adoptive leave.

x. The Board discussed the role of Welsh Government being crucial to this strategy as well as confirmation regarding the ownership of the strategy. The Chair noted that whilst we would want the strategy to be delivered by the sector, it would need to be owned and supported as many the enablers are policy issues which are within the gift of the Welsh Government to address alongside other strategies. There is a need for the strategic to be delivered as part of a holistic, systems based framework going forward.

xi. Following the discussion the Chair summarised the main points of the discussion as follows:

- True consultation and engagement exercise has been undertaken;
- The strategy may benefit from a strapline;
- The strategy needs to be sharpened in areas, more purposeful and ensure the language is right ;
- Ensure that the breadth of the workforce is clear within the strategy;
- Signpost enablers in the strategy for people to see with the detail in the accompanying letter;
- Be clear on the urgency for action due to recruitment and retention issues and increasing gaps in the workforce;
- This strategy has to be different to ensure the ambition is achieved;
- The need to be clear on expectations of the role of Welsh Government's and the need for the sector to own the strategy;
- This is not a strategy in isolation but needs to integrate with others;
- If the ambition is realised then there may be broader consequences for organisational structures;
- The accompanying letter needs to be clear on the key points of terms and conditions, ownership and sufficient resources for commissioning;
- Clarity on implementation plans needs to be clearer once the intention of the Welsh Government is known;
- The Equality Impact Assessment (EIA) section needs re-writing to be presented to a public audience;

- In terms of key messages and communication of this strategy, then further work is required once we understand Welsh Government's intentions;
 - Communication back to the sector is required recognising the areas raised within the strategy from the sector.
- xii. Sarah McCarty noted that we are sharing the public board papers with the sector as a way of keeping them informed of the developments in the short term until we know the timings from the Welsh Government for the next steps.
- xiii. Sue Evans noted that the accompanying letter sent to Welsh Government with the strategy will be uploaded onto the portal once sent. We will await discussion at HEIW Board next week before determining if the letter will be a supporting public document.
- xiv. Board members **delegated** the approval of the final strategy and the accompanying letter to the Chief Executive for negotiation with HEIW.
- xv. The Chair of the Board left the meeting and Joanne Kember took over the chairing role.

For information:

6. Key messages from the Chief Executive and Directors

- i. The Chair asked Sue Evans to draw members' attention to any key developments.
- ii. Members noted and received the following updates from Sue Evans:
- The second stakeholder meeting on the future role of social work in Wales was held yesterday, the group is also looking at the potential for a national job profile and post graduate training. The work of the group will be discussed at the ADSS Cymru meeting in January to ensure ownership and seek agreement on a national approach.
 - The Foundation Economy challenge fund has 12 successful projects from social care, there will be a community of practice established with interest in establishing a sub-community for the social care projects.
 - SE and the Chair of the Board will be meeting with the Children's Commissioner on Friday to discuss her annual report which contains some recommendations for Social Care Wales.
 - Cathryn Thomas is pulling together initial thoughts from both staff and members who attended the November Improvement Cymru conference and will be shared through the Improvement Committee.
 - The Leadership team attended a facilitated development session on Monday to better understand each other's preferences and development needs, through the use of MBTI and 360 feedback. This is part of our commitment to continuously develop ourselves for the benefit of the organisation.
 - SE attended the National Commissioning Board meeting on Tuesday and provided a presentation on RISCA which was well received.

- iii. Jo Oak provided an update on the registration of domiciliary care workers. Members noted that there are more than 10,000 registered, with phone calls arranged with those local authorities who are low in registered numbers.
- iv. Members noted the following updates from Sarah McCarty:
 - Qualifications, some are live and some are still in development, discussions have started around how we move from development to adding value in future working with the consortium.
 - There have been a range of discussions with those developing the national NHS clinical plan. It isn't about clinical practice in the traditional format but rather looking at pathways therefore the scope is changing with an appreciation of the need to engage with the social care sector to realise its ambition.
 - There has been a meeting with Improvement Cymru about future working and where best to focus e.g. at those parts of the system where health and social care interface e.g. unscheduled care. We will develop a Memorandum of Understanding between both organisations about how we work together. There have been discussions around the offer of improvement capacity building and what would need to be developed for that to become an offer that is adapted to meet social care requirements.

7. Update from Committee Chairs

- i. **Audit and Risk** – Rhian Watcyn Jones noted discussions on an internal audit report on IT controls which received a substantial assurance; a refresh of the strategic risk register that include more detail than previously; and an update on the early years and childcare transition programme of work.
- ii. **Improvement Committee** – Peter Max noted discussions on the end of year SCWWDP report, a detailed discussion on the draft workforce strategy and a continuing discussion on the evidence and improvement conversation from the October Board session. PM also noted that Jenny Williams attended the meeting as an ADSS Cymru co-opted representative. Jenny had presented a useful briefing on the current priorities and issues for Directors in Wales.
- iii. **Regulation and Standards** – Simon Burch noted a strategic reflection session on the NMC's work by judging individual fitness to practise issues in a wider context; scrutiny of the contingency plan for the registration of domiciliary care workers; and a discussion on the regulation programme of work.

8. Meeting effectiveness

- i. The Chair asked members a series of questions regarding the meeting effectiveness.
- ii. Members **agreed** that:
 - They had been clear about what was being asked of them in the papers

- They didn't 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

Date of next meeting:

Friday 31 January 2020, Social Care Wales Offices, Cardiff



CYFARFOD / MEETING	Board meeting				
	PREIFAT / PRIVATE		CYHOEDDUS / PUBLIC		
	<input type="checkbox"/>		<input checked="" type="checkbox"/>		
DYDDIAD / DATE	31.01.2020				
EITEM AGENDA AGENDA ITEM	5				
TEITL / TITLE SCW/20/02	Business Plan 2019-20: Quarter 3 update				
AWDUR / AUTHOR	Sue Evans, Chief Executive				
CYFRANIADAU GAN/ CONTRIBUTIONS FROM:					
PAPURAU CEFNOGOL / SUPPORTING PAPERS	Appendix 1 – Business Plan Progress: 9 months update – performance commentary Appendix 2 – Budget Report for the period to 31 December 2019				
GWEITHGAREDD CYNLLUN BUSNES / BUSINESS PLAN ACTIVITY	All Business plan activities				
GWEITHRED / ACTION REQUIRED	CYMERADWYAETH / APPROVAL	DARPARU LLYW / PROVIDE A STEER	DARPARU SICRWYDD / PROVIDE ASSURANCE	TRAFODAETH / DISCUSSION	CRAFFU / SCRUTINISE
	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x
ARGYMHELLIAD / RECOMMENDATION	Members are asked to scrutinise and approve the progress against the Business Plan 2019 – 2020 at the nine-month stage. Members are asked to approve one additional activity to the business plan.				
PRIF BWYNTIAU; MATERION ALLWEDDOL I DYNNU SYLW ATYNT; CWESTIYNAU I'W YSTYRIED MAIN POINTS; KEY ISSUES TO DRAW	An update on progress against all objectives is provided in appendix 1 including exception reporting of amber and red activities.				

TO ATTENTION; QUESTIONS TO CONSIDER	
ASESIADAU EFFAITH / IMPACT ASSESSMENTS	N/A

Business Plan 2019-20: Quarter 3 update

1. Purpose of report and recommendation

- 1.1 This report provides Members with the nine-month progress against our 2019-20 business plan.
- 1.2 An update on progress against all objectives 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 2019 – 2020 at the nine-month stage.
- 1.3 Members are also asked to approve one additional activity to the business plan:

Activity	Timelines
Review of Social Care Wales Improvement, Innovation, Data and Evidence offer	April 2020

- 1.4 This is a new piece of work which follows discussions at previous Board and Committee discussions on reviewing our improvement, innovation, data and evidence offer.

2. Context

- 2.1 The Business Plan 2019 - 20 sets out our objectives, activities and budget for the year which derives from the vision set out in the Strategic Plan. 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 9 months

- 3.1 As at nine months the overall status of Social Care Wales' progress against its remit letter target activities is:

	Activities	On track	Requires additional support	Major concerns	To start
Business plan targets	66	47	18	1	-
% as at 9 months		72%	27%	1%	-

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 9-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?
- Does the Key Performance Indicators provide the evidence to answer the questions that you want to know?
- What implications does this have on the future execution of the business plan?

Business Plan Progress: 9 months update – performance commentary

1. What is in this report?

This report provides an overview of progress against our Business Plan 2019/20.

It is set out to include:

1. The relevant strategic objective
2. An overview of the indicators used to support the objective
3. The 'what we will be doing statements' are given a colour to represent the following:

Green: On track: performance progressing as expected

Amber: Requires additional improvement/development

Red: Concerns on progress made against what is expected

4. The performance commentary then provides an overview of this objectives performance on what we have said we will do.
5. Further detail on amber/red activities is then provided.
6. Strategic risks: where there are strategic risks associated to the objective these are included. The strategic risk register is considered and endorsed at each Audit and Risk Committee. The following is the scoring of these risks in accordance with our risk management policy:

Risk scoring:

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

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

Heat map of performance against strategic objective and high level activities: each quarter 2019 - 2020

	Q1	Q2	Q3
Strategic Objective 1			
• Promote the Codes of practice and develop practice guidance	Green	Green	Green
• Develop and maintain the Register	Yellow	Yellow	Yellow
• Maintain standards through our fitness to practise processes	Green	Red	Yellow
• Regulate qualifying and post-qualifying Social Work and develop process for regulating Social Care Training	Green	Green	Green
Strategic Objective 2			
• Working with you	Green	Green	Green
• Being accountable for decisions	Green	Green	Green
Strategic Objective 3			
• Support the sustainability of the workforce by developing and implementing an attraction, recruitment and careers framework	Green	Green	Green
• Support and promote the use of the Welsh language within the sector	Green	Green	Yellow
Strategic Objective 4			
• Establish a 4-year transition programme plan	Red	Green	Green
Strategic Objective 5			
• Investing in national training and development programmes	Green	Green	Green
• Developing and delivering national training programmes	Yellow	Green	Green
• Develop and maintain qualifications and apprenticeship frameworks	Yellow	Green	Green
• Support implementation of induction standards across the social care, childcare and early years sectors	Green	Green	Yellow
Strategic Objective 6			
• Identify and share good practice and support innovation	Green	Green	Green
• Develop workforce strategies to meet future needs	Green	Yellow	Yellow
Strategic Objective 7			
• deliver the Care and Support at Home in Wales strategic plan	Green	Green	Green
• develop and implement improvement plan for dementia care	Green	Green	Green
• develop and implement improvement plan for children who are looked after	Green	Green	Green
• support the shift to outcome focused social care practice	Green	Yellow	Green
Strategic Objective 8			
Support social care improvement in Wales through implementation of the improvement framework	Green	Green	Green
Strategic Objective 9			
Lead with partners the implementation of the 2019/20 Social care research and development strategy	Yellow	Yellow	Yellow
Strategic Objective 10			
Lead with partners the implementation of the 2019/20 Social care research and development strategy	Green	Green	Green

Strategic Objective 1

We will make sure the social care workforce is fit to practise through our regulatory role by maintaining professional standards and assuring high-quality accredited training

Performance Indicators	QTR 1	QTR2	QTR 3	Comparator / Target
Processing times of applications*	2.9 days	2.3 days	4.5 days	5 days
No of domiciliary care workers registered	2840	4875	10,184	14,500 (end of year)
No of Fitness to Practise cases open (cumulative)	158	150	149	150 (previous reporting period)
No. active cases open longer than 18 months	11.4%	14.6%	14% (21 cases)	Less than 5%
No of cases referred to the Care Standards Tribunal	0	0	2	0 (last quarter)
No of regulatory final hearings held	2	9	10	9 (last quarter)

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

Performance Commentary

We will -

- Promote the Codes of practice and develop practice guidance
- Develop and maintain the Register
- Maintain standards through our fitness to practise processes
- Regulate qualifying and post-qualifying Social Work and develop process for regulating Social Care Training

As previously reported, whilst we continue to meet our internal targets for developing and maintaining the register, the status is amber and will remain so until the end of the year in recognition of our reliance upon the actions of others to make the process of extending the register to new groups a success. We are reassured by the progress made to date with over 60% of the domiciliary care workforce now registered. Most other registration targets are on target, other than us having more than 300 open applications at any one time. It should be noted that this target is more relevant to a period of steady maintenance of the Register and the numbers open are a sign of the increased volumes coming through as part of domiciliary care worker registration.

We continue to ensure the workforce is fit to practice through our investigatory and hearings process as the amount of hearings being held this year looks set to double from last year, which means we are over budget for hearings, due both to the amount and complexity of final hearings being heard. Fitness to practise cases lasting over 18 months remain above target. Our programme of regulation will explore ways in which we might expedite cases within the parameters of our regulatory rules, however we and other regulators recognise that some delays are inevitable due to reliance on partners completing their processes and providing us with relevant information. Two appeals were made by registered persons during this quarter against interim suspension orders imposed. The care standards tribunal upheld the panel's decision for one, whilst the other is awaiting their consideration.

Exception report – Amber / Red activities			
Business plan activity	Narrative	QTR 3	QTR 4 forecast
Raise awareness of the Code of Professional Practice amongst the registered workforce	A successful supplier has been appointed for work to develop our awareness of how well the Code is used and embedded in practice. A survey has been drafted and tested and focus groups are being organised.		
Maintain an accurate Register	<p>The majority of targets continue to be met.</p> <p>The target for form processing is within 5 days and, although they have increased since the last quarter due to the higher volumes received, applications are being processed on average within 4.5 days and renewals within 2.3. 98% of case conferences were held within 3 days and all decisions were sent within 7 days.</p> <p>We have received and registered over 3 times as many applications during this quarter compared to last (8,717 applications this quarter, compared to 2,865 last quarter and 5,973 registered compared to 1,905 last quarter).</p> <p>Our target is to have no more than 300 open applications at any one time although it should be noted that this target is more relevant to a period of steady maintenance of the Register. Due to the number of domiciliary care worker applications received this quarter we now have 2,038 applications in progress. 685 of these have yet to be processed by the team.</p>		
Extend the Register to domiciliary workers on a mandatory basis by April 2020	<p>We received and processed many more domiciliary care worker applications than we expected during this quarter. We now have over 10,000 registered domiciliary care workers, and consistently receive between 100 and 150 applications every day. On average we are registering over 500 domiciliary care workers each week. At the start of the year we planned and predicted that we'd receive 6,000 applications by the end of this quarter, but due to the high level of engagement and support we've given to the sector, as well as the setting of an application target date of the 13 January, we've received 12,140 applications.</p> <p>During this quarter we held 41 surgeries. We are no longer holding registration surgeries due to the need to prioritise the processing of applications.</p>		
Communicating registration and qualification requirements for voluntary registration of	<p>Confirmation of these requirements have been delayed due to proposals within our 'registration is changing consultation' which if implemented will impact upon phase 3 managers.</p> <p>Following analysis of consultation responses, decisions will be made on requirements and will be communicated towards</p>		

phase 3 managers (advocacy, adult placement, adoption and fostering services managers)	the end of 2019/20 beginning of 2020/21.		
Undertake the investigation of allegations against social care professionals	1. 149 fitness to practice cases open at 31/12/19 2. 21 cases open over 18 months (14% of total cases open)		

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)

Strategic Objective 2

We will be an effective and transparent organisation by working with you and being accountable for our decisions

Key Performance Indicators	QTR 1	QTR 2	QTR 3	Comparator / Target
Staff engagement levels	72%	72%	72%	80%
Staff sickness levels	2.84%	2.68%	3.77%	3%
Timely laying of Statutory Annual Accounts	July 2019	July 2019	July 2019	August 2019
Internal audits receive substantial assurance	N/A	N/A	80%	80%
ISO 27001 Reaccreditation awarded	N/A	Standard maintained	Standard maintained	Maintain standard
Uptime of planned network availability	99.9%	100%	100%	99%

* Average days lost per employee

Performance Commentary

We will

- Working with you
- Being accountable for decisions

The Budget position at 31 December 2019 shows a surplus position but is still projected that we will be within the 2% cash limit at the end of the financial year. Discussions are still ongoing with Welsh Government to obtain additional funding to endure a balanced budget in 20-21.

The overall sickness absence rate is currently 3.77% for the organisation. If we disregard long term absences it is 1.97%. A minimal rise from 1.83% at the end of quarter 2. Our target for the year was to remain at 3% or less, so we are currently within that target range. Our turnover rate for Quarter 3 is 5.6% so our turnover rate for the year to date is 10.56% (under the 15% target).

In the last quarter we have produced plans in relation to how we support our staff and systems through our people plan and our ICT plan. These feed into our organisational improvement plan and will continue to do so in 20/21.

Exception report – Amber / Red activities

Business plan activity	Narrative	QTR 3	QTR 4 forecast
Develop and deliver an organisational improvement plan	<p>Staff Partnership Council and Leadership group reviewed progress on delivering year 1 of our organisational improvement plan. During the next quarter we will be developing the plan further for 2020/21 based on findings from a number of sources such as our customer journey mapping, findings from Internal Audit reviews, accreditations (such as liP), digital awareness away day.</p> <p>There are 8 activities that haven't been fully scoped but have all been identified for 2020/21 organisation improvement programme. There are at least half of the activities which are</p>		

	continuous which, again, are identified either within the organisation improvement programmes or other programmes for 2020/21		
--	---	--	--

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)

Strategic Objective 3

Supporting the sustainability of the workforce by

- developing and implementing an attraction, recruitment and retention careers framework,
- produce and promote Welsh Language resources to support employers and the workforce,
- developing and implementing an attraction, recruitment and retention careers framework, produce and
- promote Welsh Language resources to support employers and the workforce

Key Performance Indicators	QTR 1	QTR 2	QTR 3	Comparator / Target
We Care Campaign: Monitor and report on social media activity & website traffic				End of year:
Social media (Facebook, Twitter & Instagram)				
Number of direct posts by WeCare Wales	59	258	176	600
Number of engagements	2,568	7116	10,106	30,000
Website unique visitors	5,413	7,376	15,093	45,000
Number of active care ambassadors				
Number of Ambassadors classed as active	32		The scheme is currently under review to refine processes and to look to build strong links with the regions in utilising ambassadors	43 (end of March19)
Number of events requested	21			
Number of events attended	4			
Number of different ambassadors attending events	4			
Work Welsh Pilot				
baseline assessments	250	250	250	250
face to face courses	110	112	120 completing	120

Performance Commentary	
We will -	
<ul style="list-style-type: none"> • Support the sustainability of the workforce by developing and implementing an attraction, recruitment and careers framework 	
<ul style="list-style-type: none"> • Support and promote the use of the Welsh language within the sector (This is linked to the relaunch of the revised Mwy na Geiriau plan) 	
<p>Work in relation to the WeCare Wales campaign continues apace with a four week programme of activity taking place in November and December - further plans are being confirmed not only for the final campaign in March but 2020/2021 to ensure momentum. Further work with the regions is required to ensure that progress towards sustainability as we approach year 3 of the programme.</p> <p>Work on the re-focussing of the We Care ambassadors continues but progress is slow for a variety of reasons including capacity within the team and, capacity within the regions to take a more proactive role. However an action plan is being drawn up so that a clear direction can be agreed both nationally and regionally that makes effective use of existing resources and equally agrees a way forward as to how the volume and effective reach of ambassadors can be increased and improved respectively.</p>	

As can be seen there are some issues emerging on the work welsh programme in terms of numbers but work is being undertaken to ensure that this is rectified. It is fair to say that this is reflective of some circumstances outside of the control of the team. This will continued to be monitored to ensure where possible that targets are met.

Exception report – Amber / Red activities			
Business plan activity	Narrative	QTR 3	QTR 4 forecast
Monitor and develop an ambassadorial service	The scheme is currently under review to refine processes and to look to build strong links with the regions in utilising ambassadors. Promotion of scheme and recruitment continues. Rebranding underway, creating biographies etc. Meeting arranged for new year with regional connectors to link the scheme with their activities.		
Extend Work Welsh for wider group of learners (phase 2)	There were two classes which had 20 registered in each but the employer pulled out a few days before the classes were meant to start. We have now had more interest and the numbers will have been made up and will start in January. The Centre are aware of this situation.		
Deliver our leadership commitments as set out in More than just Words	Desktop research on existing data started to inform the production of a report by the end of March 2020 which will include identifying numbers of bilingual workers and learners; identifying and signposting the sectors to existing resources to support working bi-lingually.		

Strategic Objective 4

Take forward an enhanced role as a strategic workforce delivery partner for Welsh Government in relation to the early years and childcare workforce

Key Performance Indicators	QTR 3	Comparator / Target
Plan for year 1 activities agreed with Welsh Government	August 2019	June 2019
Initial stakeholder workshop(s)	Workshops held - June	July 2019

Performance Commentary	
We will -	
<ul style="list-style-type: none">Establish a 4-year transition programme plan	
Audit and Risk Committee received an update on the progress of the programme at the Committee in November. A transition project initiation document has been completed and has been agreed by the Executive Management Team, programme board and Welsh Government.	
Second stakeholder group planned for the 15th January to finalise benefit mapping and approaches to engagement. A progress update report will be shared and discussed with Audit and Risk Committee on 13 February 2020.	

Strategic Objective 5

Improve the quality and management of social work, social care, early years and childcare learning, development, qualifications and training influencing, investing and developing national training and development programmes

Key Performance Indicators	QTR 3	Comparator / Target
Social Care Wales Workforce Development Programme (SCWWDP) Grant	End of year report completed	End of Year report by July Mid-Year report by November
Eligible students receive a bursary with a placement provided	194 bursaries awarded to new students in academic year 2019 to 2020	100%
Management and leadership development programmes for: Director; Assistant Director of Social Services, Middle Managers; Team Managers	Report uploaded to Members Portal	Report produced September & March
Level 2 and 3 qualifications available Revised qualification framework available on-line Level 4/5 mandatory and specialist qualifications developed and submitted for approval	Completed Completed July 2019	September 2019 September 2019 June 2019
No. of Apprenticeship certifications completed within 10-day period	100%	100%

Performance commentary

We will -

- Investing in national training and development programmes
- Developing and delivering national training programmes
- Develop and maintain qualifications and apprenticeship frameworks
- Support implementation of induction standards across the social care, childcare and early years sectors

Social Care Wales Workforce Development Programme (SCWWDP) annual report for 2018/2019 performance shared with the regional workforce leads after sign off from Improvement Committee. Mid year monitoring reports for 2019/2020 showed no deviance away from plans submitted and plans in place to ensure full grant spend by financial year end. Grant letter and associated forms issued on schedule on 2 December with a return date of February 2020.

Work continues on the teach out plan for the remaining students on the Continuous Professional Education and Learning (CPEL) framework with the alliance as discussion continue on the options for the post qualifying framework. There is still significant commitment to and delivery of other post qualifying awards across all Local Authorities and regions including programmes such as Approved Mental Health Professional (AMHP), Best Interest Assessment, Practice Learning and a range of post qualifying management awards.

National Development Programmes: all on track and to be reported against for end Quarter 4.

National Safeguarding Procedures were launched by the Deputy Minister. Some refining needed in terms of accessibility issues for the App. Work continues to develop the aligned training resources for distribution as a train the trainer model for Quarter 4.

--

Exception report – Amber / Red activities			
Business plan activity	Narrative	QTR 3	QTR 4 forecast
Maintain existing and consider development of a revised approach to the CPEL framework	1. Teach out board meeting held with the Alliance with data of current learner status submitted 1. Contract meeting held with lead officer from Alliance 2. Stakeholder meeting held in December to discuss next steps re: the definition of Social Work		
Develop safeguarding training resources on new national procedures	In terms of the training resources, an adjustment has had to be made to the delivery timetable to accommodate an early start by the North Wales workforce and safeguarding arrangements. Forward view -further planning meetings will take place before end January 2020 which will enable us to reassess the budget underspend currently coming in at approximately £30k.		
Support the implementation of the induction framework for childcare and early years	4 workshops (April) arranged. Guest speakers confirmed. Draft programme done. Planning meeting booked. Dates will be circulated end of February.		
Support Learning for workforce development for the early years and childcare sector	No submissions for tender received. Alternative arrangements are being discussed and deliberated.		

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.	Amber (15)	Yellow (10)

Strategic Objective 6

Support the workforce to improve practice in line with social care legislation and evidence by Identifying and sharing good practice and support innovation and developing workforce strategies to meet future needs

Key Performance Indicators	QTR 3	Comparator / Target
Accolades launched	Completed	September
National Social Care Conference held	Completed	September
Workforce strategy launched	N/A	November 2019

Performance commentary

- Identify and share good practice and support innovation
- Develop workforce strategies to meet future needs

Workforce Strategy signed off by boards of Social Care Wales and Health Education and Improvement Wales (HEIW) in December 2019 and published as draft strategy and update to the sector on both organisations websites. Plans to share the links with the sector in the New Year with a note of thanks to all those that have contributed to the engagement and consultation phases of the strategy development. The publication of the actual strategy now lies with Welsh Government with this approach shared with and agreed with Board as appropriate.

Leadership Component: We are finalising a targeted work programme which will see us respond to the collecting of intelligence regarding leadership and management arrangements across the 22 by the end of March.

Exception report – Amber / Red activities

Business plan activity	Narrative	QTR 3	QTR 4 forecast
Develop a leadership strategy with HEIW and Academi Wales for health and care	A series of meetings are in place to develop the relationship between HEIW and Social Care Wales are in place, along with opportunities to join from the 5 nations leadership conference workshops. The focus of the work has been reported at the Health and Social Care Workforce Strategy steering group and received its support.		

<p>Strategic Objective 7 Leading and supporting improvement</p>
--

Key Performance Indicators	QTR 3	Comparator / Target
Care and Support at home implementation plan completed	Work on track	100% of our activities identified in the implementation plan completed
Leading the Dementia Learning and Development (DLDG) group	Completed	Mapping activity completed
	Work on track	Targeted engagement
	Work on track	Resources developed to support the sector in using the framework consistently
Improvement programme for children who are looked after specified and monitored.	Work on track	Phase 2 plan agreed Research report produced and disseminated June 2019
Improve knowledge and understanding on balancing rights, responsibilities and risk in Children's and Adults services to support outcomes practise	Completed	Legal position and principles agreed - June
	Work on track	Regulatory statement agreed - September
	Work on track	Roll out - December

Performance Commentary	
We will	
<ul style="list-style-type: none"> • deliver the Care and Support at Home in Wales strategic plan 	
<ul style="list-style-type: none"> • develop and implement improvement plan for dementia care 	
<ul style="list-style-type: none"> • develop and implement improvement plan for children who are looked after 	
<ul style="list-style-type: none"> • support the shift to outcome focused social care practice 	
<p>Care and Support at Home: there has been much reviewing work done to consider particularly the work of the subgroups for this programme. The work on commissioning will come to a natural conclusion in terms of its focus and will be absorbed into the agenda for the National Commissioning Board (NCB). Members of this sub group will be available for the NCB to consult as and when necessary. The community resilience work is being considered for a shift in leadership and we are currently discussing whether the School for Social Care Research in Swansea are best placed to lead this work from April 2020; building on their Small is Beautiful DEEP work. Plans in place for workshop in February on this issue.</p>	
<p>Dementia Care: work is progressing well and on track with Welsh Government expectations. The big driver for this year's work is to understand the current training landscape and broker agreement for moving forward which will see consistency on the content and quality of training being delivered.</p>	

Current arrangements are very diverse not only across health boards but also across departments and disciplines.

Children being Looked After: we are agreeing plans with Care Inspectorate Wales (CIW) for the delivery of 3 joint CIW/Social Care Wales workshops from review intel along with a residential childcare conference. We continue with membership of the Welsh Government Ministerial Advisory Group.

Outcome Focused Practice: we are making good progress with plans to embed the principles of this new model of practice with colleagues across Social Care Wales. Similarly agreement has been reached to deliver a resource for good practice in Case Recording along with refreshing our Care Council for Wales guide on Good Supervision. Both these have been warmly welcomed by the partners. These are being written from the sector wide perspective. Work on agreeing the training initiative with NHS Delivery Unit, Improvement Cymru and HEIW continues to be challenging as pressures for the NHS (operational and political) continue to dominate thinking.

Exception report – Amber / Red activities			
Business plan activity	Narrative	QTR 3	QTR 4 forecast
Develop the workforce in delivering outcomes focused training to health and social care multi-agency teams in hospitals in partnership with HEIW	We continue to work towards delivery of this ambition. We continue to have complete support and commitment from Improvement Cymru and the NHS Delivery Unit in terms of the need for the approach. We are revising the presentation of the work considering the new data/evidence and the support materials and are in negotiations with senior colleagues as to how to best re-present the proposal. The aim is for this to be presented in the next quarter.		

Strategic Objective 8

Establish effective approaches to service improvement and work with you to decide future priorities

Key Performance Indicators	QTR 3	Comparator / Target
Publish report	July	June
Report on progress of implementation	On Members Portal	Quarterly

Performance Commentary

We will -

- Support social care improvement in Wales through implementation of the improvement framework
- **Review of Social Care Wales Improvement, Innovation, Data and Evidence offer**

NEW

The social care wales improvement framework, and social care research and development strategy are in place, and Social Care Wales has an established offer in relation to its new functions. However, following previous Board development days and discussions we are taking the opportunity to review our offer in light of our new functions (particularly data, evidence and supporting and leading service improvement) to consider how the sector can be best supported to realise the ambitions of the Social Services and Well-being (Wales) Act and Healthier Wales. We have appointed a critical friend to work with us on this, and will be undertaking an intensive piece of work, which will include engagement with the sector in order to put forward conclusions and future options to the Board in April.

Strategic Objective 9

Deliver national research and development strategy that support policy and practice

Key Performance Indicators	QTR 3	Comparator / Target
Publish implementation plan	Delayed - July	June
Targets completed in implementation plan	Report available next quarter	100%

Performance commentary

We will -

- Lead with partners the implementation of the 2019/20 Social care research and development strategy

Discussions with Health and Care Research Wales are ongoing regarding the funding and resourcing of the Social Care Research and Development Strategy. Meanwhile, the following progress can be reported for Quarter 4:

- SCIE has recruited three local authorities and a number of Welsh Government stakeholders to our research project to shape how we best support the sector with research and evidence. The workshops are scheduled for January and February, and recruitment of additional local authorities continues.
- The SCIE project to develop learning and recommendation from the pilot of joint induction training with Hywel Dda is underway, and initial data collection has begun.
- On behalf of Welsh Government, we have commissioned SCIE to conduct research into what local authorities are delivering in terms of Information, Advice and Advocacy.
- SCIE is also proposing some work to help Health Technology Wales, in partnership with Social Care Wales, to review and improve their topic review processes to make them more friendly to social care.
- Following discussions with NHS Wales Informatics Services, we have set up a Social Care Subgroup to support Workstream 3 (Improvement and Innovation) of Welsh Government's National Data Resource programme. The inaugural meeting was in December and we used it to sign off the Invitation to Tender for the scoping of the National Data Strategy for Social Care which will issued in January.

Exception report – Amber / Red activities

Business plan activity	Narrative	QTR 3	QTR 4 forecast
Lead with partners the implementation of the 2019/20 Social care research and development strategy	We kicked off a series of meetings with Health and Care Research Wales to re-visit and refresh the Research and Development Strategy. We are meeting with Health and Care Research Wales in January to discuss and agree our respective roles on its implementation.		
Scope and develop an approach for a	The outstanding actions on this point are sitting with the Wales School for Social Care Research and		

<p>research prioritisation process for Wales (Focus Area 3 of the Social care research and development strategy 2018-2023)</p>	<p>Knowledge and Analytical Services at Welsh Government. Research prioritisation also forms part of the discussions with Health and Care Research Wales, given the importance of clarifying research funding.</p>		
<p>Explore, develop and implement a plan to establish and improve channels for communicating with the sector about research and evidence</p>	<p>SCIE has initiated the 'Using evidence in social services and social care' project. Recruitment of local authorities commenced at the end of October, and SCIE are in the process of setting up workshops with three authorities in January and February. They have also set up a workshop with stakeholders in Welsh Government. In parallel, the Wales School for Social Care Research has also commenced a project to understand what is happening in local authorities in terms of research activity - this will be carried out through a survey in Quarter 4.</p>		
<p>Maintain the relationship and funding arrangements with SCIE</p>	<p>SCIE is currently working with us on four separate projects:</p> <ul style="list-style-type: none"> • Using evidence in social services and social care (update in the row above) • Learning from the pilot of joint induction training by the Hywel Dda Regional Partnership Board - this was commenced in Quarter 3 and is jointly funded with Health Education and Improvement Wales. • Review of the provision of Information Advice and Assistance in Wales - we have commissioned this project on behalf of Welsh Government. SCIE has provided a proposal and costs and the project will commence in the next quarter • Review of Health Technology Wales's processes to make them more 'social care friendly' - this is a small project, currently at the planning stages 		

Strategic Objective 10

Use data and evidence to improve services by delivering a national social care data set

Key Performance Indicators	QTR 1	QTR 2	QTR 3	Comparator / Target
Social care dataset Total Page views per month:	April - 2,197 May - 1,182 June - 1046	July - 1,254 Aug - 1,750 Sept - 1,624	Oct - 1,638 Nov - 2,145 Dec - 3,645	Baseline data

Performance Commentary Business plan activity QTR 3

We will -

- Lead with partners the implementation of the 2019/20 Social care research and development strategy

We have had a number of positive developments for our data offering in Quarter 3:

- We re-named and re-launched the National Social Care Dataset with Data Cymru. Now called the National Social Care Data Portal to better reflect its content, the offering has a new look and feel and it is now easier for users to find data. The new Data Portal has been well-received, with positive feedback on social media and via email, and its use continues to rise.
- Data Cymru is continuing to work on improvements and enhancements to the Data Portal.
- Work is continuing on improving and enhancing the Daffodil Cymru data projections.
- We have re-commissioned Data Cymru to collect data on the social work and social care workforces from local authorities across Wales.
- We have organised a workshop for workforce managers across Wales to explore sustainable and user-friendly approaches to future data collection.

Budget Report for the period to 31 December 2019

This is the third budget monitoring quarterly report for the financial year 2019-20. The report covers income and spend for the first nine months to 31 December 2019. The report is based on a total annual budget of £20,903,000. This is financed from £19,796,000 Grant in Aid, £862,000 registration fee income, £60,000 Apprenticeship certification income and £176,000 additional funding for work for the Welsh Language skills of employees in the social care sector (Work Welsh) and £9,000 of funding carried forward from 2018-19 in relation to the Safeguarding App project.

The total annual budget includes additional funding of £214,800 to be received from Welsh Government as reported at the six months point.

A high-level summary of performance for the first nine months is reported below and a more detailed report is also attached. -

Financial Summary to 31 December 2019

	Annual Budget Core	Actual YTD	Budget YTD	Variance	Predicted Outturn
	£'000	£'000	£'000	£'000	£'000
Income	20,903	11,330	11,231	99	20,934
Expenditure					
Grants Programme	11,546	4,915	4,902	(13)	11,328
Workforce Regulation	2,935	2,168	2,178	10	3,078
Improvement and Development	2,365	1,413	1,514	101	2,313
Early Years and Childcare	287	171	195	24	287
Strategy, Research, Data and Bus Support	3,770	2,490	2,647	157	3,802
Totals	20,903	11,157	11,436	279	20,808

Income Analysis

Income	Annual Budget	Actual YTD	Budget YTD	Variance	Predicted Income
	£'000	£'000	£'000	£'000	£'000
Grant In Aid	19,796	10,500	10,500	0	19,796
Safeguarding App Funding	9	0	0	0	9
Apprenticeship Certificate Income	60	64	45	19	80
Registration Fee Income	862	664	586	78	862
Work Welsh	176	100	100	0	176
Other Income	0	2	0	2	12
Total Income	20,903	11,330	11,231	99	20,934

£99k of Income has been received greater than budgeted in the first nine months of the financial year. This predominately relates to applications from domiciliary care workers being ahead than predicted and a significant number of payments received from these workers in advance of processing their application. The predicted income has been increased by £31k and relates to higher activity for the apprenticeship certification work and sponsorship for the Accolades to be held in April 2020.

Expenditure Analysis

As at the end of December we are currently reporting a £279K expenditure underspend against budget. The areas that contribute to the largest proportion of the underspend are the Strategy, Research, Data and Business Support (£157k underspend) and the Improvement and Development budget (£101k underspend).

Expenditure	Annual Budget	Actual YTD	Budget YTD	Variance	Predicted Outturn
	£'000	£'000	£'000	£'000	£'000
Grants Programme					
SCWWDP	7,149	3,254	3,037	(217)	7,149
People Using Services and Carers	63	34	34	-	67
Regional Facilitation	329	329	329	-	552
Student Funding	2,311	855	928	73	2,140
PLOF	1,224	382	421	39	1,200
Social Work Training	335	50	50	-	85
SfCD	11	11	11	-	11
Research	123	-	92	92	123
Total	11,546	4,916	4,902	(13)	11,327

- The £13k overspend in the Grants Programme budget is made up of a significant overspend in the Social Care Wales Workforce Development Programme budget of £217k but reduced by overspends in other parts of the Grants Programme budget. Other than the Student funding budget all underspends/overspends are a matter of timing. The Student Funding budget underspend to date reflects the lower enrolment numbers in respect of new students requiring bursaries with only 194 new bursaries being awarded of the 227 that we budgeted for. Enrolment in relation to returning students is in line with budget and therefore the reduction in the predicted outturn figures by £171k relates to first year students. In addition, please note the outturn changes in the Regional Facilitation and Social Work Training budget lines which reflects the decision to repurpose £223k of the unallocated budget in relation to the Continuing Professional Education and Learning budget to alleviate pressures within the sector in relation to training and support costs.

Expenditure	Annual Budget	Actual YTD	Budget YTD	Variance	Predicted Outturn
	£'000	£'000	£'000	£'000	£'000
Workforce Regulation					
Administration	165	120	120	1	184
Hearings	354	364	271	(93)	544
Projects	90	38	77	39	90
Salaries	2,325	1,647	1,709	62	2,261
Total	2,935	2,168	2,177	10	3,078

- The Workforce Regulation budget to date is broadly breaking even. An overspend of £93k in the Hearings budget is neutralised by underspends in the other Workforce Regulation budgets particularly the Salary budget. The Salaries underspend primarily relates to the additional salary budget for the extension of the registration of domiciliary care workers not being required in full due to the significant progress being made in the registration of the domiciliary care workforce. We now predict that the Salary budget will be underspent by £64k at the end of the financial year.
- The hearings budget is overspent due to higher levels of activity to date (twenty-three final hearings) with cases becoming more complex. The outturn figure has been increased by £190k to reflect this overspend and future high activity. We are now forecasting in excess of 30 final hearings against a budgeted 23. For comparison only 18 final hearings were held in 2018-19 and 13 at the nine-month point. Further analysis is provided below. Therefore, overall, we are predicting an overspend of £143k in the Workforce Regulation budget.

Expenditure	Annual Budget	Actual YTD	Budget YTD	Variance	Predicted Outturn
	£'000	£'000	£'000	£'000	£'000
Improvement and Development					
Administration	67	33	42	10	46
Projects	765	300	325	25	835
Salaries	1,534	1,080	1,146	66	1,433
Total	2,365	1,413	1,514	101	2,313

- The Improvement and Development budget is underspent by £101k primarily due to delays in recruitment into vacant posts. We are predicting an underspend of £101k in the Salaries budget at the end of the financial year but the overall budget will be only underspent by £52k as there is an overspend predicted in the projects budget. This relates to additional investment in the We Care Campaign.

Expenditure	Annual Budget	Actual YTD	Budget YTD	Variance	Predicted Outturn
	£'000	£'000	£'000	£'000	£'000
Early Years and Childcare					
Administration	11	8	8	0	11
Projects	50	38	18	(20)	100
Salaries	226	125	170	45	176
Total	287	171	195	25	287

- The Early Years and Childcare has a significant underspend of £45k in salary costs due to delays in appointing to the Transition Programme Manager and Support Officer post. However, the intention is that this budget will be fully spent at the end of the financial year through additional programme spend.

Expenditure	Annual Budget	Actual YTD	Budget YTD	Variance	Predicted Outturn
	£'000	£'000	£'000	£'000	£'000
Strategy and Business Support					
Premises	512	355	350	(5)	528
Governance	163	99	124	25	140
Communications	154	63	96	33	135
Carreg and IT	386	275	288	12	454
Finance & Grant Admin	13	4	10	6	6
Human Resources	85	53	57	4	76
Intelligence and Data	144	37	47	10	169
Projects	198	31	93	62	228
Salaries	2,116	1,573	1,582	9	2,068
Total	3,770	2,490	2,647	157	3,802

- Strategy and Business support shows an underspend of £157k. The underspends are a matter of timing and are now we are predicting an overspend of £32k at the end of the financial year.

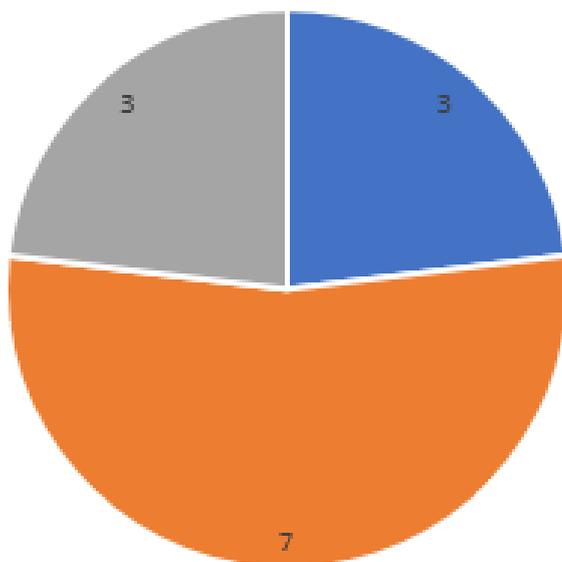
At the end of the financial year we are predicting a net underspend of £126k. We are now predicting £20,934,000 income to be received against £20,808,000 of expenditure. At the end of the last financial year we utilised 1.5% of our 2% allowable limit. Based on latest cash projections and based on no further increases in our net underspend position we are still predicting that our cash position will be within our 2% limit at the end of the financial year. In addition, there is potential that our registration income will be greater than budgeted if the domiciliary care workforce is greater than the 16,000 which the budget was based upon. This would necessitate us to approach Welsh Government to approve an increase in our 2% limit.

Financial Summary to 31 December 19

Income	Annual Budget	Actual YTD	Budget YTD	Variance	Predicted Income
	£'000	£'000	£'000	£'000	£'000
Grant In Aid	19,796	10,500	10,500	0	19,796
Safeguarding App Funding	9	0	0	0	9
Apprenticeship Certificate Income	60	64	45	19	80
Registration Fee Income	862	664	586	78	862
Work Welsh	176	100	100	0	176
Other Income	0	2	0	2	12
Total Income	20,903	11,330	11,231	99	20,934

Expenditure	Annual Budget	Actual YTD	Budget YTD	Variance	Predicted Outturn
	£'000	£'000	£'000	£'000	£'000
Grants Programme					
SCDWP	7,149	3,254	3,037	(217)	7,149
People Using Services and Carers	63	34	34	0	67
Regional Facilitation	329	329	329	-	552
Student Funding	2,311	855	928	73	2,140
PLOF	1,224	382	421	39	1,200
Social Work Training	335	50	50	-	85
SfCD	11	11	11	-	11
Research	123	-	92	92	123
Sub-total	11,546	4,916	4,902	(13)	11,327
Workforce Regulation					
Administration	165	120	120	1	184
Hearings	354	364	271	(93)	544
Projects	90	38	77	39	90
Salaries	2,325	1,647	1,709	62	2,261
Sub-total	2,935	2,168	2,177	10	3,078
Improvement and Development					
Administration	67	33	42	10	46
Projects	765	300	325	25	835
Salaries	1,534	1,080	1,146	66	1,433
Sub-total	2,365	1,413	1,514	101	2,313
Early Years and Childcare					
Administration	11	8	8	0	11
Projects	50	38	18	(20)	100
Salaries	226	125	170	45	176
Sub-total	287	171	195	25	287
Strategy and Business Support					
Premises	512	355	350	(5)	528
Governance	163	99	124	25	140
Communications	154	63	96	33	135
Carreg and IT	386	275	288	12	454
Finance & Grant Admin	13	4	10	6	6
Human Resources	85	53	57	4	76
Intelligence and Data	144	37	47	10	169
Projects	198	31	93	62	228
Salaries	2,116	1,573	1,582	9	2,068
Sub-total	3,770	2,490	2,647	157	3,802
Total Expenditure	20,903	11,157	11,436	279	20,808

2018-19 (9 Months to December)

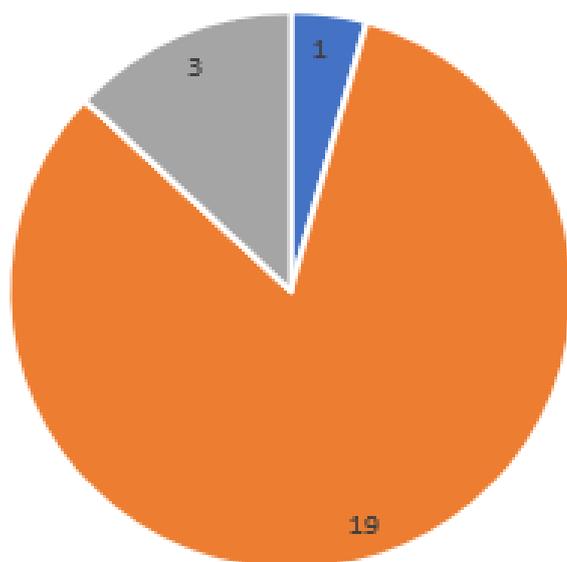


Average Cost of a Hearing £ 14,820

Number of Hearings 13

Key to Colours	● 1 Day	● = 2-3 Days	● = 4+ Days
----------------	---	--	---

2019-20 (9 Months to December)



Average Cost of a Hearing £ 16,956

Number of Hearings 23



CYFARFOD / MEETING	Board meeting	
	PREIFAT / PRIVATE	CYHOEDDUS / PUBLIC
	<input type="checkbox"/>	<input checked="" type="checkbox"/>
DYDDIAD / DATE	31.01.2020	
EITEM AGENDA AGENDA ITEM	6	
TEITL / TITLE SCW/20/03	Social Work in Wales	
AWDUR / AUTHOR	Sarah McCarty, Director of Improvement and Development	
CYFRANIADAU GAN/ CONTRIBUTIONS FROM:	<p>Jon Day, Assistant Director Workforce Hywel Dafydd, Assistant Director Regulation Jacky Drysdale, Improvement and Development Manager Jayne Cross, Regulation of Training Manager Lucy Treby, Improvement and Development Manager Esyllt Crozier Improvement and Development Manager Stakeholder groups</p> <p>Item previously discussed at: Board - April 2018, January 2019, October 2019</p> <p>Internal meetings 1/05/2019, 15/05/2019 & 21/06/2019 and discussions with EMT and leadership group.</p> <p>Stakeholder workshop 17/09/2019, 11/12/2019 discussion with ADSSC workforce lead and heads of service 10/09/2019</p>	
PAPURAU CEFNOGOL / SUPPORTING PAPERS	<p>Previously received these papers for the discussion at Board in October 2019:</p> <ol style="list-style-type: none"> 1. Social Work: a profession worth Developing? A discussion paper about the future of social work in Wales (September 2019) 2. Professional Development of Social Workers: stakeholder round table workshop 17 September 2019: Key Themes and Actions 3. Executive summary: final report of the independent evaluation of the CPEL Framework September 2019 	

GWEITHGAREDD CYNLLUN BUSNES / BUSINES PLAN ACTIVITY	Strategic objective 5: Improve the quality and management of social work, social care, early years and childcare learning, development, qualifications and training by: <ul style="list-style-type: none"> Influencing, investing and developing national training and development programme 				
GWEITHRED / ACTION REQUIRED	CYMERADWYA ETH / APPROVAL	DARAPRU LLYW / PROVIDE A STEER	DARAPRU SICRWYDD / PROVIDE ASSURANCE	TRAFODAETH / DISCUSSION	CRAFFU / SCTRUTINI SE
ARGYMHELLIAD / RECOMMENDATION	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
PRIF BWYNTIAU; MATERION ALLWEDDOL I DYNNU SYLW ATYNT; CWESTIYNAU I'W YSTYRIED MAIN POINTS; KEY ISSUES TO DRAW TO ATTENTION; QUESTIONS TO CONSIDER	<p>For the Board to discuss the latest information and data in relation to social workers in Wales, and considerations for next steps.</p> <p>To agree there will be no new 'CPEL' programme or equivalent developed until there is clarity on the needs and approach for the sector.</p> <p>The process of pausing and reflecting on the CPEL framework has led to further discussion and concern about enrolment on social work degree programmes, and recruitment and retention of experienced staff in social work, who are able to meet the challenges of offering outcome focussed practice to children, families and individuals in Wales.</p> <p>A stakeholder round table workshop identified the need to consider the vision and definition of qualified social workers in the context of the Social Services and Wellbeing (Wales) Act and Healthier Wales.</p> <p>Key work is now being progressed on exploring the vision and definition of Social Work in Wales, a draft statement has been debated by a stakeholder reference group and will be shared for feedback more widely during early 2020.</p> <p>Once this work concludes we can work with the sector to look at the support required by the Social Work profession in light of the workforce strategy priority themes, this will need to include reconsidering post qualifying education and learning, and the most appropriate models to support this.</p> <p>This work will seek to be aligned with the implementation planning of the workforce strategy in due course.</p>				
ASESIADAU EFFAITH / IMPACT ASSESSMENTS	To be completed once we have proposals for the way forward.				

Social Work in Wales

1. Context

- 1.1 In January 2019 the Social Care Wales Board considered potential approaches for the way forward to support Continuing Professional Education and Learning (CPEL) of Social Workers in Wales. This was following several evaluation findings, suggesting a new approach was required. The latest independent evaluation results on the CPEL programme continues to highlight this. Considering the number of previous approaches to CPEL for social workers in Wales, Executive Management team did not want to rush into solutions.
- 1.2 In line with option 3 in the evaluation report¹, colleagues across Social Care Wales were asked to pause and reflect. This led to an identification from key data and intelligence of wider concerns, for example enrolment on social work degree programmes, and recruitment and retention of experienced staff in social work, who can offer outcome focussed practice to children, families and individuals in Wales.
- 1.3 The current issues were summarised in a discussion paper. This discussion paper was intended to inform considerations of what should be available to social workers in Wales, in order to maintain a highly skilled, expert workforce able to deliver best practice to individuals, children, families and carers in Wales
- 1.4 The range of issues identified go beyond the scope of Social Care Wales and a stakeholder round table workshop was held in September 2019 to explore issues with colleagues from across Wales.
- 1.5 The key issues and discussion from this workshop can be summarised under three key themes including:
 - ***Who is the consistent voice? – Leadership:*** this included consideration that there was a lack of overarching professional leadership and guidance for social workers in Wales that is in place for other professions or nations for example Chief Nursing Officer, and Chief Social workers in other parts of the UK.
 - ***What is the unique selling point of social work? A Welsh definition of the social work*** this was in response to potential ‘dilution’ of social workers role and ensure recognition of the unique

¹ Independent evaluation identified option 3 as: undertake a stock-take with partners to understand the needs and pressures of the sector and how best the CPEL Framework – and especially the EP, SP and CSW programmes – should proceed into the future.

strengths and contribution of the social work to individuals, families and communities

- **Terms and conditions:** the considerations focussed on some key factors— pay, conditions and parity of esteem (with suggested national approach); wellbeing at work and learning and development

- 1.6 The first priority action identified was to explore the vision and definition of Social Work in Wales in the context of the Social Services and Wellbeing (Wales) Act and Healthier Wales. A sub group, convened by Social Care Wales was established to develop this. This was a critical step, prior to us being able to look at the learning and development needs, and other approaches to support social workers in Wales. The stakeholder round table workshop participants re convened before Christmas to help consider and progress this definition.
- 1.7 There are a number of themes in our consideration of social work for example workforce wellbeing, leadership, recruitment that are also identified across health and social care in the workforce strategy. The draft workforce strategy identifies in action 31 the need to “Develop workforce plans for key professional groups” and social work is one of the identified professions.
- 1.8 As such we will need to consider any emerging development plan for social work, in light of the workforce strategy, which is currently subject to Ministerial consideration. The resulting plan will need to be developed in partnership and informed by wider engagement and consultation, social work in Wales will be discussed with ADSS Cymru on 24th January.

2. Resource implications

- 2.1 An improvement and development manager has social work as part of the programme portfolio. As part of our business plan for 2020/21 and implementation of the workforce strategy we will need to co-produce an action plan with the sector to support progression of the identified issues. This will need to be costed as part of this development process.
- 2.2 It is unlikely we will have a robust model for future post qualifying learning and development during this or next financial year – therefore the £250k annual support for social workers will need to be re purposed while this critical work is undertaken. The Board has previously agreed, subject to budget confirmation to utilise some of this budget to temporarily increase the resources available via the Social Care Wales Workforce Development Programme (SCWWDP) grant to regions to support the critical work in attraction, recruitment and retention. We also have had an underspend on social work bursaries.

3. Risk considerations

- 3.1 The Social Care Wales Board previously discussed concerns about the reputational risk of replacing the current CPEL framework with a fourth that does not meet the changing needs of the social work profession.
- 3.2 There is a potential gap in provision for post qualifying learning and development if we do not continue CPEL provision - this is mitigated through existing CPEL students continuing to be supported, and employers and social workers accessing post qualifying learning that has always sat outside the CPEL framework e.g. practice educator award; best interest assessor and approved mental health practitioner as well as the Social Care Wales team manager and middle manager development programmes. In any future developments, we would also want to consider the relationship of these programmes with any wider post qualifying training and learning.

4. Engagement

- 4.1 There has been two round table discussion workshops with key stakeholders in September and December 2019. There was pre meeting considerations particularly with ADSSC and Heads of Adults & Children Service networks. This work will be discussed with ADSS Cymru Leadership group on 24th January, who are key partners in consideration and response of the key issues identified in 1.5, particularly the issues relating to terms and conditions of social workers which is the responsibility of individual local authorities.
- 4.2 The sub group of the round table established a draft vision and definition of Social Work in Wales. This was considered at the December 2019 round table event and is currently being refined in light of feedback. Further engagement will need to take place on this definition. We still consider this overall work to be at a scoping and exploratory phase, to take forward responses to the breadth of issues identified to date in this work will require a strong partnership approach. The next stakeholder workshop is planned for the end of February 2020.
- 4.3 Wider engagement and communication plan will need to be considered and planned for as this work progresses.

5. Impact

- 5.1 To be considered as discussions progress.



Social work: a profession worth developing?

A discussion paper about the future of social work in Wales

Questions for discussion

- What is the vision of the social work profession of the future? What stopped Garthwaite's recommendations embedding?
- What is the unique knowledge, skills and expertise of the social worker? What should the relationship between statutory social work, wider services, and individuals, children and families be in an integrated service model?
- How do we develop flexible and effective approaches to career pathways? Who can help do this?
- What are the opportunities to develop social work in the future?

Purpose of paper

This paper has been produced as a consequence of Social Care Wales pausing and reflecting on the Continued Professional Education and Learning (CPEL) framework for social workers, its purpose, process, and any future design. This work in exploring post qualification learning in social work has indicated other areas of the profession in Wales that need focus and attention. This paper will describe emerging concerns about enrolment on social work degree programmes, as well as the recruitment and retention of experienced social workers in Wales. This indicates challenges in building a sustainable, competent workforce who can offer excellent outcome focussed practice to children, families and individuals in Wales.

What should the role of social work be?

Social workers engage and work with a range of individuals and families and in a myriad of situations across the world.

‘Social work is a practice-based profession and an academic discipline that promotes social change and development, social cohesion, and the empowerment and liberation of people. Principles of social justice, human rights, collective responsibility and respect for diversities are central to social work. Underpinned by theories of social work, social sciences, humanities and indigenous knowledge, social work engages people and structures to address life challenges and enhance wellbeing.

The above definition may be amplified at national and/or regional levels’².

We know that individuals, children and families value good social work and the positive impact this has on society in the short, medium and long term cannot be underestimated³. For some, social work’s main function must be enabling individuals to achieve their potential and reach their goals in life (Ruch, 2005; Ferguson, 2007; Dominelli, 2010; Munro, 2011; Romeo, 2014), with effective, purposeful relationships being pivotal in this. However, what the role of social work should be in delivering better outcomes is contested, although National Occupational Standards offer some role definition in Wales.⁴

In 2014 Mark Drakeford described ‘The magnificent 7 characteristics of social work’ (see appendix 1) which describe the uniqueness of the role

‘position[ing] social workers very clearly as brokers in the system, working with other services alongside, and speaking up for, their users. We need to create relationships of equality with people who use services; where we recognise what we do and also the expertise of those people who use services’⁵.

² Definition was approved by the IASSW General Assembly and IFSW General Meeting in July 2014. <http://www.iassw-aiets.org/global-definition-of-social-work-review-of-the-global-definition/>

³ Care Inspectorate Wales & Health Inspectorate Wales Thematic Reviews <https://hiw.org.uk/sites/default/files/2019-06/190207joint-thematic-review-community-mental-health-en.pdf> & <https://careinspectorate.wales/190619national-overview-report-relation-care-experienced-children-and-young-people-wales>

⁴ <https://socialcare.wales/nos-areas/social-work>

⁵ <https://www.basw.co.uk/media/news/2014/oct/magnificent-seven-characteristics-social-work>

However, within adult and children's services in the UK, there has been 'a proliferation of managerial organisational rules' (Evans, 2013 p.739), leading to social work that is more focussed on complying with these standards, as opposed to focussing on relationship based practice. Performance measures are predominantly numbers based, driving practice and often leaving little room for professional judgement; e.g. there must be a child protection visit fortnightly regardless of whether it is helpful to either family or professional on that day. This shifts focus from intervention with service users and direct practice to performance targets and leads to social workers getting 'stuck in the treacle of the rules other people have made up for them'⁶, losing the ability to 'work alongside individuals and families and listen empathically to their needs and concerns. By supporting and understanding an empathic way of working we can really understand and respond more effectively to the warning signs of emotional and physical distress'⁷.

The challenges in delivering good social care are well documented, as is the impact of ongoing austerity on social care generally⁸. Social work's main responsibilities and functions in assessing and delivering care and support plans, are impacted by this. Social workers and supervisors are routinely working beyond the expectations of their job descriptions and contractual obligations.

A recent UK wide study of social workers found that most social workers (no matter what work area or type of employer) work approximately 10 hours a week over their contracted hours and there appears to be an acceptance of this (Ravalier, 2018). Linked to this are the threats and physical abuse often aimed at social workers⁹, the high risk nature of the work and prevalent blame culture if a worker makes a mistake¹⁰, and the highly charged nature of the role of a social worker emerges. In Wales 55% of survey respondents were considering leaving their role in the next 18

⁶ Munro, E. 2011. The Munro Review of Child Protection: Final Report - A Child Centred System. Isabelle Trowler, Chief Social Worker for Children and Families "Care Proceedings in England: the Case for Clear Blue Water"

⁷ Lyn Romeo, Chief Social Worker for adults, <https://www.communitycare.co.uk/2018/11/20/taking-prevention-approach-core-bread-butter-social-work/>

⁸ <https://www.walesonline.co.uk/news/wales-news/everyone-agrees-social-care-crisis-15811448>

⁹ <https://www.basw.co.uk/resources/insult-and-injury-exploring-impacts-intimidation-threats-and-violence-against-social>

¹⁰ <https://www.communitycare.co.uk/2019/01/31/blame-and-shame-in-social-work-is-not-just-about-media-headlines/>

months, with working conditions in all 4 nations in the UK being 'extremely poor' (Ravalier, 2018).

Professions and professionals are constantly developing knowledge and one set of rules or practice standards will not be sufficient for all situations¹¹. There is a debate as to whether a series of tasks defines social work or whether there is a more complex interaction of knowledge, skills and experience. The proliferation of other roles (advocacy, community connectors, social prescribers, family support workers etc) whose remit is to form relationships and offer 'direct work' with individuals, children and families arguably impacts on the unique function of social work. The result of this is to perpetuate a workforce that does not have the power, permission, confidence, or in some cases, ability and skills, to work to the principles of the Social Services and Well-being Act, and achieve the vision of 'A Healthier Wales'¹². Social work's main function then becomes accountability and case management rather than facilitation of change, with social workers spending 80% of their time recording¹³. This unintentional de-skilling of social work impacts directly on individuals, children and families, in that social workers must form effective relationships to fulfil a core part of their role in the development of care and support plans, facilitating change resulting in good outcomes.

'Is an expert social worker one who can take action, one who can articulate what action was taken, or one who can articulate what action should or would be taken?'¹⁴

Accountability is crucial, and it may be that we are content for this to be the predominant part of the social work role. If this is the case then we have to accept that this undermines social workers' ability to work 'with' and not 'to' individuals, leading to a workforce that spends a disproportionate amount of time recording, and a profession that is ultimately deskilled in the relationship based practice that has

¹¹ Fish, D. & Coles, C. (2000) *Seeing Anew: Understanding Professional Practice as Artistry* IN Davies, C., Finlay, L. & Bullman, A. Eds (2000) *Changing Practice in Health and Social Care* London: Sage Pubs

¹² <https://gov.wales/sites/default/files/publications/2019-04/in-brief-a-healthier-wales-our-plan-for-health-and-social-care.pdf>

¹³ <https://www.basw.co.uk/resources/80-20-campaign-final-report-2018>

¹⁴ Fook, J., Ryan, M. & Hawkins, L. (1997) Towards a theory of expertise. *British Journal of Social Work* 27, pp. 399 - 417

been a traditional part of the role, and is most valued by individuals, children and families.

Social Work in Wales

On 1st April 2019 there were 6,263 social workers registered in Wales, with 3,806 having a social work caseload (the remainder have some form of management role, not currently practicing or working outside of Wales), and 72% of those work in local authorities^[1]. Workforce planning data tells us that the number of 'whole time equivalent' posts in local authorities is 3,591 or a total headcount of 3, 898¹⁵. This means that there are a large number of registered social workers who are not directly delivering services to individuals, children and families in local authorities in Wales, and the differences in these numbers have been consistent in recent years and does highlight that registration is valued even by those not directly practicing. There will be some employed in third sector organisations, other bodies (i.e. Cafcass Cymru) or working independently but this seems high and this disparity between the numbers of registered social workers, and those working as described may be worth exploring further.

The available posts to social workers employed by children services has decreased by 0.1%, but recruitment is difficult as in actuality there has been a decrease in children's services social workers employed by 2.1%. On the other hand the number of posts available in local authority for adult services has decreased by 0.6%, but actual workers employed has risen by 3.4%.

We also know that turnover is 11% in adult services, and vacancies¹⁶ at 6%, and agency staff usage at 2%. Turnover is 15% in children services, 12% of posts are vacant, with agency staff usage at 4%. Some authorities are using agency staff for over 30% of vacant posts¹⁷, some do not use agency staff at all, but are carrying higher numbers of vacancies, and some have no vacancies at all. Care should be taken when interpreting these statistics due to potential differences in reporting and may benefit from further investigation.

^[1] https://socialcare.wales/cms_assets/file-uploads/Social-workers-factsheet-ENG.pdf

¹⁵ https://socialcare.wales/cms_assets/file-uploads/Social_Worker_Workforce_Planning_2017_18_eng.pdf

¹⁶ This may include vacancies that are frozen as well as those actively being recruited to.

¹⁷ Workforce planning data 2017/18

The numbers of students applying for training has decreased significantly this year¹⁸ and this is marked in traditional qualification courses. The Open University do not seem to have the same issues and this may be linked with flexibility, fees or other reasons unknown. Only one university is fully subscribed, but at this point we would hope that they would all be oversubscribed as individuals inevitably withdraw prior to enrolment. Coupled with evidence that newly qualified social workers are struggling with the requirements of the role¹⁹, and the ability of the established workforce to practice in an outcome focussed way, a concerning picture begins to emerge, both about workforce capability, capacity and numbers. All of this impacts on individual workload, resulting in a need to work harder and longer, leading to dissatisfaction, stress with the issues described and impacting on social workers ability to offer outcome focussed practice.

Sadly in Wales, this picture of a stressed diminishing workforce is nothing new. In 2005, following concerns about the social work workforce, ADSS Cymru commissioned a report '*Social Work in Wales: A Profession to Value. The report of the ADSS-led multi-agency group on the recruitment and retention of local authority social workers in Wales*' led by Tony Garthwaite²⁰. At that point, sickness, staff turnover (15%), vacancies (14.8%) and use of agency workers were all high. Concerns about the expectations of the role were also evident:

'Increased scrutiny, joint reviews, inspections and publicly available annual performance evaluations are moving local authorities towards increased target setting often based on process indicators. This is contributing to a shift in the emphasis of the social work role from direct contact with clients. Social workers and their managers are expressing concern about increased levels of bureaucracy in their roles which do not necessarily translate into improved outcomes for service users and carers'.

Garthwaite made 41 recommendations, linked to:

- Roles and responsibilities

¹⁸ Figures correct on 19 July 2019. Subject to change

¹⁹ Social Work Task Force, 2009. Building a safe confident future: The final report of the social work task force November 2009.

Balancing risks, rights and responsibilities in Child Protection - Round Table Discussion 29 July 2019

²⁰ Available on request.

- Recruitment and retention
- Training and staff development
- Pay, benefits and working conditions

He recommended local authorities took a collaborative approach to social work development, based on the underlying principle of a 'Wales Social Services', as opposed to 22 local authorities all competing with each other for the same pool of workers. He recommended a national pay scale, and job descriptions. Pay would be linked to post qualification learning thereby developing an expert skilled workforce with the right balance of expertise to lead the delivery of excellent care for individuals, children and families. Most of these recommendations were not adopted, or were tried but have not embedded; for example, pay grades linked to CPEL and consistent job descriptions. Pay has increased for social workers but this still varies between local authorities, and services. Opportunities to explore this option were not taken up and possible solutions such as pay scales being augmented by a city uplift or weighting.

There are many similarities between Garthwaite's description of social work in Wales then and now, and arguably improvements have not been made. It could be that there is now cause for increased concern as there was not a shortage of enrolments on social work degree courses in 2005. Papers have been written about the pressure on social workers since at least 1984²¹, and it could be said that the 'golden age' of things being better before does not seem to be true. It could be that the challenges described here should be accepted as being part of social work.

However, Wales has a clear vision of placing individuals, children and families at the heart of practice, enabling them to have voice and control, working towards what matters to them (Social Services and Wellbeing (Wales) Act 2014). If we really want to see change in outcomes for individuals, children and families then we must not accept this status quo, but robustly seek to develop the social work profession and the critical role in delivering high quality, modern practice.

Who is responsible for social work development?

²¹ The first traceable article dates back to 1984

In the UK there is no one organisation that can be said to 'lead' the social work profession. In England there are Chief Social Workers for adults and children's services²², Northern Ireland has a Chief Social Work Officer²³, and Scotland has a Chief Social Work Advisor²⁴, all of whom are appointed by governments, and have specific responsibility for social work. Wales has no clear equivalent but does have a Director of Social Services for Welsh Government²⁵, but the role holds no exclusive remit for social work. Similarly, Social Care Wales aims to lead and support improvement in Wales by creating an environment of working together and developing new relationships across the Welsh public service²⁶, but this is not exclusive to social work and covers many other roles in social care. In Wales there are a wide range of organisations with an interest in social workers as a group in the social care workforce, including Association of Directors of Social Services Cymru, and Social Care Wales, but there is no body that can be said to be only representing social workers in Wales

All social workers across the UK need to register with their regulatory body, and there are voluntary membership based organisations for social workers, the most prominent being the British Association of Social Workers, who are 'the independent voice of social work. We champion social work and help members achieve the highest professional standards.'²⁷

In seeing social work as a profession, the demands to meet targets and statutory requirements puts the onus on social workers to evidence the added value that they bring to society²⁸. We must explain the knowledge base of the profession, what makes a social worker expert and where the expertise comes from, but this is problematic when there is no one lead organisation carrying out this function nor with a remit for specifically for social work's development as a profession.

A Bachelors or Masters degree is required in order to become a qualified social worker, which is commensurate with other professions demanding a high level of

²² Lyn Romeo and Isabelle Trowler.

²³ Sean Holland

²⁴ Iona Colvin

²⁵ Albert Heaney

²⁶ <https://socialcare.wales/about/strategic-and-corporate-plan>

²⁷ <https://www.basw.co.uk/about-basw>

²⁸ Dominelli, L. (2010) Globalization, contemporary challenges and social work practice. *International Social Work*, 53 (5), pp. 599 - 612

education for entry to the profession. This places the professional at the centre of their own professional development, reflected in the Codes of Professional Practice, which expects professionals to 'make sure they have the knowledge and skills to do their job well'²⁹. It is also a regulatory requirement that social workers complete a minimum period of post qualification learning, further reinforcing that the individual is responsible for their own development. However, we have seen that it can be challenging for workers to engage with ongoing learning needs when the crucial support of employers is variable (see appendix 2: Social Care Wales – Discussion paper. The ongoing professional learning and development of social workers).

We also know that employers of social workers are working within a wider system that brings pressures of capacity. This challenges the ability and desire to recognise and prioritise the need for social work development as services 'fire fight', and inevitably in this context post qualification learning and development can be neglected. However, where learning programmes are valued and seen as essential to job roles, they are more successful and do embed learning in social work.

Given the haziness of who is responsible for leading the social work profession in Wales (the individual, the organisation, ADSS Cymru, WLGA, Welsh Government, Social Care Wales, BASW) it is unsurprising that Garthwaite's recommendations did not embed, as CPEL frameworks have not. However if we want a social work workforce in Wales that can rise to the challenge of offering expert practice and delivering better outcomes with the individuals and communities of Wales these wicked issues need to be resolved. While recognising the challenges in prioritising professional development, failing to prioritise it only creates problems in the future, as supply and capacity for excellent social work will not be met.

²⁹ <https://socialcare.wales/fitness-to-practise/codes-of-practice-and-guidance>

The magnificent seven characteristics of social work³⁰

24 October 2014

Wales' Minister for Health and Social Services and former social worker Mark Drakeford outlined what he believes are the key characteristics of social work at BASW Cymru Social Work Awards ceremony:

1) Social work is a profession characterised by a determination to get alongside the vulnerable individuals and families it works with.

2) It is a profession that understands the structural forces that so often shape people's lives. The social in social work is there for a reason. It is there because social work understands the individual dilemmas and distresses we see in people's lives are not there because of some personality trait; they are there because so often structural forces have shaped the opportunities or lack of opportunities these people have faced.

3) We respond to those needs in a genuinely non-judgmental way. Almost all those who come into contact with social work have lived lives in which the conditions that affect them lead to be judged by other people. Whether they have a mental health condition, an issue of substance misuse, they struggle to look after their children or they find themselves in old age unable to look after themselves in the way they would like to, all of these are conditions which, in our society, bring the attention of other people to your door and it is often of the fiercely judgmental kind.

4) Social work needs to be different to that. It needs to be focused on the strengths and assets of people, not the problems they have. Everyone has strengths. Everyone has assets even when they are submerged and frustrated. The job of social workers is to find those strengths and bring them to the surface.

5) Social work is always infused with a sense of optimism about the chance of improvement. However gradual, however fragile, even in the most difficult and challenging of circumstances, if we don't believe things can get better for the people

³⁰ <https://www.basw.co.uk/media/news/2014/oct/magnificent-seven-characteristics-social-work>

we work with how can we expect them to invest in the efforts that they need to make?

6) It ought to be a condition of social work that it acts wherever possible to support families in their efforts to look after their own children rather than removing their children from those efforts. And that it is dedicated to promoting independence among older people rather than creating dependency.

7) To do that, social work needs to be reconnected to the principles that determine advocacy which were hammered out in some of the darker days of social work in the 1980s. Those principles position social workers very clearly as brokers in the system, working with other services alongside, and speaking up for, their users. We need to create relationships of equality with people who use services; where we recognise what we do and also the expertise of those people who use services. We look at the things we provide and the things individuals provide and by combining them we get the best outcomes of all.

Appendix 2

Social Care Wales – Discussion paper

The ongoing professional learning and development of social workers

*“Social workers encounter ongoing expectations to serve new populations experiencing emerging social problems. At the same time, they experience pressures to engage in evidence-based and culturally-responsive practices and are required to be accountable for outcomes in environments of shrinking public resources. Therefore, it is essential for social workers to be lifelong learners”.*³¹

Purpose of paper

Social Care Wales is in the process of reflecting on how to best support the ongoing professional learning and development of social workers in Wales, including specific programmes associated with the formal Continuing Professional Education and Learning (CPEL) framework for social workers in Wales. This review is intended to ensure that there is an opportunity for all qualified social workers in Wales to continue their professional education and learning beyond consolidation³², and enhance the experiences of the people they support.

The last intake onto the full current CPEL programmes was in September 2018, when it was agreed that a period of pause and reflection would mean there would be no new intake onto CPEL programmes from 2019 except for individual modules from within the framework. This pause has indicated concerns about social work more widely in terms of recruitment and retention.

³¹ Lifelong Learning in Social Work: A Qualitative Exploration with Social Work Practitioners, Students, and Field Instructors Portland State University PDX Scholar

³² The Consolidation Programme is not part of this review and there are no further changes planned for these programmes beyond those being introduced as a result of the recent review.

This discussion paper is intended to inform development and maintenance of a highly skilled, expert workforce able to deliver best practice to individuals, children, families and carers in Wales.

Current context of social work

The purpose of this paper is to explore the post qualifying programmes available to social workers in Wales currently. However, in our regulatory role we have anecdotal evidence that the issues facing social workers in accessing post qualification learning, discussed later in this paper, may be representing wider emerging concerns about the social work profession in Wales as a whole. Enrolment on Social Work undergraduate and master's degrees has declined year on year over the past 4 years. We have also seen an increase in churn of workers across agencies.

The Garthwaite report published in 2005 "Social Work in Wales A Profession to be Valued", recommended *'solutions are based on the following requirements:*

- *A new strategic approach to recruitment / retention founded on collaboration, not competition*
- *A re-launch of social work as a profession, maximising the impact of new registration requirements*
- *An improvement in social workers' pay*
- *An improvement in the managerial and employer supports to social workers*
- *An acceptance by social workers of their personal responsibility to perform and conduct themselves as true professionals*
- *A shift in thinking about how to increase practice learning opportunities*
- *A change in the contribution of regulators and inspectors to the causes, effects and solutions to the problems of staff shortages*
- *Sufficient funding to implement the changes needed'*

This report contributed and shaped future discussions and developments for Social Work in Wales. In the last decade or so, there has been considerable attention given throughout the UK to the recruitment and retention of social workers. However, the

extent to which the recommendations of this report have been adopted in Wales is unclear.

In Wales, the ongoing professional learning and development of social workers has involved key organisations including:

Welsh Government,

Welsh Local Government Association (WLGA),

Social Care Wales (SCW)

Association of Directors of Social Services Cymru (ADSSC)

working in partnership with staff and professional representative bodies, such as UNISON and BASW, and universities.³³

Do social workers need continued professional education and learning?

Wales has seen momentous change in legislation over the past 5 years impacting on social work practice and expectations, including the Social Services and Well Being (Wales) Act 2014, The Regulation and Inspection of Social Care (Wales) Act 2016, The Wellbeing of Future Generations Act 2015, and expected changes to mental capacity legislation. These changes have heavily influenced social work practices; requiring practitioners to update their knowledge, expertise and skills to embed outcome focussed practice, and enabling them to be current in the application of the new legislation. A minimum of 90 hours continued professional development is needed every 3 years to re-register as social workers and it is argued that continued learning is an essential requirement of any profession and professional³⁴.

- **What is the current context of CPEL?**

Social Care Wales (in the previous guises of Care Council for Wales (CCfW) and Central Council for Education and Training in Social Work) has implemented 3 versions of a continued professional learning and education (CPEL aka PQ) framework since the 1990's to support the learning and development of social

³³ A report to the joint council for wales recruitment, retention and career progression of social workers in Wales

³⁴ Schön, D. 1983. *The Reflective Practitioner: how professionals think in action*. Harper Collins: Basic Books; Freidson, E. 2001. *Professionalism: The third logic on the practice of knowledge*. Chicago: University of Chicago Press

workers, career pathways and the recruitment and retention agenda. These have been developed with significant investment and collaboration from local authorities, professional bodies and organisations, however none have fully embedded into the professional landscape. In the current context the CPEL framework is seen as a separate framework to other post qualification awards available to social workers (i.e. BIA).

In 2009 ADSSC agreed a national career pathway was required for the social work profession, however this does not appear to have been consistently implemented across Wales, although there is evidence that it has been applied in some local authorities, this has not been consistent across Wales so has not achieved the national career framework that was its aim. CCfW worked with key stakeholders to develop and promote a framework with the aim of linking CPEL with these career pathways, and in some authorities, pay awards were also been structured in, with some linking to post qualification awards as a mandatory requirement for progression.

In 2012 the present CPEL framework was implemented by an alliance of universities across Wales. Three programmes were identified to be delivered following the completion of the mandatory consolidation award. These were:

- Experienced Practitioner Programme (EPP)
- Senior Practitioner Programme (SPP)
- Consultant Social Worker Programme (CSWP)

When a social worker qualifies in Wales, they must complete a consolidation programme in the first 3 years prior to re-registration. Social workers in Wales can undertake the above CPEL programmes or modules once they have completed 2 years post qualifying practice. Candidates were advised to access the programme most relevant to their post and position. However, the Consultant programme required 5 years post qualified practice to have been completed prior to commencement.

The current CPEL framework has been evaluated in a number of ways since its inception:

- 2016 The Hawliau report was commissioned by Cardiff University to look at the issues of attrition and identify issues which could be actioned to improve the completion rate for CPEL
- 2018 Daisy Bogg was commissioned by SCW and recommendations for changes to the framework came from this report
- Cordis Bright has evaluated and monitored the CPEL framework throughout.³⁵

Key findings of these reports found that there were strengths of the current programmes:

- National programmes for learning were valued
- Individuals with a preference for academic leaning were more likely to complete
- excellent content
- relevance to practice
- accessible to all social workers
- research focus.

As part of its regulatory role SCW monitors and evaluates social work education and has directly met with CPEL students across Wales, which, combined with feedback from the above reports indicated a number of concerns about the CPEL programmes:

- number of people enrolling on the programmes annually declined from 110 to 71 over the five years, increasing the cost per person.
- attrition rates were unacceptably high '*The EP Programme has the lowest average completion rate, of 20%. For SP and CSW programmes, the average completion rates are 40% and 46% respectively*³⁶'. The high attrition rate means that the cost per person increases.
- content and relevance of the programmes to job roles (particularly CSW) were poorly communicated and understood

³⁵ Reports available from Social Care Wales

³⁶ Cordis Bright evaluation report 2019

- lack of contribution from employers, both financially and in course design contributed to lack of 'buy in'
- the 2 year programmes were too long
- Workload pressures and work life balance contributed to the high attrition rates
- Lack of ownership for social work and it's development as a profession at a strategic level
- Lack of urgency
- Insufficient study time
- Not valued or embedded in the same way as TMDP, MMDP, BIA, AMHP, and PE³⁷ award

These are other examples of programmes that were fully funded initially, then shared between grant funding centrally and core LA funding and ultimately absorbed within SCWWDP/core LA funding, as they became sustainable. It is worth noting that this is comparable with CPEL funding although CPEL has never been mainstreamed in the same way.

Funding for the CPEL Framework has been consistently available "The provision of funding for post-qualifying Continued Professional Development (CPD) by Social Care Wales is relatively unique in comparison with the majority of professions reviewed in the health and education sectors" (Care Council for Wales 2017). In many health professions, additional academic qualifications are self-funded through savings or loans, and other forms of post-qualifying CPD with a cost attached, are paid for through organisational training budgets. There are no financial penalties should social workers not complete the CPEL award and this training does not impact on local authority employer or individual budgets³⁸.

The evaluations above found that the unreasonably high attrition rates did not represent value for money. This was because funding was available annually for 100 places so if every person completed, would result in places being £3000.

³⁷ TMDP – Team manager develop programme; MMDP – middle manger development programme; BIA – best interest assessor; AMHP – approved mental health practitioner; PE – practice educator

³⁸ Social Care Wales has compared different frameworks across professionals and internationally. Report available on request.

However, as enrolment and retention rates decrease the cost per head increases, as the Alliance was paid a fixed sum.

- **Comparison/analysis of different routes of learning?**

The other foremost qualifications and programmes that comparisons can be made with are:

- The Team Manager Development Programme (TMDP)
- The Middle Manager Development Programme (MMDP)
- The Approved Mental Health Practitioner Programme (AMHP) Reserved function (RF)
- The Best Interest Assessor (BIA) to change to Approved Mental Capacity Professional training (RF) when MCA is enacted
- The Practice Educator Award (PE) role required by Social Work Degree Partnerships

There is recognition these other qualifications are being achieved and have successfully embedded in to post qualification learning in social work. Exploration, comparisons and contrasting is required to establish why these are successful.

Please refer to appendices for full comparisons:

1. Overview of the numbers of students enrolled and completing all learning routes
2. Comparison and overview of courses
3. Overview of numbers enrolled and completing regionally

Daisy Bogg reports:

The Team Manager Development Programme costs the same as the EPP, SPP and CSW programmes, it takes half the time to complete and provides three times the number of face to face contact time for the same number of academic credits at the same cost per place. The Middle Management Development Programme (MMDP) which is also a level 7, 60 credit University Award comprises of seven taught days, Academic Advisor support sessions totalling twelve hours of 1-1 support and six hours of individual management coaching sessions. This course costs £4,000 which

is possibly reflective of the cost of providing a much higher level of individual support rather than group teaching. Generally speaking the Approved Mental Health Practitioner Courses, which are also level 7 and 60 credits, include a higher level of face to face contact than the EPP, SPP and CSW Programmes and costs approximately £2,000 per place³⁹.

The level of self-directed study is a strongly perceived barrier to the completion of the EPP, SPP and CSW courses, however [appendix 2] indicates that these courses actually have a lower requirement for both the total number of days and self-directed learning, over a longer period of time than either the TMDP and MMDP, both of which have higher completion rates.⁴⁰

There is evidence through the reports and again from meetings with social workers that these other routes are valued and prioritised above the CPEL framework in some specialist areas. The only one however that is mandatorily linked to job role is AMHP, although this may change when the mental capacity legislation is enacted.

- **Barriers to engagement with any programme?**

The British Association of Social Workers (BASW) have recently (2019) addressed issues of social work education and linked these with pay and conditions:

“We must listen to and hear, the direct experiences of social workers, some of which has come through in recent forum responses.

- *Having time to study – case-load reduction – linked to feeling valued*
- *Commitment of managers*
- *Incentives/benefit of undertaking post-qualifying study - pay or progression*
- *Importance of internal motivation of social workers and not just a service need*
- *Be meaningful – need for clearer links to practice/registration requirements/social work identity*
- *Importance of reflective supervision*

³⁹ Comparisons of costs of course should be viewed with caution. In terms of costs between CPEL and BIA/AMHP/PE is that these attribute other costs i.e. practice assessment both in terms of training practice assessors, paying long arm PA's or paying in house PA's. This bumps up the overall unit cost for each award and would impact on the cost per head per award

⁴⁰ Daisy Bogg Options Appraisal Report

- *National pay scale*⁴¹

Although caution is needed in making comparisons of the intakes to programmes and learners, in appendix 3 we can see that some regions have higher enrolments on all programmes (e.g Gwent) and less attrition (e.g Cwm Taf) and some have higher dropout rates (e.g. West Wales). We do not know the reasons for the varied uptake geographically.

It can be argued that the manager development programmes and practice educator award are directly required for operational and business objectives, and the progression of social workers may depend on these qualifications in some organisations. However, there are no clear reasons why this would be different for the experienced or senior practitioner programmes as these too are connected to established job roles (not necessarily so for the CSW programme). We wonder if the arguments discussed above related specifically to the CPEL framework regarding workloads, self-perpetuate a social work perception of 'we don't have time'. While we recognise the pressures that people face, and that contemporary social work has faced significant austerity measures, with complexity of the work increasing, we can see from the comparisons that there are differences in traction, and perceptions and engagement with programmes that cannot be explained just in terms of workloads and capacity.

- **What helps?**

Some key themes which were captured in the social work forums for CPEL which took place in 2018 were:

- Social workers wish to see a coherent framework of advanced knowledge and skills at a post qualifying level – they are not convinced of the value of collecting 'random' CPD points
- There is interest in the development of professional post qualifying awards
- Some social workers value academic awards
- Social workers value mentors and mentorship skills to support learning

⁴¹ Review of CPEL Allison Hulmes – Registered Social Worker National Director for Wales BASW Cymru

- Employer 'buy in' and support is critical. This includes reasonable study time and recognition of additional qualifications in career and pay structures
- The content of learning must be relevant and keep pace with new developments. Delivery models must use modern technology.
- 'Bite sized' learning which can be accessed flexibly is the most practical approach.

Conclusion/Questions for discussion

Who is driving the ongoing professional development and learning of social workers in Wales? Is this the responsibility of individual professionals or employers?

Does social work in Wales need a national framework for the ongoing professional learning and development of social workers? If so, what should it do?

What has led to some programmes embedding more than others transcended the struggles with workloads, austerity etc? What are the reasons for the difference in geographical uptake?

If it is needed, how can a framework be developed that becomes firmly established within the social work profession? Whose responsibility is this? How long should we give it to embed, and how do we 'sell' it?

What should it look like and how do we ensure the profession 'owns' a robust framework, supporting a workforce with a diverse range of specialist skills and knowledge leading to best practice?

Appendix 1:

Overview of the numbers of students enrolled and completing all learning routes⁴²

Programmes	Numbers on programmes	Numbers enrolled	Numbers achieving	Numbers withdrawing	Numbers carrying forward
EPP	60	37	21	16	60
SPP	38	36	13	13	48
CSW	25	9	4	10	20
Enabling Practice 6/7 Practice Educator award	110	99	73	10	126
BIA	26	26	12	4	36
AMHP	29	27	22	4	30
Step Up to Management	35	71	5	1	100
TMDP	52	51	26	4	73
MMDP	26	21	17	1	29
Working with deaf and blind	5	1	5	0	1
Totals	406	378	198	63	523

⁴² 2017/18 Social Care Wales Workforce Development Programme (SCWWDP) returns

DRAFT

Appendix 2: Programme comparison. To be read in conjunction with the Daisy Bogg report.

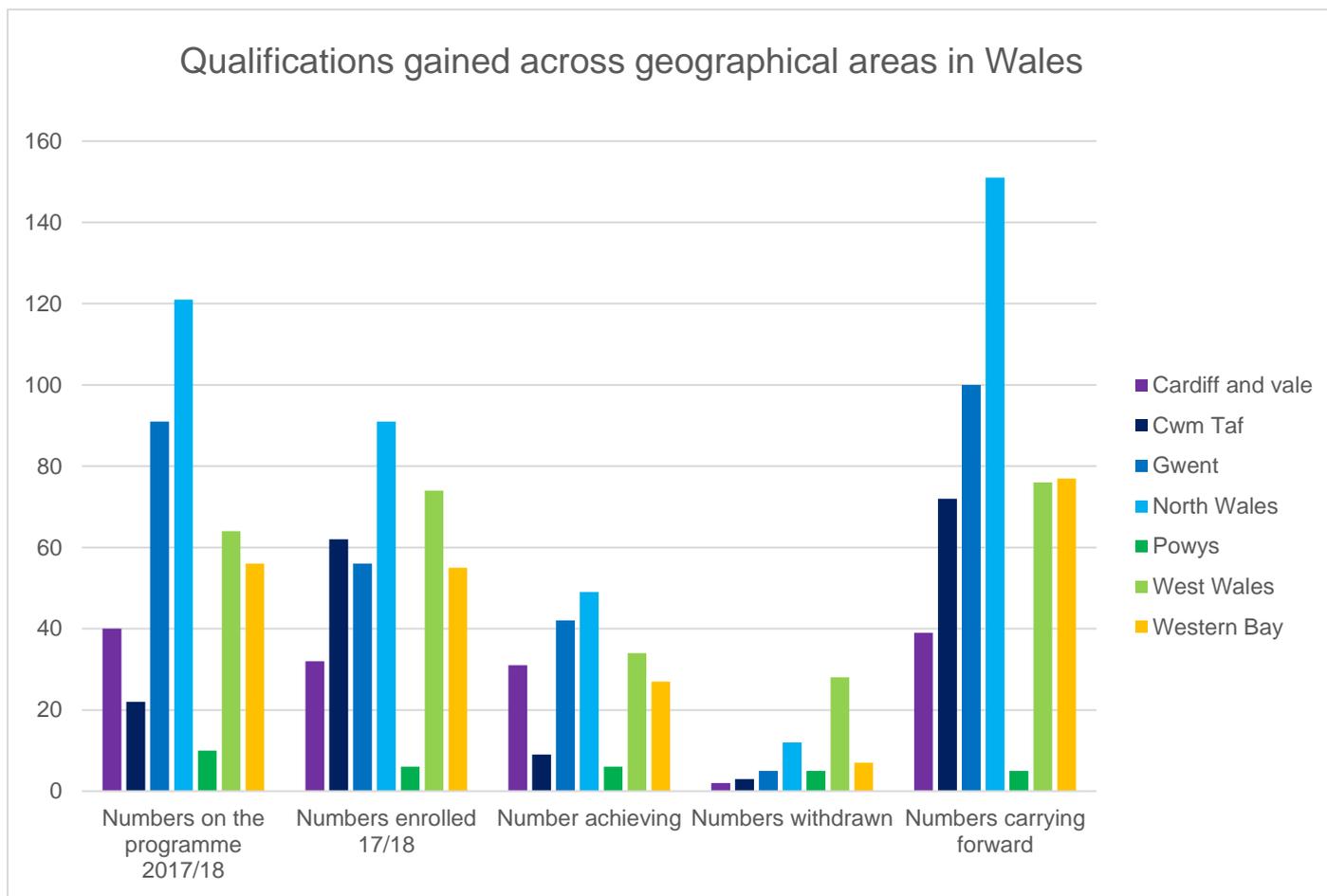
Programme	Date of Inception	Programme Length	Total cost of programme if all places filled and completed (2017)	Total taught Days	Recommended study days (provided by employer)	Private study days	Assignment requirements	Credit Award
EPP	2012	2 Years	£3,000	8 – as in DB report 2 + 13.5 (online and flexible) – Uni information	Recommended 1.5 days for assignments in year 1 (total no.) 4 days in year 2	5.5 and 29 ‘practice’ days ‘normal work applying and reflecting on learning’	Yr 1 - 1 assignment -1000 words Yr 2 - 1 research study (4 assignments – 4000 words total	60 Levels 6/7
SPP	2012	2 Years	£3,000	2 + 16.5 online	Recommended 3.5 for assignments 4 days for the 2 nd year		Yr 1 - 2 assignments – 2000 words total Yr 2 – research study – 3000 words	60 Levels 6/7
CSW (Modular)	2012	2 Years	£3,000	2 + 16.5 online	4 days for assignments	6.5 and 31 ‘practice days’	Yr 1 – Assignments x 2 – total Yr 2 – Assignments x 2	60 Levels 6/7

CSW (Dissertation route)	2012	3 Years	£3,000		2.5 days	No information	10,000 dissertation	Level 7
TMDP		1 Year	£3,000	13 sessions	3	Assignment 1 2500-3500 words 66 hours self-study Assignment 2 3000-4000 words 36 hours self-study Assignment 3 2000-3000 words 68 hours self-study	Module 1 – assignments; Module 2 - work-based project Module 3 - case-study & presentation	60 Level 7
MMDP		1 Year	£4,000	7 + 3 1:1	3	Assignment 1 2500-3500 word 66 hours self-study Assignment 2 2500-3500 40 hours self-study Assignment 3 3000-4000 words 74 hrs self-study	3 assignments	60

BIA North Wales		6 – 12 months		5	2		Assignment – 3000 words Observations x 2 DoLS hypothetical form completion	20 Level 7
BIA South Wales					2 days		Portfolio	20 Level 7
AMHP North Wales (Chester)	2007 (prior to this was ASW)	N Wales - 18 months	£2,300 variable	3 weeks taught 90,day placement	Recommended 17 study days including portfolio building	Handbook references 600 hours	Law exam, 3 assignments placement portfolio	60 Level 7
AMHP South Wales	2007 (prior to this was ASW)	S - Wales – 12 months	£5,350	17 taught sessions	Study days are negotiable with LA partners to the programme.	600 hours PRTL	4 assignments Placement Portfolio required	60 Level 7
Practice Educator		1 Year	£975	6	3	300 hours PRTL	2 assignments 1 portfolio	30 Levels 6/7

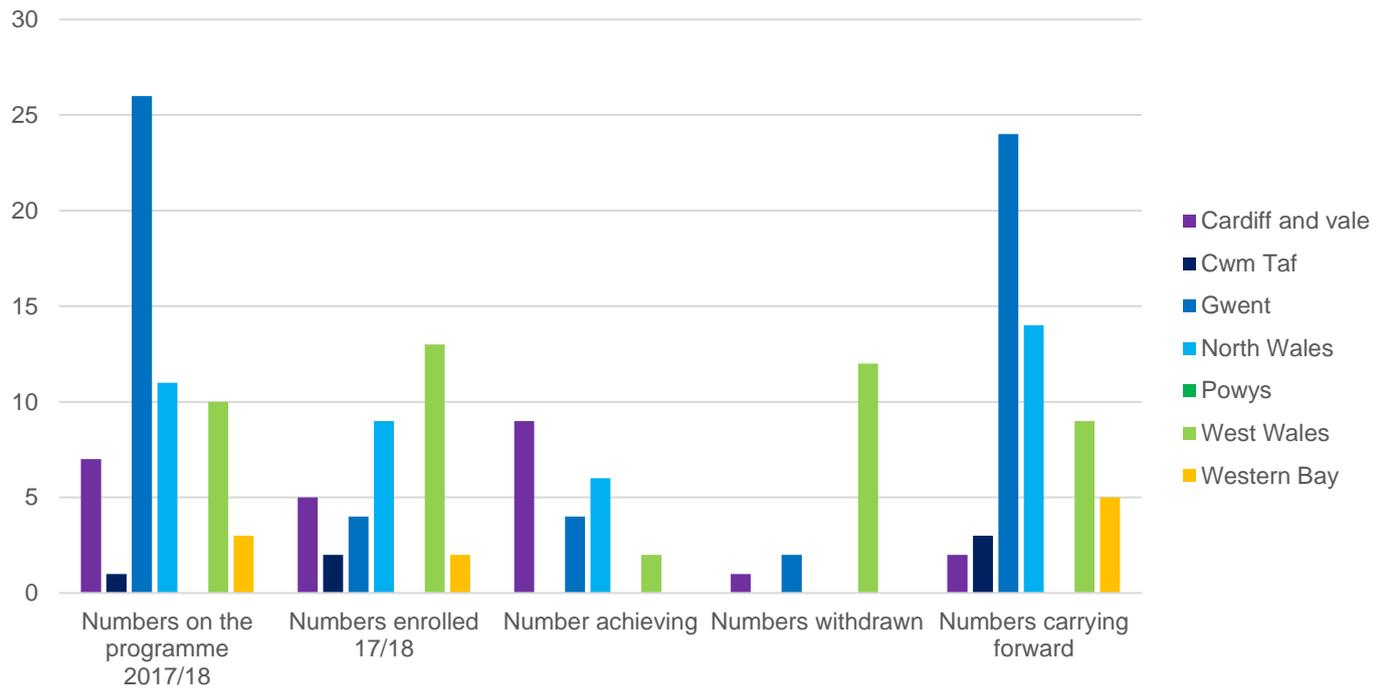
Appendix 3 –

Overview of numbers enrolled and completing regionally⁴³

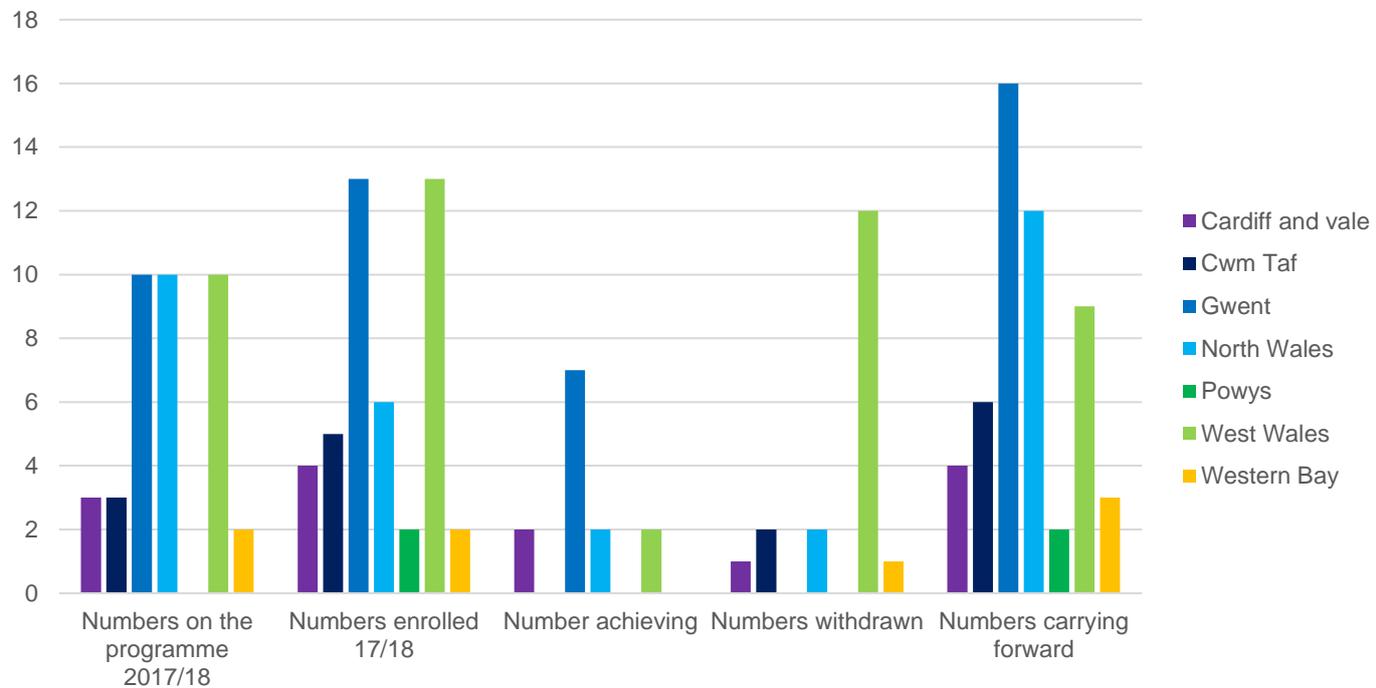


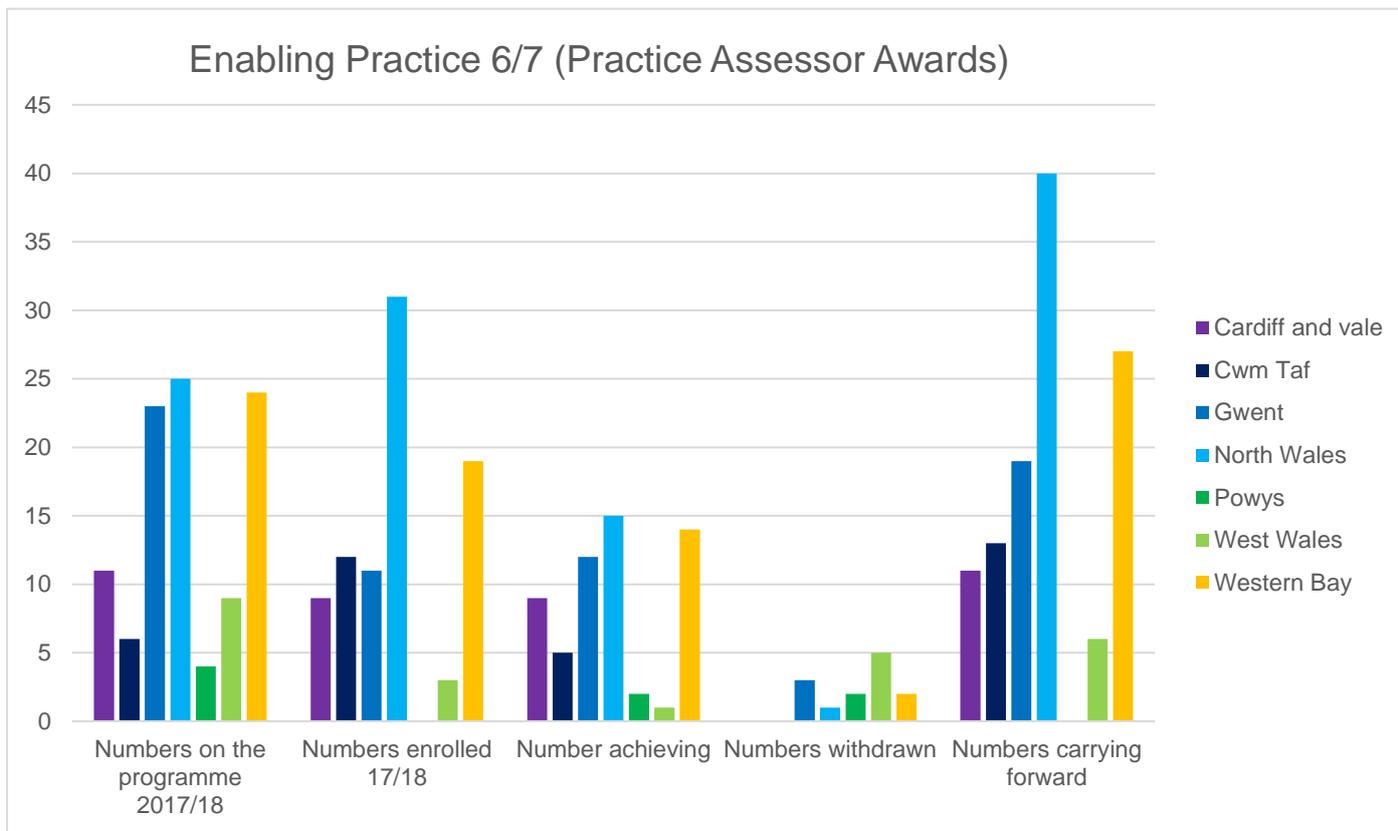
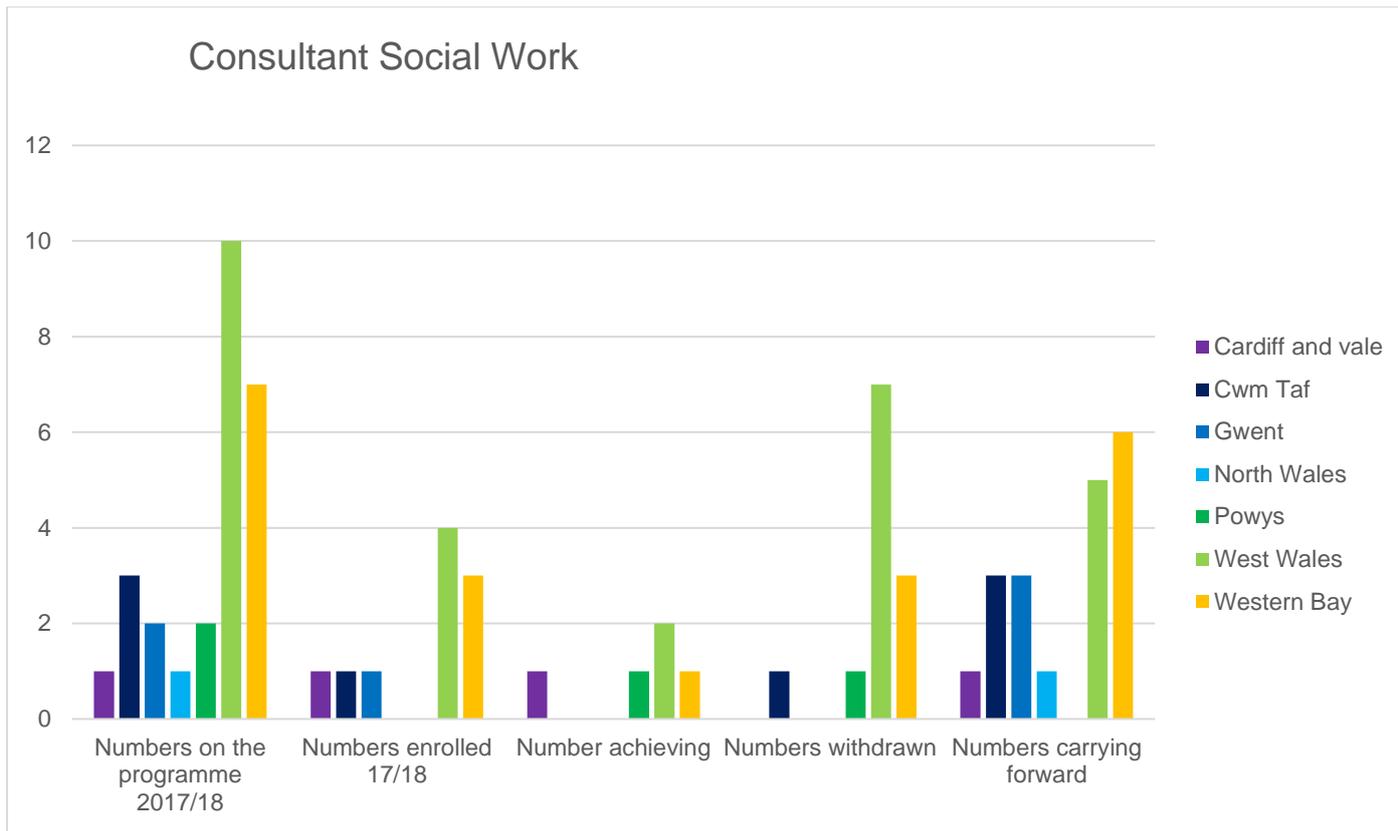
⁴³ Scroll down for charts of same data

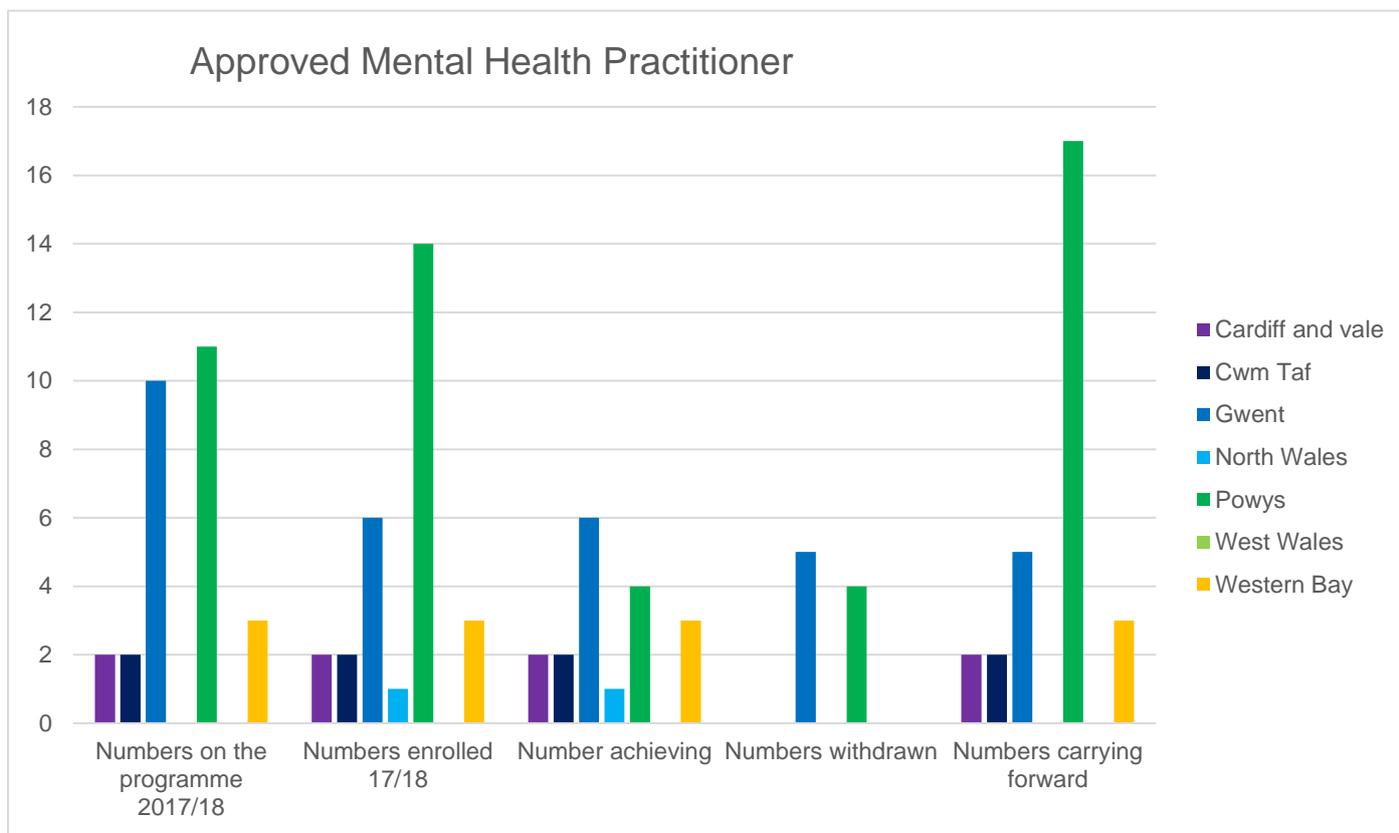
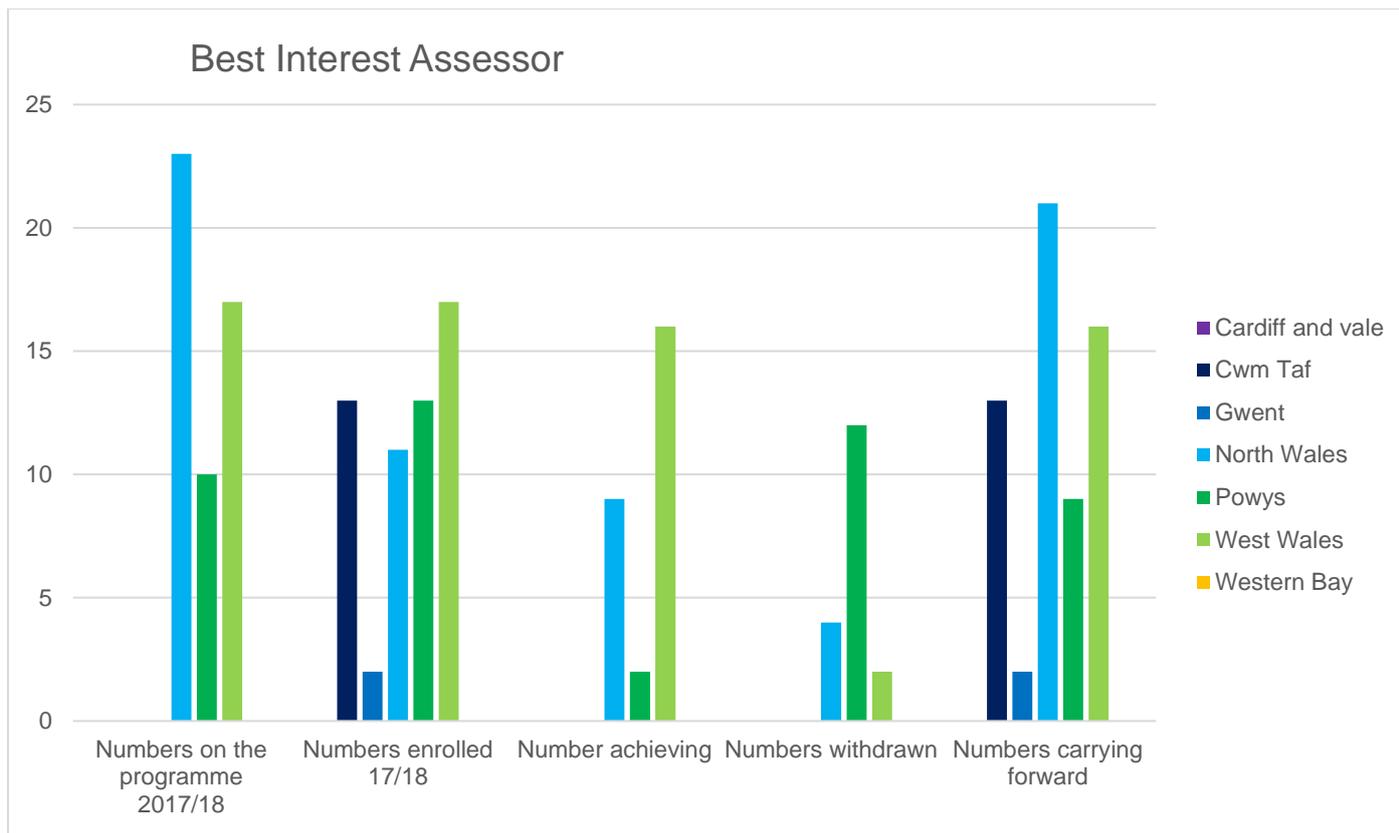
Experienced practice in social work

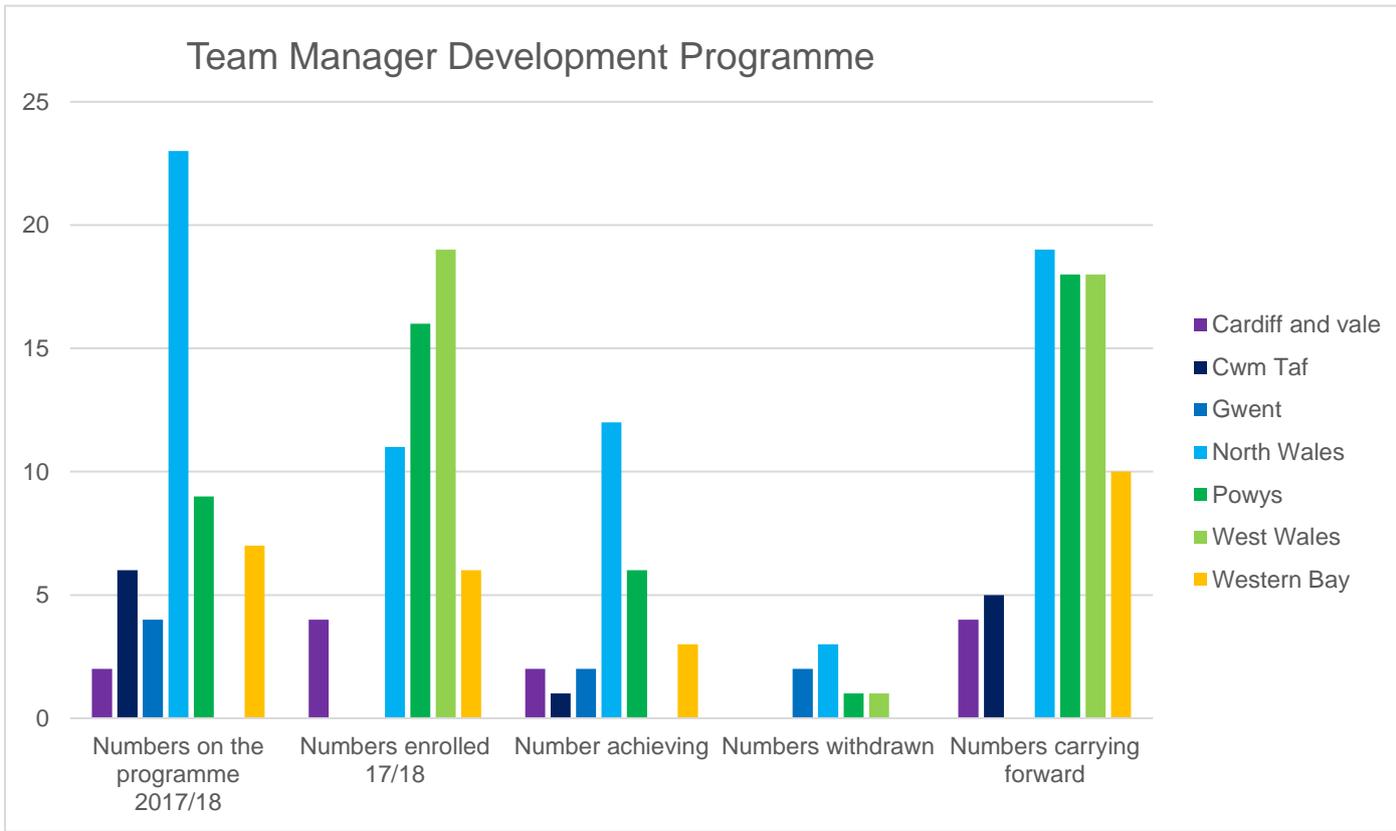
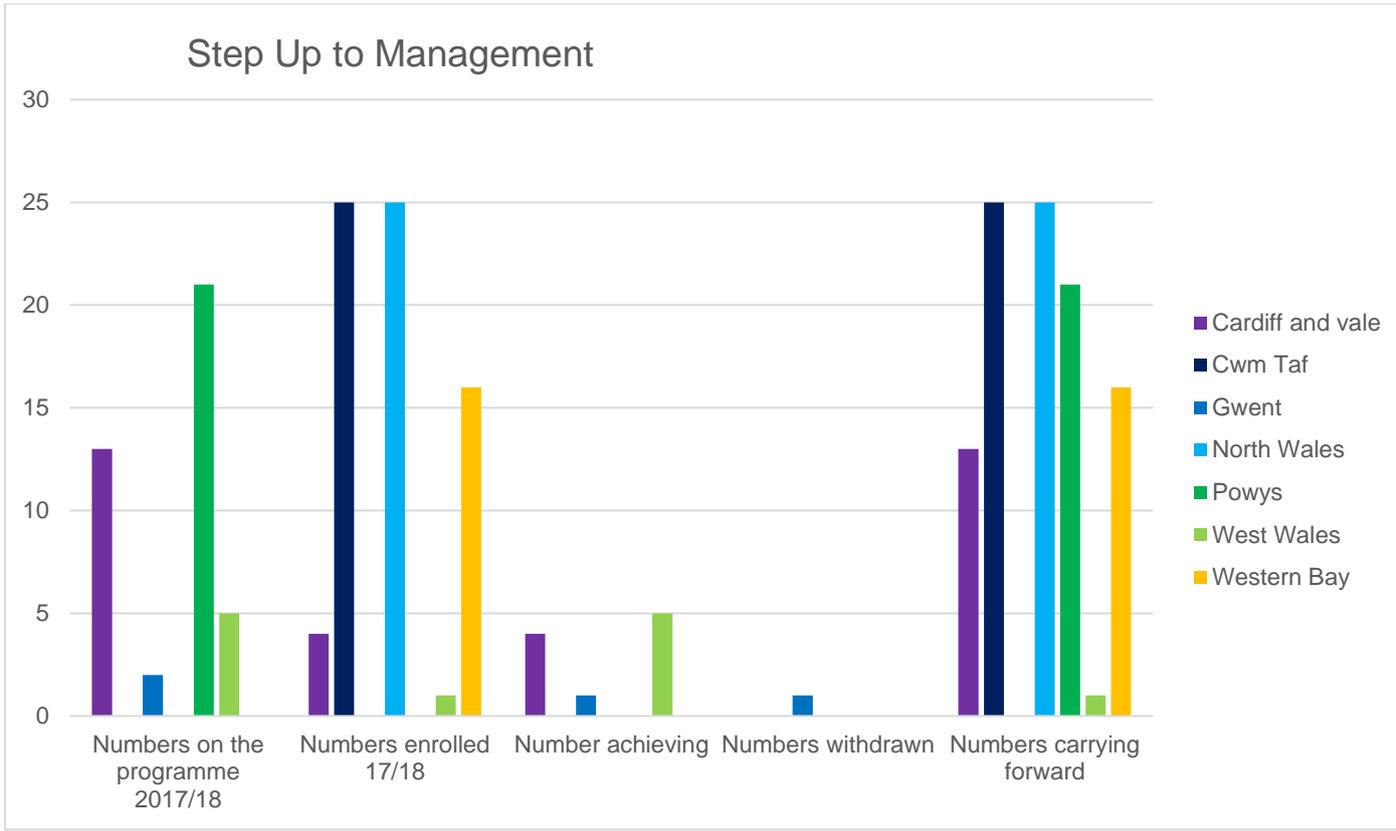


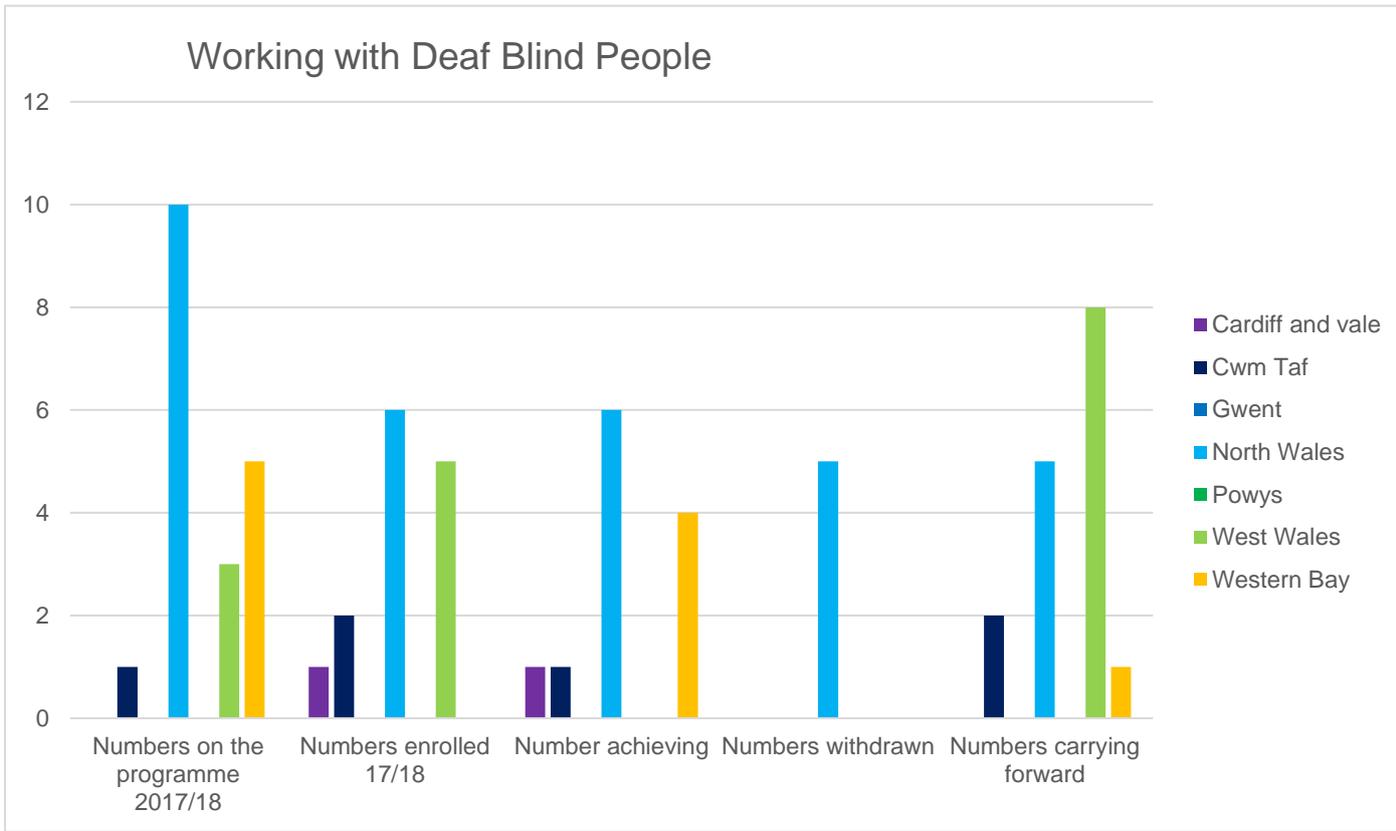
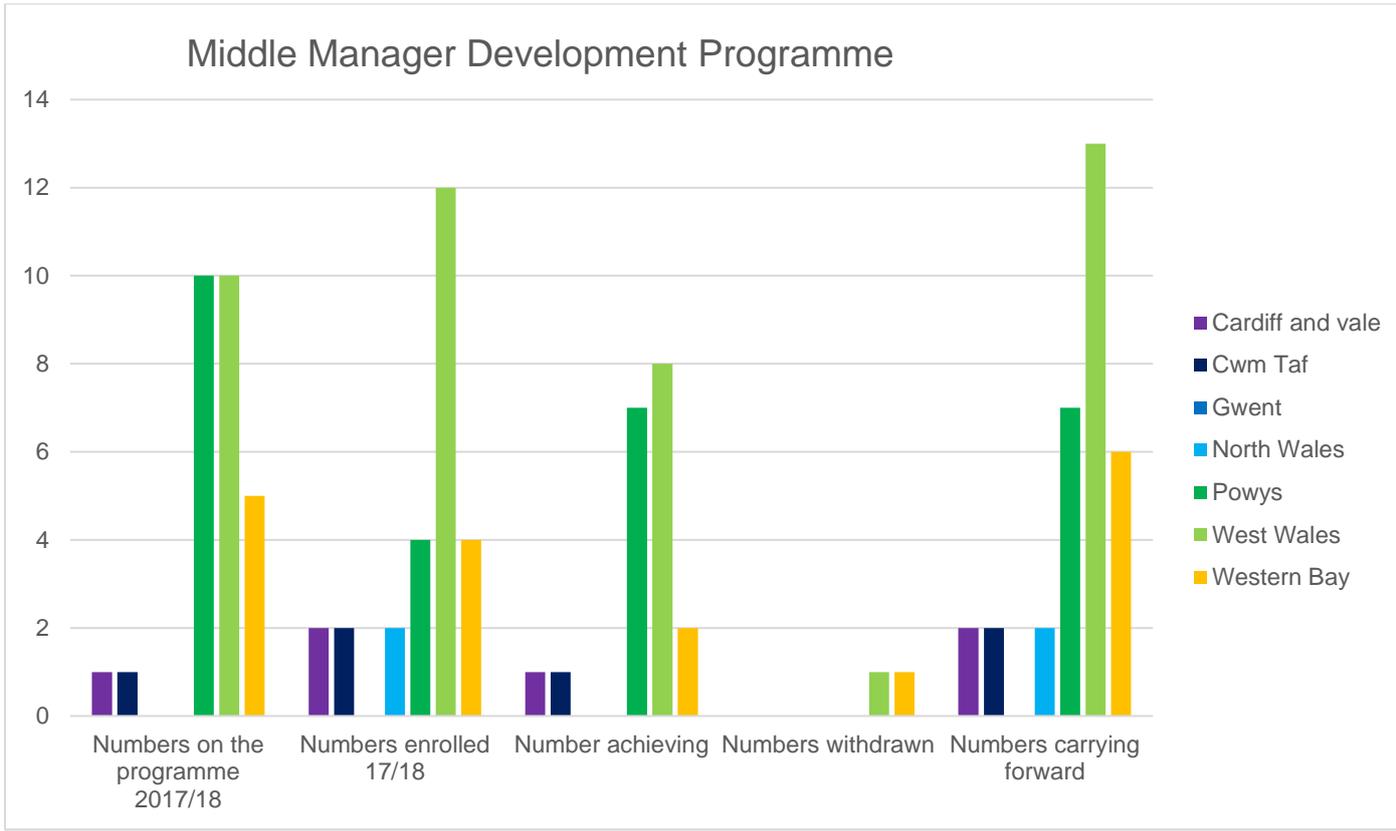
Senior Practice in Social Work











Supporting paper 1

	Numbers on the programme 2017/18	Numbers enrolled 17/18	Number achieving	Numbers withdrawn	Numbers carrying forward
North Wales					
EPP	11	9	6	0	14
SPP	10	6	2	2	12
CSW	1	0	0	0	1
Enabling Practice 6/7 (Practice Assessor Awards)	25	31	15	1	40
BIA	23	11	9	4	21
AMHP	11	14	4	4	17
Step Up to Management	21	0	0	0	21
TMDP	9	16	6	1	18
MMDP	10	4	7	0	7
Working with Deaf Blind People	0	0	0	0	0
Total	121	91	49	12	151
Cardiff and Vale					
EPP	7	5	9	1	2
SPP	3	4	2	1	4
CSW	1	1	1	0	1
Enabling Practice 6/7 (Practice Assessor Awards)	11	9	9	0	11
BIA	0	0	0	0	0
AMHP	2	2	2	0	2
Step Up to Management	13	4	4	0	13
TMDP	2	4	2	0	4
MMDP	1	2	1	0	2
Working with Deaf Blind People	0	1	1	0	0
Total	40	32	31	2	39
Cwm Taf					
EPP	1	2	0	0	3
SPP	3	5	0	2	6
CSW	3	1	0	1	3
Enabling Practice 6/7 (Practice Assessor Awards)	6	12	5	0	13
BIA	0	13	0	0	13
AMHP	2	2	2	0	2
Step Up to Management	0	25	0	0	25
TMDP	6	0	1	0	5

Supporting paper 1

MMDP	1	2	1	0	2
Working with Deaf Blind People	0	0	0	0	0
Total	22	62	9	3	72
Gwent					
EPP	26	4	4	2	24
SPP	10	13	7	0	16
CSW	2	1	0	0	3
Enabling Practice 6/7 (Practice Assessor Awards)	23	11	12	3	19
BIA	3	2	3	0	2
AMHP	6	5	6	0	5
Step Up to Management	1	6	1	0	6
TMDP	15	10	4	0	21
MMDP	5	4	5	0	4
Working with Deaf Blind People	0	0	0	0	0
Total	91	56	42	5	100
Powys					
EPP	0	0	0	0	0
SPP	0	2	0	0	2
CSW	2	0	1	1	0
Enabling Practice 6/7 (Practice Assessor Awards)	4	0	2	2	0
BIA	0	0	0	0	0
AMHP	0	0	0	0	0
Step Up to Management	0	1	0	0	1
TMDP	3	3	2	2	2
MMDP	1	0	1	0	0
Working with Deaf Blind People	0	0	0	0	0
Total	10	6	6	5	5
West Wales					
EPP	10	13	2	12	9
SPP	10	4	2	7	5
CSW	9	3	1	5	6
Enabling Practice 6/7 (Practice Assessor Awards)	17	17	16	2	16
BIA	0	0	0	0	0
AMHP	5	1	5	0	1
Step Up to Management	0	19	0	1	18

Supporting paper 1

TMDP	10	12	8	1	13
MMDP	3	5	0	0	8
Working with Deaf Blind People	0	0	0	0	0
Total	64	74	34	28	76

Western Bay					
EPP	3	2	0	0	5
SPP	2	2	0	1	3
CSW	7	3	1	3	6
Enabling Practice 6/7 (Practice Assessor Awards)	24	19	14	2	27
BIA	0	0	0	0	0
AMHP	3	3	3	0	3
Step Up to Management	0	16	0	0	16
TMDP	7	6	3	0	10
MMDP	5	4	2	1	6
Working with Deaf Blind People	5	0	4	0	1
Total	44	48	26	3	63



Professional Development of Social Workers: stakeholder workshop

17 September 2019

Key Themes and Actions

Purpose of paper

This paper describes the key themes and actions arising from a workshop hosted by Social Care Wales about the 'Professional Development of Social Workers'. The workshop was based on '*Social work: a profession worth developing? A discussion paper about the future of social work in Wales*'⁴⁴, and focussed on the following questions:

- What is the vision of the social work profession of the future? What stopped Garthwaite's recommendations embedding?
- What is the unique knowledge, skills and expertise of the social worker? What should the relationship between statutory social work, wider services, and individuals, children and families be in an integrated service model?
- How do we develop flexible and effective approaches to career pathways? Who can help do this?
- What are the opportunities to develop social work in the future?

Key themes

- **'Who is the consistent voice?' - Leadership**

The group discussed leadership, where social workers naturally look for professional leadership and guidance, and it was felt that social work in Wales does not have one

⁴⁴ Available on request from Social Care Wales.

clear lead organisation or individual. In comparison with health, there is a range of Chief Health Professionals⁴⁵ representing the specific interests of the relevant profession (including doctors, nurses, dentists, allied health professionals, etc.) but no Chief Social Worker, a role that does exist in other countries. For example, England has a chief social worker for children and families and one for adults, and they advise on the values, principles and future direction of the profession. It is a critical time and there were some concerns that no one in that position is representing social work in the same way as the other professionals.

Instead, Wales has taken a more collaborative approach, which presents both opportunities and challenges. In the past (most recently post – Garthwaite), attempts have been made to standardise terms and conditions and career frameworks but these did not embed. It was felt that there was some appetite⁴⁶ to have another look at standardising job roles and terms and conditions across Wales while learning the lessons from previous attempts to achieve consistency across Wales. There is an opportunity to think about ‘a national approach to collective bargaining’.

The landscape changed since Garthwaite and there are now opportunities to collaboratively develop through;

- A Healthier Wales,
- Health and social care workforce strategy,
- Potential of a Social Care Levy.

The future is heavily influenced by the integration of services and support focussed around the needs of individuals & families, and there was agreement that we needed to ‘future-proof’ the profession.

- **What is the unique selling point of social work? A Welsh definition of the social work role.**

The role of social workers is crucial in the development of communities and a resilient Wales, both in terms of the reserved functions in law, but also in their unique skills, expertise and values. There was some consideration that the role of social work may be being diluted by the development of other relational or direct work roles

⁴⁵ <https://gweddiill.gov.wales/topics/health/professionals/cmo/?lang=en>

⁴⁶ Participants of today’s meeting, Solace Board meeting (attended by Sue Evans, AWHOCS & AWASH)

e.g. advocates, social prescribers and community connectors etc, however, there are still many unique strengths within the social work role.

The group recognised that social work can be difficult to describe, and that ‘different but complementary’ values, skills and expertise needs to be captured. Distinctions need to be made between roles and the different functions, qualities and characteristics of different professionals working together to support individuals, children and families. This would enable the unique contribution of social workers to individuals, families and communities to be recognised.

- **Terms and conditions**

There was a discussion about the emerging statistical trends across social work in local authorities in Wales⁴⁷. Turnover and use of agency staff is variable, across authorities, as it is across differing teams (e.g. usage between 0% - 30%). The average length of career for a social worker is 8 years⁴⁸. However, it was felt that although turnover and agency use is not yet at a critical stage that could be described as a crisis, it is at a tipping point with some areas, local authorities and specialisms struggling to recruit and retain staff, impacting on services.

The importance of supervision in enabling social workers to feel supported, but also to carry out their key functions and offer case accountability was acknowledged.

There may be a need to focus on what social workers can expect from their supervisors, and how supervisors can meet the needs of their team, enabling them to work effectively with individuals, children and families.

There are 2 elements in this theme:

- pay and conditions/parity of esteem

There was some reflection on the need for a national pay scale and career framework, as well as the potential for regional recruitment. National terms and conditions would be ideal, but there are local differences recognised ‘how do we recruit to those less attractive areas when everywhere pays the same?’ Regional offers were thought to be too geographically close to each other to be effective. An

⁴⁷ For details see *Social work: a profession worth developing? A discussion paper about the future of social work in Wales*

⁴⁸

[https://www.rip.org.uk/download/272/RiP_Strategic_Briefing_social_work_retention_web.pdf#targetText=The%20average%20working%20life%20for,\(Baginsky%2C%202013\)3](https://www.rip.org.uk/download/272/RiP_Strategic_Briefing_social_work_retention_web.pdf#targetText=The%20average%20working%20life%20for,(Baginsky%2C%202013)3).

agreed description of what social work is could start a national conversation about terms and conditions and exploration of the possibility of consistency across all 22 local authorities. Subject to appropriate funding, this might help the third sector in the bidding/recruitment/retention and the group welcomed the possibility of starting to explore this nationally.

- emotional wellbeing

In health, the importance of senior staff being well and emotionally healthy in order to support more junior staff has been acknowledged as being good for retention. There has been an upturn in the recruitment of GP trainees and all programmes are full. Similar intentions and actions are needed in social care. Social workers and services are experiencing huge external pressures; a BASW study⁴⁹ found that Welsh social workers were, every week working 11 hours over their contracted hours, were stressed, and attending work when ill. Some felt that this meant the quality and reliability of decisions by overworked social workers could be questioned and that to some extent services were running on goodwill, which is not sustainable.

- Learning and development

This piece of work originated from the evaluation of the CPEL framework, where concerns about attrition rates on the specific CPEL programmes had emerged, but this was not the case in other learning or development programmes.

Social work needs to be ready for the demands of social work in 2030 and so consideration is needed as to how workers and systems can be supported .

Flexibility in terms of entry to qualifying programmes was seen to be important, with the numbers applying to Open University up, and the social service practitioner role acting as a helpful gateway to individuals going on to fund their qualification as a social worker. Should entry be competency-based not grade based? There could be options for looking at apprenticeship for older people, and there is also an increase in local authority sponsored students. 'Earn while you learn' schemes, as well as more traditional recruitment, were thought to be helpful in terms of recruitment to the degree programmes.

49

<https://www.basw.co.uk/system/files/resources/Working%20Conditions%20%20Stress%20%282018%29%20pdf.pdf>

In terms of ongoing learning and development, some comparisons were made with health, and their models of project-based, peer-reviewed CPD. There was some interest in exploring this further, with learning associated with specific roles also of interest. The development of specialties throughout the longevity of workers' careers was welcomed.

The tensions between the responsibilities and commitment, both in terms of funding other support to CPD between the individual professional, their employer and national bodies were acknowledged and a consistent way of approaching this was thought to be helpful. There is some scope in Social Care Wales to look at the PRTL requirements in terms of regulation as well as any future learning framework. However, this needs to come after consensus has been achieved in establishing the vision of social work in Wales for the future, as work will inevitably move towards achieving the agreed vision.

Actions – the vision of social work for the future

Social Care Wales to convene a subgroup⁵⁰ to explore the definition of Social Work in Wales – what is the job role, what do you tell people at parties you do? Group to agree options by end of November.

Social Care Wales to re-convene workshop participants in December 2019 to reflect on and agree further actions based on the sub group's work. There are then a number of other items that should be explored further by the wider stakeholder group:

- Terms and conditions – what is the advert to recruit to social work?
Explore options of a possible national approach and career pathways. What could this look like on a national, regional and local level? What needs to be in place to enable this? What has been helpful before? How do we maximise existing and future opportunities e.g. WeCare?
- Leadership role – who does take overarching responsibility for social work in Wales and how to we develop a collective voice?

⁵⁰ Social Care Wales lead, Jane Haile, Gill Paul, Julie May, Allison Hulmes

- Learning and development – what needs to be offered to enable the development of skilled expert social workers, what should the expectations be and who is responsible for workers learning and development?

There was a recognition that this work will need to involve individuals, children and families, as well as a wide range of workers to ensure any recommendations are relevant, but also to maximise ‘buy-in’ and embed any changes. All areas should be considered in the light of the workforce strategy to support future proofing the social work profession.

Social Care Wales

Executive summary: final report of the independent evaluation of the CPEL Framework



Introduction

This is a summary of the five year evaluation of the Continuing Professional Education and Learning ([CPEL](#)) Framework for social workers. It draws on evidence from: impact measurement tools (988 social workers and 125 managers); qualitative feedback from 65 respondents; literature reviews covering continuing professional development (CPD) in comparable professions, CPD for social workers in comparable national contexts, and improving employer buy-in to CPD; and analysis of performance monitoring data.

Impact

- Uptake of places started healthily but is now mixed. Social workers have taken-up at least 1,231 places on Consolidation Programmes. Take-up of Experienced Practice (EP), Senior Practice (SP) and Consultant Social Work (CSW) Programmes reached a peak of 133 places in 2015-16 but has since fallen year-on-year to be below the target of 100. In total, there have been 478 enrolments to EP, SP and CSW Programmes.
- There are relatively high levels of attrition. The average completion rate for the Consortium Y De Consolidation Programme was 80% and for the Porth Agored Consolidation Programme was 65%. The EP, SP and CSW programmes had average completion rates of 20%, 40% and 46% respectively. This rose to 57% and 66% if calculations were based on those who left the EP and SP Programmes respectively with some form of academic credit.
- During their engagement with the CPEL Framework, social workers improve their understanding, skills and confidence and this is sustained beyond the immediate time-frame of the programme. Improvements range from 12% to 26%. Social workers highlight that the CPEL programme has made on average a moderate contribution to these improvements. Managers of social workers draw similar conclusions.
- In turn, social workers and managers confirm that the CPEL Framework is making a positive 'moderate' contribution to supporting improved outcomes for service users.

- Overall, social workers have positive feelings about retention, career progression and career satisfaction but these feelings dampen by 1% to 8% over time of their engagement with the CPEL Framework.
- Interest in undertaking the next CPEL programme and recommending the CPEL Framework to a colleague wanes over time by between 10% and 21%.
- There is a lack of consensus about whether the CPEL Framework delivered value for money.

Levers and barrier to impact

Figure 1 summarises the levers and barriers that help to explain the level and nature of impact achieved by the CPEL Framework. The levers explain why the CPEL Framework is resulting in improved social worker understanding, skill and confidence and, in turn, how this has a positive impact on outcomes for service users and their carers. Despite this positive impact for those social workers who complete a programme, the evaluation shows mixed take-up, high attrition, and a low impact on social worker career satisfaction and progression. The barriers to impact are the main factors explaining this trend.

Figure 1: Levers and barriers to impact

Levers to impact	Barriers to impact
<p>Coherent and cohesive, structured multi-level framework, which is unique compared to CPD for other similar professions and for social workers in other countries.</p> <p>CPD which is fully funded, including a central pool of resources for EP, SP and CSW programmes. This results in standardised and equitable access to post-qualifying CPD.</p> <p>Relevant programme content that is sufficiently flexible to meet the needs of individual participants. It encourages social workers to create time and space for reflection, and includes a valuable focus on research.</p> <p>A willingness to adapt the Framework and programmes in response to feedback and evaluation.</p>	<p>Ambitious programme time requirements, averaging 144 hours in year 1 and 300 hours in year 2. Combined with high professional workloads and non-work commitments, this is affecting social workers' ability to engage in the CPEL Framework.</p> <p>Despite a positive commitment to the CPEL Framework, employers face a number of competing challenges which affects their ability to support social workers to prioritise CPD and sustained engagement.</p>

Conclusion

The CPEL Framework made a positive and sustained contribution to improvements in social worker understanding, skill and confidence. It was designed in a way that enabled social workers to apply these such that it had positive impact on outcomes for service users and their carers. Despite this, over the first five years the CPEL Framework struggled to maintain momentum on uptake and experienced relatively high attrition. This was especially the case in relation to EP, SP and CSW programmes. Some of these challenges may be overcome for the Consolidation Programme as the mandatory requirement to complete as part of ongoing registration embeds.

In parallel, social workers found it difficult to identify substantial positive impact on career satisfaction and career progression. These factors affected the ability of stakeholders to draw conclusions about value for money.

The evaluation demonstrates the importance of understanding – and taking account of – the wider environment in which CPD operates and how this can affect the scale and nature of impact despite the best intentions of all of those involved. Going forward, the main options for Social Care Wales and its partners are (1) to continue with a highly ambitious, structured CPEL Framework with the disadvantage that this is only fully benefitting a proportion of the workforce; (2) consider scaling-back the Framework which may increase reach but potentially reduce the scale and nature of impact; or (3) undertake a stock-take with partners to understand the needs and pressures of the sector and how best the CPEL Framework – and especially the EP, SP and CSW programmes – should proceed into the future.