



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

# Business Plan 2017/18

## **Business Plan: 2017 – 2018 Contents**

<b>Chapter</b>	<b>Title</b>	<b>Page number</b>
<b>1.</b>	<b>Who we are</b>	<b>1</b>
<b>2.</b>	<b>What we do to meet our aims</b>	<b>2</b>
<b>3.</b>	<b>What we will be doing in 2017/18</b>	<b>4</b>
<b>4.</b>	<b>How we work</b>	<b>9</b>
<b>5.</b>	<b>Governance</b>	<b>10</b>
<b>6.</b>	<b>Financial allocations</b>	<b>11</b>
<b>Appendix 1</b>	<b>Business Plan activities: 2017 – 2018</b>	

# Social Care Wales business plan 2017-2018

## Who we are

Social Care Wales was established in April 2017 bringing together social care workforce regulation, workforce development and service improvement in one organisation. We will have an influential role in shaping social care research priorities, building strong links with key stakeholders to improve care and support. We will be a key leadership partner in the social care landscape in Wales.

Social Care Wales was established as one of the first acts of primary legislation passed by the National Assembly. This reflects the national importance of social care in Wales. We have a responsibility, in legislation, to “protect, promote and maintain the safety and well-being of the public in Wales”.

The vision for social care in Wales is clear: the focus is on the well-being of the people of Wales with a strong voice and control over the care and support they receive. Social care has a key role to play to improve well-being, to act on what matters to individuals by working with partners across public services and communities. This requires improvement in services, cultures and practice, which are person centred and recognise the strengths and expertise of people, carers and communities we support. That is the essence of the Social Services and Well-being (Wales) Act 2014 which will guide public services for the years ahead, alongside the Regulation and Inspection of Social Care (Wales) Act 2016 to modernise the regulation and improvement arrangements, focusing on regulation for success.

We are a partner of Skills for Care and Development (SfCD), the sector skills council for social care, early years and childcare in Wales.

As a Welsh Government Sponsored Body we are committed to supporting the delivery of *Taking Wales Forward*, the Programme for Government 2016-2021, the principles of the Wellbeing of Future Generations (Wales) Act 2015 and our responsibilities as a Welsh public service organisation. Social Care Wales will engage with both the Public Services Staff Commission and the Workforce Partnership Council to ensure that all relevant work that these bodies have undertaken so far and all of their future work are fully integrated within our work.

# What we do to meet our aims



We will work across organisational and service boundaries, with people who access care and support with carers and with Welsh Government on the basis of a shared ambition, working together towards solutions.

We commit to our leadership role brokering new knowledge, innovation and relationships across the whole system. Building, energising and strengthening a collaborative environment that will drive positive change in Wales.

As a new organisation, we will drive forward the good work that has been done to improve social care in Wales and grasp opportunities to further develop our improvement function. We will build on the relationships we have with the sector to make sure that our identified priorities have a tangible impact.

We have three strategic aims to

1. Provide public confidence
2. Develop the workforce
3. Drive Improvement

The aims will result in:

- people having confidence in the social care workforce and the effectiveness of Social Care Wales
- a high quality, sufficient and skilled workforce
- improved outcomes for individuals using care and support their families and carers

We are committed to working in partnership with all those involved in social care and early years and the wider Welsh public service to rise to the challenges and opportunities ahead.

# What we will be doing in 2017/18

Our Strategic Plan, which will be published in September, will set out our 5 year plan. This annual business plan sets out our priorities for delivery in 2017/18.

## **We want people to have confidence in the social care sector and in the effectiveness of Social Care Wales**

### **1. Ensuring the Social Care workforce is fit to practise through our regulatory role**

Regulation is intended to provide confidence that the profession is of good character, confident and competent to ensure safe care of individuals and support for their families. The vision in Wales, from the start, has been that workforce regulation also reinforced the importance of investing in a workforce which was properly trained and skilled, with the right values and qualifications, and supported in their practice.

For the regulated workforce we will have a proactive, effective and proportionate regulatory approach and ensure that our information from regulations informs workforce development practices, which can be used to set and promote standards to inform and develop workforce solutions.

One of the key areas for this year will be preparation for the extension of the Register to new groups of workers. By late 2017 Social Care Wales will be in a position where we can agree the basis for registration for the next group to join the register - domiciliary care workers. The rules, which will include proposed fee levels and qualification requirements, will be part of a consultation in early summer.

During 2017/18, in preparation for the registration of domiciliary care workers, practice guidance will be developed for this group. The content will cover areas such as person centred working, safeguarding, health and safety and personal development. The process for developing practice guidance will involve engagement with the sector and formal consultation.

Our focus in 2017 - 18

- We will develop and promote the Codes of practice and Guidance
- We will develop and maintain the Register
- We will raise standards through our fitness to practise processes
- We will continue to implement the requirements of the Regulation and Inspection (Wales) Act
- We will regulate qualifying and post-qualifying Social Work training and develop the process for regulating Social Care Training

## **2. Being an effective and transparent organisation**

In taking forward our aims we will work with the sector and key partners to progress the social care agenda and to work across the wider Welsh public service to meet the aims of the Future Generations and Well-being (Wales) Act 2015.

The Board scrutinises the delivery of the organisation to make sure that we are driving up standards in the social care sector to deliver the highest quality services to vulnerable people in society who depend on social care. Public Board meetings, held at least every quarter, ensure that there is a transparency about our governance and that people are at the heart of the decision making process.

Our focus in 2017 - 18

- We will demonstrate values through behaviours
- We will ensure comprehensive stakeholder engagement and use our influencing role
- We will define and promote our outcomes
- We will develop our capacity to deliver
- We will manage risk and performance
- We will deliver effective accountability

## **We want Wales to have a sufficient, high quality and skilled social care and early years workforce**

### **3. Supporting the sustainability of the workforce**

To support the delivery of wellbeing of individuals using care and support, their families and carers there needs to be sufficient good quality people entering, working and remaining in the social care and early years sectors to meet the care and support needs now and into the future. Therefore the provision of clear career pathways and promotion of social care and early years careers as professions of choice, will contribute to the ongoing sustainability and viability of the workforce.

Our focus in 2017 – 18

- We will develop and maintain a careers, recruitment and retention framework
- We will maintain and develop resources to support recruitment, Continuous Professional Development (CPD), Supervision and the use of Welsh Language in the sector

### **4. Improve the quality and management of social work and social care training**

High quality learning equips and supports the workforce to have the right knowledge, skills, understanding and approach to deliver exceptional care and support. It is therefore essential that people in the social care and early years sectors have access

to good quality learning and development opportunities throughout their careers, to underpin and support professional practice.

We work with partners to develop qualifications, apprenticeships and resources to support recruitment, induction, continuing professional development of the workforce.

Our focus in 2017 - 18

- We will provide and influence investment in workforce training
- We will deliver national training programmes
- We will develop and maintain apprenticeships and qualifications
- We will review and maintain induction frameworks

## **5. Support the workforce in improving practice in line with social care legislation and evidence**

The Social Services and Well-being (Wales) Act came into force on 6 April 2016. The Act provides the legal framework for improving the well-being of people who need care and support, and carers who need support, and for transforming social care in Wales. The overall aim of our work is to ensure the workforce is supported and informed to deliver social care in accordance with Welsh law, and its interface with other relevant statutes, and to practice in-line with the principles of the Act.

Independent evaluations have demonstrated the positive impact and efficiency of the new approach of the Act. The Regulation and Inspection Act is still at its early stages, and there is a conservable amount of engagement required with the sector and the workforce to support the sector to respond to the requirements and expectations of the act as well as legacy projects from the Social Services and Wellbeing Act that will need to continue in 2017/18.

Our focus in 2017 - 18

- We will support the continued implementation of the Social Services and Well-Being (Wales) Act
- We will identify, share best practice and support innovation with the sector through Networks, Forums and research studies
- We will scope workforce plans to meet the needs of the future.

## **We want improved outcomes for individuals using care and support their families and carers**

## **6. Drive service improvement priorities through working in partnership**

Our three national improvement priorities are care and support at home, supporting people with dementia and children who are looked after. These priorities were developed in partnership with the social care sector and Welsh Government. We want to build upon existing work in Wales, and in partnership with individuals who

use care and support and their families, carers, providers and national stakeholders we will develop our plans for supporting improvement in these areas.

We have already made significant steps in Care and Support at home and worked in partnership with a variety of stakeholders to develop a strategic plan for care and support at home. Effective care and support at home makes a real difference to people's lives. It can improve and sustain their independence and well-being. When it works well, it's reliable, consistent, flexible and innovative.

The plan considers a wide range of evidence including reviews, reports and research. It gives a strong voice to people who need care and support, carers who need support and the workforce.

Our focus in 2017 - 18

- We will lead the development of the implementation plan for the Care and Support at Home Strategic Plan
- We will work with partners to establish requirements in relation to supporting the ministerial priorities of:
  - working with people with dementia
  - Children who are looked after

## **7. Establish effective approaches to service improvement and work with you to decide future priorities**

Service improvement is a new remit for Social Care Wales, building upon the work of the Social Services Improvement Agency. As such we need to learn from national and international approaches in order to consolidate how we take forward our role in service improvement in collaboration, for social care in Wales.

Our focus in 2017 - 18

- We will develop our methodology and approaches to service improvement
- We will work with you to determine future improvement priorities

## **8. Use data and evidence to improve services and inform policy and planning**

One of the key priority roles for Social Care Wales is that of having an ability to provide an accurate picture of the social care sector. It is therefore proposed that Social Care Wales develops and hosts a national data set for social care which can be used to inform planning for the sector. The creation of a National Data Set for Social Care will enable Social Care Wales to meet its remit as defined within the Regulation and Inspection of Social Care (Wales) Act in relation to its data, research and supporting evidence based practice and policy making to be undertaken.

In addition we will work with research and service partners to develop a social care research and development strategy for Wales with the aim of providing evidence of

on best practise and models of service that will be directly available to policy makers and practitioners.

Our focus in 2017 - 18

- We will develop and implement a data and Information management Strategy for Social Care Wales
- We will develop a national social care data set for Wales
- We will maintain and develop an information Hub
- We will develop and implement a research strategy

# How we will work

We recognise and value diversity. We will make sure our work embeds and shows our public duty as set out by the Equality Act 2010. To make sure we do this effectively, we will be consulting with you on our strategic equalities plan.

If we are to achieve our vision, the availability of clear, good-quality information about professional standards, research and service models must be easily accessible to the workforce, stakeholders and the public. In a rapidly changing environment we will use our leadership role to help make this happen. Digital channels will provide opportunities to share information and training programmes more widely, efficiently and effectively. We will be expanding and improving the ways in which we communicate and engage with our stakeholders. We will embrace a 'digital first' approach to continually evolve and improve our reach.

We will champion the importance of language need for people who use care and support, and their families and carers. We have a leadership role in supporting delivery of the Welsh Government's 'More than just words – strategic framework for Welsh language services in health, social services and social care'. As a public service employer we will make sure we are a bilingual organisation that complies with Welsh language standards and actively offer Welsh language services to our customers. We will provide an environment that promotes Welsh language use, and nurtures staff to learn Welsh and improve their bilingual skills, so that the language is used every day.

We have new responsibilities and expectations to provide a strong national leadership voice for social care. To remain credible and relevant, we will need to reflect individuals', sector, academics and ministerial concerns, priorities and expertise in shaping our work, and in informing and supporting the work of others. We will build on our experience and expertise, learn from best practice and take advantage of technological advances to communicate and engage.

# Our values

It is important that, as a public leadership organisation, we demonstrate our values in the way we work with you to deliver our vision.

**Respect everyone:** we see people as individuals and treat everyone with dignity and respect

**Professional approach:** we act responsibly and in the right way, holding each other to account

**Always learning:** we believe in improving ourselves and supporting others to be the best that they can be

**Involve people:** we encourage and enable everyone to work together

# Corporate governance

“Governance comprises the arrangements put in place to ensure that the intended outcomes for stakeholders are defined and achieved”<sup>1</sup>

We have a Board of Members which comprises of people from interests across the social care and wider Welsh population. Members are appointed by the Minister of Social Services and Public Health. As at 1 April 2017 Social Care Wales has 14 Board Members with Arwel Ellis Owen, a layperson, as the Chair.

The Social Care Board Members are:

Arwel Ellis Owen (Chair)	Grace Quantock
Abigail Harris	Joanne Kember
Aled Roberts	Jane Moore
Carl Cooper	Kate Hawkins
Damian Bridgeman	Peter Max
Donna Hutton	Rhian Watcyn Jones
Emma Britton	Simon Burch

Further information on the background of the Board can be found on these pages of our website: <https://socialcare.wales/about>

The Board sets direction and scrutinises the delivery of the organisation to make sure that we are driving up standards in the social care sector to deliver the highest quality services to vulnerable people in society who depend on social care. Public Board meetings, held at least every quarter, ensure that there is a transparency about our governance and that people are at the heart of the decision making process.

Social Care Wales has effective arrangements in place to provide assurance on risk management, governance and internal control. We have an Audit and Risk Committee which advises the Board and the Accounting Officer on the strategic processes for risk, internal control and governance, and the Statutory Annual Accounts including the Governance Statement. As part of our internal controls to support corporate governance, we have a risk register which we review and update regularly during the year.

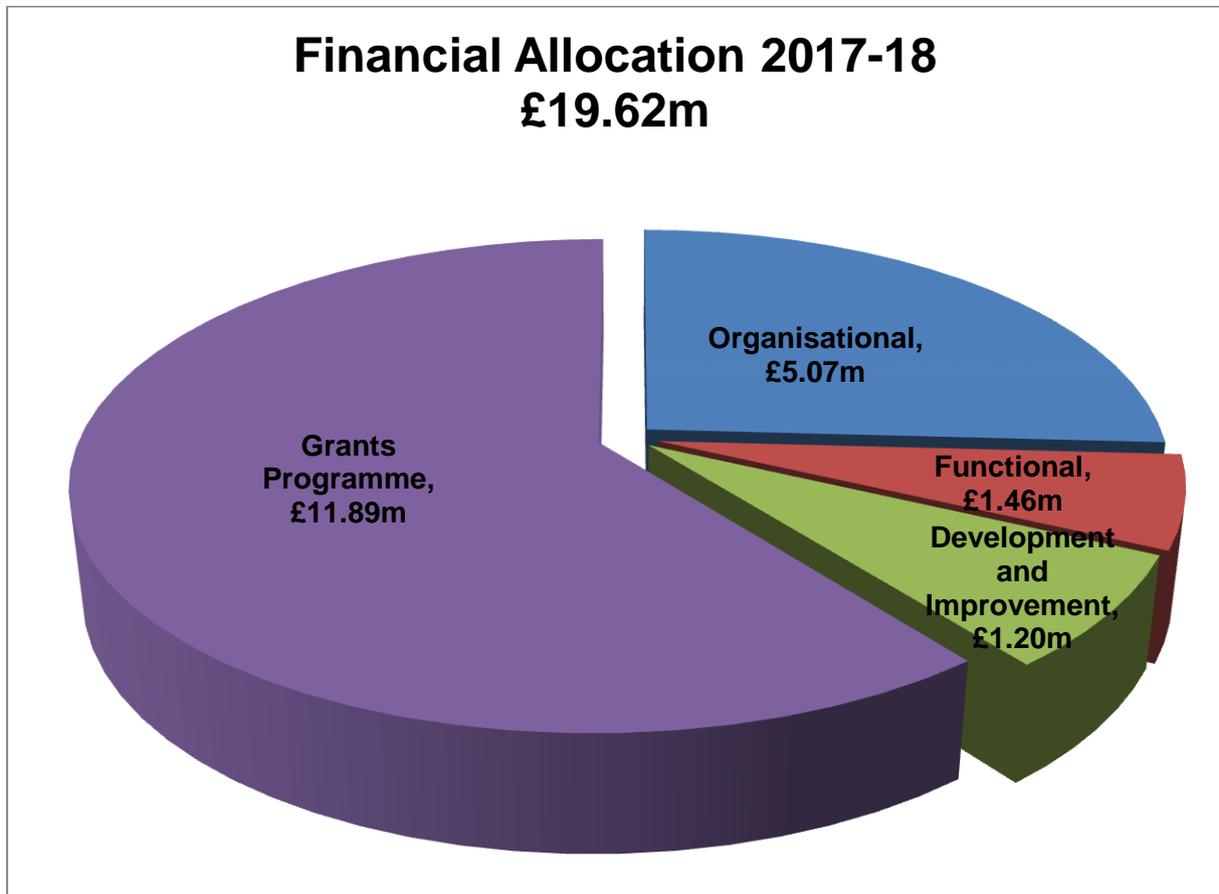
As a Welsh Government Sponsored Body we work in line with our Model Governance Framework, Scheme of Delegation and Standing Orders. A refreshed governance framework has been developed in partnership with Welsh Government. We will continue to operate within these frameworks, seek collaboration with other public bodies and continue benchmarking our performance against other relevant organisations.

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<sup>1</sup> 'International framework: good governance in the public sector', Chartered Institute of Public Finance and Accountancy (CIPFA) and the International Federation of Accountants, July 2014

# Our financial allocations

The below chart shows our financial allocations for 2017-18.



The total spend of £19.62m in 2017-18 is based on the budget allocation as laid out in the 2017-18 remit letter from Welsh Government, consisting of £18.89m Grant In Aid and £0.41m carry forward from 2016-17 for our replacement ICT programme. In addition to our grant funding we receive £280k in registration fees from our registrants.

Our Grants programme accounts for £11.89m of our total spend which consists of £7.1m for the Social Care Workforce Development Programme, £4m for Bursaries and Practice Placement funding and a small grant for our regional facilitation work with the sector.

Our Organisational budgeted spend of £5.07m is made up of Salary cost (£4.6m) and Premises and Office facilities costs in both our North and South Wales offices (£0.47m). Included in our Salary Cost is the extra 23.5% we pay in pension contributions to the Rhondda Cynon Taf Pension Scheme.

The £1.46m Functional Budget represents the direct running costs for the Regulation and Intelligence Directorate and the Improvement and Workforce Directorate, it also includes the business support functions. A significant proportion of this budget will be the for costs associated with our Fitness to Practice and Panel Committees functions.

The Development and Improvement Programme funds all our project and commissioned work to develop the workforce, improve services and share good practice.

## Business Plan 2017 – 2018

**We want people to have confidence in the social care sector and in the effectiveness of Social Care Wales**

**Ensuring the Social Care workforce is fit to practise through our regulatory role**

Remit Letter	Activity
RL (1)	<b>Develop and promote the Codes of practice and practice guidance</b>
	Code of Practice for Employers
	Practice guidance for domiciliary care workers
RL (1)	<b>Develop and maintain the Register</b>
RL	Maintain and accurate Register
RL	Extend the Register to new groups
RL (4)	Collaboration and joint partnership working with CSSIW – including sharing of data and collective intelligence
RL (1)	<b>Raise Standards through our fitness to practice processes</b>
	Undertake the investigation of allegations against social care professionals
	Report on themes and trends
	Work with employers, other regulators
	Maintain and manage effective Committees
	Provide training and support to Panel members
RL (4)	<b>Implement the requirements of the Regulation and Inspection (Wales) Act</b>
RL	Consultation on the regulation of the domiciliary care workforce and implementing the results
RL (4)	Learning resources to support implementation of the Regulation and Inspection of Social Care (Wales) Act 2016
RL (2)	<b>Regulate qualifying and post-qualifying Social Work and develop process for regulating Social Care Training</b>
	Regulate and quality assure Qualifying and Post qualifying Training
	Develop proposals for the Regulation of Social Care Training

**Being an effective and transparent organisation**

Remit Letter	Activity
	<b>Demonstrate values through behaviours</b>
	Develop and implement an annual internal communications and engagement plan
	Continue to drive our branding messages across all our work
	Develop our cross cutting strategic themes as set out in the Strategic Plan 2017 – 2022
	<b>Ensure stakeholder engagement and use our influencing role</b>
	Develop and implement our engagement strategy
	Organise national engagement events to support our work (NSSC, Summer

Remit Letter	Activity
	shows)
	Inform policy development through responses to consultations
	<b>Define and promote our outcomes</b>
	Develop, produce and launch strategic plan
	Develop our approaches to demonstrate our impact
	<b>Develop our capacity to deliver</b>
	Develop a high performance culture through learning & development and effective performance management.
	Manage and maintain effective ICT systems, reviewing efficiency and performance – CARREG
	Managing and monitor our financial resources ensuring value for money and effective budgetary control
	<b>Manage risk and performance</b>
	Develop robust business plan and performance reporting (including risk) processes
	Develop our approaches to evaluation
	Review approach to performance management
	<b>Deliver effective accountability</b>
	Implement effective approaches to external and internal audit
	Scope baseline measures for benchmarking
	Co-ordinate the Board and Committees effectively

### We want Wales to have a sufficient, high quality and skilled social care and early years workforce

The activities in the 3 sections below take forward the development of the workforce agenda – setting and promoting standards for learning and development to support the workforce to be professional, competent and confident

#### Supporting the sustainability of the workforce

Remit Letter	Activity
RL (3)	<b>Develop and maintain a careers, recruitment and retention framework</b>
	Deliver Social Work Workforce Planning Project
EY (7)	Develop a recruitment, retention and careers framework and clear career pathways for the sector
	<b>Maintain and develop resources to support recruitment, CPD, Supervision and use of Welsh Language in the sector</b>
EY (7)	Expand Early Years resources in response to demand and need from the sector
RL (3)	Publish and promote the learning and development framework for occupational therapists working in social care (including providing leadership to support implementation)

### Improve the quality and management of social work and social care training

Remit Letter	Activity
	<b>Provide and influence investment in workforce training</b>
RL (2)	Manage SCWDP Grant
RL (2)	Evaluating the SCWDP programme and developing proposals for the best use of SCWDP funding in the future to support the Minister's strategic priorities
RL (2)	Manage Social Work Bursary Scheme
	Influencing regional skills partnerships
	<b>Deliver national training programmes</b>
RL (2)	Review of Social Work Degree & Consolidation programme
RL (2)	Review CPEL Framework for Social Workers post 2019
	Management of Middle Manager Development programme and Team Manager Development Programme
	Roll out of Step up to Management as a National Programme
	Implement the Social Services Practitioner programme of training
RL (3)	Undertake further engagement to improve the quality of safeguarding training
	<b>Develop and maintain apprenticeships and qualifications</b>
	Manage Apprenticeships Frameworks and Certification and promote to the sector
EY (7)	Support the use and improvement of qualifications in the early years sector to improve the quality of care.
RL (3)	Take a lead role in the development of content and engagement of the sector in the development of new qualifications with Qualification Wales
RL (3)	Work with Qualifications Wales and the successful awarding body for a robust infrastructure for assessment of new qualifications
RL EY (7)	Support and develop the higher level (including HE and apprenticeships) route in CCLD
	<b>Review and maintain frameworks</b>
RL (3)	Develop revised Health and Social Care Induction Framework
RL EY (7)	Refresh Early Years & Childcare Induction Framework
RL (4)	Develop Competency Framework for IAA Workers

### Support the workforce in improving practice in line with social care legislation and evidence

Remit Letter	Activity
RL (4)	<b>Support the implementation and evaluation of the Social Services and Well-Being (Wales) Act</b>
	Deliver Expert Class Programme
	Promote Stories' about the impact of the SSWB Act on the lives of individuals
	Work with Welsh Government and key partners to scope training around Part 7 of the Act
	Supporting the workforce to move to delivery of outcomes focussed practice
	Review and update of Evidence Matters to embed Social Services and Well-being Wales Act

	Deliver conference, with partners on positive risk and collaborative conversation in practice conference exploring issues for individuals and organisations
	<b>Identify, share best practice and support innovation with the sector</b>
	Sharing information and learning through networks (inc EY Networks, Manager forums etc) and partners (such as health and with our partners in Skills for Care and Development
	Support sector to embed the use of Welsh Language in everyday practice
	<b>Scoping long term workforce plans for the sector</b>
RL (3)	Initial scoping of an All Wales Workforce Strategy
RL EY (7)	Support the development and implementation of the 10 year workforce plan for Childcare Play and Early Years

### We want improved outcomes for individuals using care and support their families and carers

#### Drive service improvement priorities through working in partnership

Remit Letter	Activity
RL (5)	<b>Lead development of the implementation plan for the Care and Support at Home strategic plan</b>
	Lead development of the full implementation plan for the Care and Support at Home Strategic Plan with national and regional partners
	Develop learning resources and briefings (inc welcome pack) to prepare for registration
	Run a campaign to promote the benefits and raise awareness of working in domiciliary care
RL (5)	<b>Working with partners to establish requirements in relation to supporting the ministerial priorities of working with people with dementia and children who are looked after</b>
	Establish role of SCW in supporting work with carers
	Map out current work in Wales in relation to improvement priority areas
	Identify evidence of effective therapeutic approaches that address the emotional needs of children and families, for children who are (or have been) looked after or may potentially need to be looked after
	Continue to support the residential childcare workforce through implementation of the residential childcare workforce action plan
	Promote the Good Work Dementia learning and development framework
	Improve awareness of assistive technology
	Supporting integrated care – looking at the effectiveness and principles underpinning good practice.

### Establish effective approaches to service improvement and work in partnership to decide future priorities

Remit Letter	Activity
	<b>Develop our methodology and approaches to service improvement</b>
RL (5)	<b>Determine future improvement priorities</b>
	Support Regional Population Need Assessments and Regional Planning
	Publish analysis of Statutory Director's Annual Reports 2016/17

### Use data and evidence to improve services and inform policy and planning

Remit Letter	Activity
RL (6)	<b>Develop and implement a data and information management strategy for Social Care Wales</b>
RL (6)	<b>Develop a national social care data set for Wales</b>
RL EY (7)	Bring together workforce data in relation to Early Years and Childcare to produce an overview & future projection for the workforce by March 2018
	<b>Develop and maintain an improvement hub</b>
RL (6)	<b>Develop and implement the research strategy</b>
RL (6)	Continue to work in partnership with the School for Social Care Research, WLGA data unit and other key partners in the development of the remit in relation to research, data and evidence
RL (6)	Maintain the relationship with Social Care Institute for Excellence (SCIE) and provide funding during the year

#### Notes

RL = remit letter priorities

(number) = references the remit letter objectives