

**Making a positive difference to social care in Wales**

Our Business Plan 2018/19

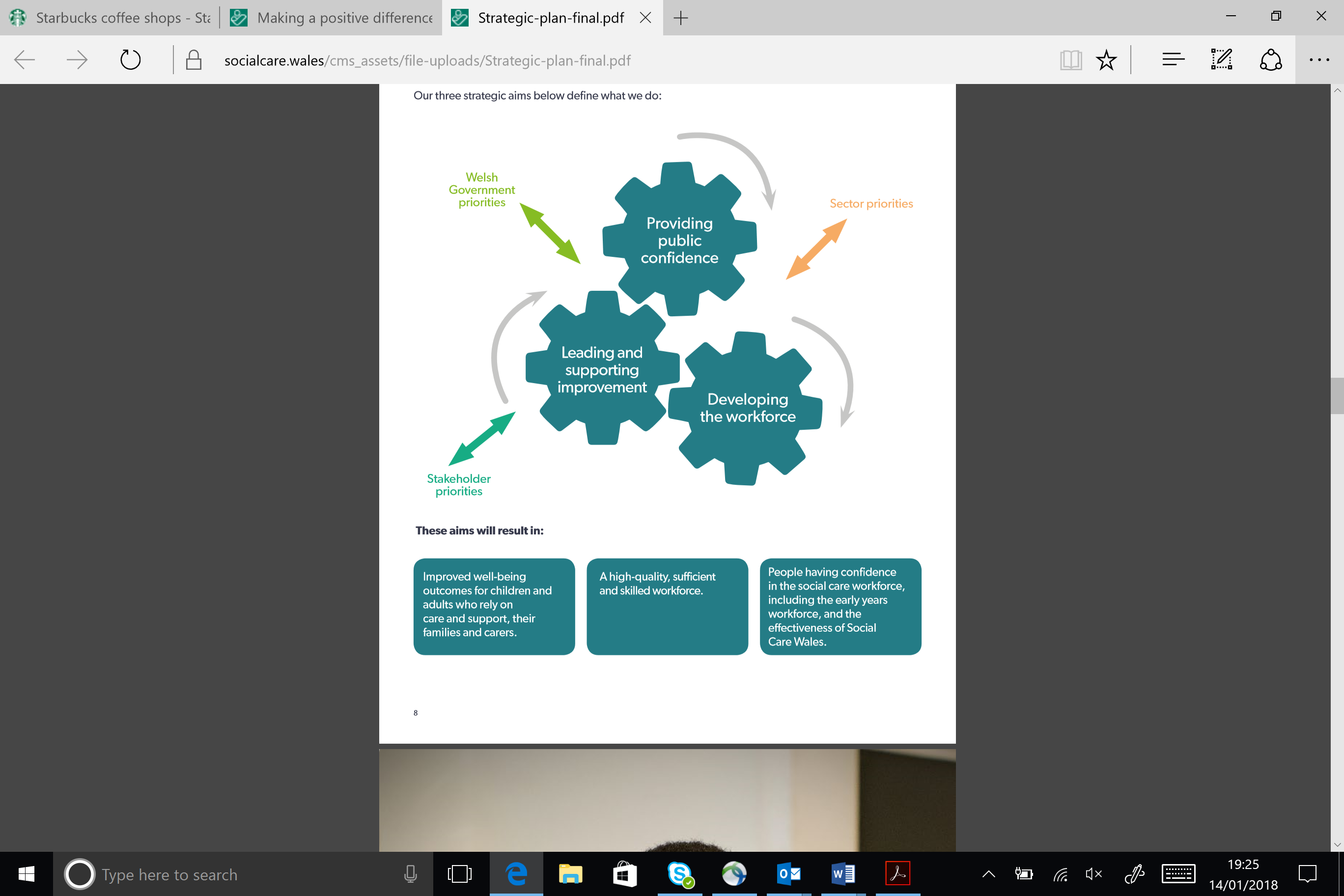
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**Social Care Wales business plan: 2018/19**

**Introduction**

Our strategy has been developed in the context of Social Care Wales being part of the wider Welsh public service. Our work aims to support the priorities for the well-being of future generations for the sector, the public and Welsh Government.



These aims have been set out in our Strategic Plan 2017 – 2022 which was published in September 2017.

Our annual Business Plan sets out our strategic objectives for 2018/19 along with the high level work-streams that underpin these objectives and how we will measure our achievements. Reporting against our delivery of activities in Annex 1 is scrutinised by the Board of Social Care Wales and Welsh Government on a quarterly basis.

**Strategic aim: Providing public confidence**

**1. Ensuring the social care workforce is fit to practise through our regulatory role**

Regulation is intended to provide assurance that the profession is of good character. We want to help the sector attract and retain quality staff and we want to achieve higher standards of care provision for those in receipt of care and support services in Wales. We also want to improve the prospects of care workers who are looking for opportunities for professional development.

Keeping a Register of Social Care Workers (the Register) is part of this process. It provides those on the Register with professional recognition and access to training and development resources. It provides public assurance to those in receipt of care and support services; they can be sure that a registered worker is suitably qualified and has agreed to meet the professional standards we have set for the sector. They can also be sure that we will address any concerns about a person’s fitness to practise in a fair and transparent way and, if necessary, require them to undertake further training or prevent them from working in the care sector.

**In 2018 – 2019 we will:**

* promote the Codes of Practice and develop practice guidance for employers and employees.
* develop and maintain the Register. Supporting and promoting the voluntary registration of domiciliary care workers ahead of mandatory registration from 2020by actively working with key stakeholders to positively demonstrate the benefits of registration.
* raise standards through our fitness to practice processes by investigating allegations against registered workers, reporting themes and trends to drive improvement, maintaining effective committees and providing training and support to panel members.
* regulate qualifying and post-qualifying Social Work and develop process for regulating Social Care Training. This will include regulating and quality assurance of qualifying and post-qualifying training and development and a detailed plan for initiating the regulation of social care training.
* scope the options for, and work required, to develop a professional regulatory approach for advocacy managers this could include qualification availability, development or adaptation of code of professional practice and related guidance

**How will we measure our work?**

* 15,000 Codes of Practice downloaded per annum (current baseline 1,000 per month)
* Processing application and renewal forms – 100% processed within 5 days.
* No of domiciliary care workers registered in last quarter (8,000 target in 2018 – 2019 so 2,000 per quarter)
* Number of fitness to practice cases open
* Less than 5% of active cases open longer than 18 months
* No of regulatory hearings held
* Number of cases referred to the Care Standards Tribunal
* 100% of Quality Assurance processes completed on time for regulation of social work training

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

Involving people is central to our governance with our Board mostly comprising of members of the public, users of services and carers. 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 citizens are at the heart of the decision-making process.

We work with the sector and partners to progress the social care, early years and childcare priorities. We will make sure the views, experiences and expertise of people who use services and their carers are valued and can be evidenced in our work. We will actively engage with stakeholders and ensure there are tangible results from this and that our business plans reflect these views. We will work in collaboration 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 Well-being of Future Generations (Wales) Act 2015.

As a public service organisation, we are committed to demonstrating the Welsh public service values in how we work with the sector and how we work within the organisation. Further detail on our vision on how we work can be found here: <https://socialcare.wales/about/how-we-work>

**In 2018 – 2019 we will:**

* work with you on how we can deliver our objectives
* be accountable to the people of Wales for our decisions

**How will we measure our work?**

* Developing measures in relation to our influencing and leadership role e.g. Number of consultations responded to and evidence provided to Assembly Committees
* Number of website hits (10% increases from 17/18 – 115,000 on average per month)
* Timely presenting of our Statutory Annual Accounts to the Welsh Government (Target is August 2018)
* Cash balance at end of financial year below 2% of total budget
* Projected and actual spend - In-year – 4% of total annual gross budget; End-of-year – 2% of total annual gross budget (in line with our Governance Framework)
* 80% internal audits reaching the “substantial assurance”
* Assurances on language/equality/privacy impact assessments
* Staff sickness days lost less than 3% (the CIPD benchmark 6.3%)
* Staff engagement rates – 80% target
* 100% Remit Letter targets achieved
* 90% Business Plan targets achieved

**Strategic Aim: Developing the workforce**

**3. Support sustainability of the workforce**

To support the delivery of well-being to the people who use services, their families and carers we need to make sure there are sufficient good quality people entering, working and remaining in the social care and early years sectors both 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. We will also continue our leadership role in supporting the Welsh Government’s ‘More than just words – strategic framework for Welsh language services in health, social services and social care’

**In 2018 – 2019 we will:**

* deliver a national attraction and recruitment campaign for the social care and early years workforce to be launched in Autumn 2018. This will help raise the profile of the social care sector to be seen as a valued and positive career choice and to help address current turnover challenges.
* produce resources to support employers and the workforce around the qualification requirements relating to the registration of the domiciliary care workforce including practice guidance (Autumn 2018) and code of practice for employers
* work with Welsh Government to support awareness raising of the qualification requirements for the childcare and early years sector

**How will we measure our work?**

* Indicators relating to campaign will be developed as part of the programme from Year 1 onwards (2018/19) and measured throughout delivery of the programme
* 5% increase in number of active Care and Early Years Ambassadors (currently 72 care ambassadors) targeted at specific localities and linked to the requirements of the above campaign
* 10% increase in the number of resources downloaded from our website (currently 10,000 per month)
* Satisfaction scores from the sector on resources produced and used. We will use 2018/19 to set some initial benchmarks for these satisfaction scores
* the required list of qualifications to practice and qualifications across boundaries published on our website by December 2018. Quarter 4 will establish baseline website view data

**4. Improve the quality and management of social work and social care and early years learning, development, qualifications and training**

To meet current and future demands high-quality training will equip and support the workforce so they have the right knowledge, skills, understanding and approach to provide good quality care and support in the social care and early years sectors. We will also provide clear career pathways and promote working in the social care and early years sectors as professions of choice to support the sustainability and viability of the workforce. The activities below and in Annex 1 support and feed into clear career pathways.

**In 2018 – 2019 we will:**

* influence, invest and develop national training and development programmes for students, learners and the sector. This will include effectivemanagement of the Social Care Wales Workforce Development Programme (SCWWDP) grant (including reporting on 2017/2018 activity) and social work bursary, conclude and embed findings of the review of Social Work degree and Continuous Professional Education and Learning (CPEL) framework review and maintain national programmes.
* develop and maintain apprenticeships and qualifications. This will include
* supporting the implementation of the All Wales induction framework for health and social care across health and social care – starting with the pilot in Hywel Dda in 2018/2019
* supporting the implementation of the induction framework for childcare and early years
* taking a leading role in the development of the content, and ensuring the engagement of the sector, in the development of new qualifications for the social care and child care sector with Qualifications Wales for introduction from September 2019.
* supporting Qualifications Wales and relevant awarding organisations to develop a robust infrastructure for delivery and assessment of new qualifications in readiness for the launch of the new qualifications in September 2019.
* actively managing and promoting an apprenticeship framework and certification to the sector to support the use of qualifications in the social care and early years sector to improve quality of care.
* continuing to work with Higher Education Institutions (HEIs) to embed work based competence into early childhood degrees

**How will we measure our work?**

* Level of uptake of learning programmes; pass rates; attrition rates on all programmes. We will be reporting on this quarterly and setting relevant indicators from 2019/20 onwards
* Up to 227 new Social Work Degree bursaries awarded based on previous figures and future forecast
* 700 Practice Learning Opportunity placements funded based on previous figures and future forecast
* 100% of students receive appropriate practice learning placements (we will be able to measure through the annual Quality Assurance report)
* 100% of Apprenticeship certifications completed within 10 day period
* 7 Manager forums held with 400 attendees (325 in 2017-2018) and evaluation of the forums by attendees
* 3 (Aberystwyth, Coleg Llandrillo and Swansea) submissions received on degree programmes that embed the assessment of competence within child care degrees and enable Early Years and Play status to be ascribed
* Working with Welsh Government consider the development of a Level 4 leadership and management qualification equivalent to Step Up to Management for CCPLD to support the new qualifications

**5. A long term approach to supporting the development of the workforce**

We will take a leadership role, alongside Welsh Government, in supporting the development and implementation of the long-term workforce plan for social care, childcare, play and early years.

**In 2018 – 2019 we will:**

* develop workforce plans to meet future needs through the development of a workforce strategy. The strategy will reflect the recommendation from the Parliamentary Review of Health and Social Care about working alongside Health Education Improvement Wales (HEIW) to deliver effective workforce planning and have clear read across to the recruitment retention and attraction framework. The strategy is due to be consulted on in the autumn of 2018 with a formal launch planned for Summer 2019.
* take a leadership role alongside Welsh Government in supporting the implementation of the 10 year workforce plan for Early Years, play and Childcare
* undertake the development of a proposal to consider registration of the childcare workforce
* support Welsh Government to undertake future analysis of the childcare and early years workforce planning and data forecasting

**How will we measure our work?**

* 100% of SCWWDP resources delivered in accordance with plan and feedback from Local Authorities
* All Wales workforce strategy in place by July 2019. The effectiveness of the strategy will be evaluated as part of the implementation of the strategy.
* Desk based research for rationale for registration and recommendation report to Welsh Government by November 2018
* Future analysis for childcare and early years workforce planning and data forecasting report submitted to Welsh Government end of August 2018

**Strategic Aim: Leading and supporting improvement**

**6. Drive national service improvement priorities with partners**

Our three priorities are care and support at home, supporting people living with dementia and children who are looked after. These priorities were developed in partnership with the social care sector and Welsh Government. We will be working closely with them, as well as those who provide and receive care and support in Wales, as we develop our plans for supporting improvement in these areas.

We will continue to grow our role in delivering and supporting national service improvement priorities.

**In 2018 – 2019 we will:**

* deliver with partners the Care and Support at Home in Wales strategic plan. This will include providing strategic leadership to ensure the full implementation of the Care and Support at Home Strategic Plan with national and regional partners – reviewing progress in achieving 2017-18 milestones and ensuring targets for 2018-19 are met.
* develop and implement improvement programme for dementia care. This will include supporting the Welsh Government in the implementation of the Dementia Action Plan and the further roll out of the ‘Good Work– Dementia Learning and Development Framework’’.
* develop and implement an improvement programme for children who are looked after by supporting the work of the Improving Outcomes for Children Ministerial Advisory Group, including reviewing and making recommendations on improving outcomes for children in secure accommodation and residential care and supporting implementation of the National Fostering Framework.

**How will we measure our work?**

* Care and Support at home implementation plan completed – quarterly update on performance information; independent evaluation of impact findings. We are also commissioning an independent evaluation, so the plan will be amended in accordance with the findings which will be reported on in April 2019.
* 220 people will have completed the on-line dementia training package (Quarters 1 and 2 will focus on reaching agreement and buy-in with the sector on the training) so these figures are based on estimates and will set a baseline for future years
* Testimonials from learners; feedback from Social Care Wales Workforce Development Programme (SCWWDP) (included within detailed SCWWDP report) on the quality of training.
* On average 4,500 website page views of the dementia training page based on the current website views and the increase we expect to see through the promotion of this training package
* Improvement programme for Children who are looked after specified and monitored and supporting the work of the Improving Outcomes for Children Ministerial Advisory Group.During the year we will be mapping out our programme of work required in relation to children who are looked after. By the end of the year we should have developed a future baseline for this work.

**7. Establish effective approaches to service improvement**

Wales’s legislation including the Social Services and Well-being (Wales) Act 2014 and the Regulation and Inspection of Social Care (Wales) Act 2016, places an emphasis on high-quality, sustainable, and evidence-based social care provision that puts people’s well-being at the centre of their care, and promotes prevention and early intervention. We will utilise independent expertise to support evaluation of our improvement programmes and approaches and define our improvement offer.

We will also support providers with exploring and understanding the models, practice and workforce skills needed to provide more effective engagement with children and families, so preventive action can be taken to reduce the risks to well-being.

Along with our three partners of Skills for Care, Northern Ireland Social Care (NISCC) and Scottish Social Services Council (SSSC) we are the sector skills council for people working in early years, children and young people's services, and those working in social work and social care for adults and children in the UK. As a sector skills council we support the Welsh Government’s ambition to make sure Wales provides high quality, flexible and sustainable childcare and social care provision.

As partners we are committed to supporting employers to create a world-class workforce, that is vital for the growth of the economy and the well-being of people who need care and support in our communities

**In 2018 – 2019 we will:**

* drive outcomes focused practice as part of an on-going 5 year programme of work. Details of the work are included in Annex 1.
* support the workforce to improve practice in line with social care legislation and the best available research evidence.
* make sure qualification standards are supported across the childcare and early years sector working with Care Inspectorate Wales, who regulate the childcare and early years settings

We will continue to develop our approach to leading strategic improvement. Working with the sector and partners we will identify and influence future improvement priorities and in doing so establish and demonstrate robust links to practice, research and data nationally and internationally.

**How will we measure our work?**

* On average 4,500 website page views of our Improvement information pages; On average 5,000 monthly downloads of our improvement resources. This figure is based on what we know currently about the number of page views and the work that we have identified in 2018/19 to promote our improvement work.
* Number of attendees at improvement events: evaluations on the effectiveness of events to be based-lined and annual incremental targets to be set building on 2018/19 figures
* Independent evaluation of key findings on the impact of our work
* In partnership with the Welsh Government consider development of a Level 4 leadership and management qualification equivalent to Step Up to Management for Child Care Play Learning Development

**8. Deliver national research and development strategy that support policy and practice**

We will use information from data, research and evaluation, inspection and policy to support our work. We want to build upon existing work in Wales and learn from national and international approaches to share best practice. We will support people to confidently test and adopt new models of providing services using evidence-based practice and robust research.

Underpinning all our work is the need for good, quality workforce data and an understanding of how services are, and need to develop in the future, is essential to ensure the *right* workforce are recruited and have the *right* knowledge and skills to deliver the services required.

**In 2018 – 2019 we will:**

* use data and evidence to improve services by delivering a national social care data set
* progress actions identified to implement the research strategy and implementation plan, developing and monitoring progress against additional, implementation-related KPIs, and continue to work in partnership with Health and Care Research Wales, the Wales School for Social Care Research, WLGA and other key partners to advance the social care research agenda.

**How will we measure our work?**

* Key elements of data set agreed and timelines agreed for external data to be bought in (a baseline will be established based on usage from Year 1 – 2018/19)
* No. of people using the online Social Care Institute of Excellence (SCIE) tool (2018/19 will set the baseline figure for the future)
* We will be establishing a baseline from the year for a measure that reflects our improvement work in relation to children who are looked after

**Our Values**

It is important that, as a public leadership organisation, we demonstrate our values in the way we work with people to realise 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

**How we work**

We recogniseand value diversity and will work in line with our duties as set out in the Equality Act 2010. To make sure we do this well, we will be consulting on our strategic equalities plan.

If we are to achieve our vision, 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 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 the public and the workforce. We will embrace a ‘digital first’ approach to continually evolve and improve our reach. Where digital channels are not appropriate, we will use a range of methods to communicate.

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 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 offers Welsh language services to people. We will provide an environment that promotes Welsh language use, and nurtures staff to learn Welsh and improve their bilingual skills, so that Welsh is used every day.

**Corporate governance**

“Governance comprises the arrangements put in place to ensure that the intended outcomes for stakeholders are defined and achieved”[[1]](#footnote-1)

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 Minster of Social Services and Public Health. As at 1 April 2018 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.

**Our financial allocations 2018/19**

The chart below shows our financial allocations for 2018-19

The total spend of £20.2m in 2018-19 is based on the following income budget allocations;

* Grant in Aid consisting of £17.97m (17/18 baseline) plus an additional £1.3m for extending the register and a £0.39m carry forward from 2017-18. The Welsh Government recognises the unpredictable nature of extending the workforce register initially on a voluntary basis and will seek to meet any additional related costs. To that end, we will be able to access additional grant-in-aid of up to £200,000 during 2018-19, should it be required. This funding will be retained by Welsh Government and can be accessed by Social Care Wales in-year to cover demand led budget areas, such as workforce registration or to fund additional projects.
* Budgeted income from Registrants of £0.54m reflecting the new fee levels for existing registrants plus Domiciliary Care Workers being able to register from 1 April 2018.

Analysis of our high-level expenditure budget forecast is

* Grants programme of £11.75m consisting of £7.1m for the Social Care Wales Workforce Development Programme (SCWWDP), £4.2m for other Social Care Workforce National Training Programmes including Social Work Bursaries and Practice Placement funding and grants for our regional facilitation work with the sector.
* Organisational budget allocation of £6.26m consisting of Salary cost of £5.6m and Premises and Office facilities costs of £0.6m. Included in our Salary Cost is the extra 25.1% we pay in pension contributions to the Rhondda Cynon Taf Pension Scheme and reflects the increased staffing levels required to facilitate extending the register.
* Functional Budget of £1.31m representing direct running costs for the Regulation and Intelligence Directorate; the Improvement and Workforce Directorate and business support functions. A significant proportion of this budget will be for costs associated with our Fitness to Practise and Panel Committees functions.
* Development and Improvement Programme of £0.93m to fund our project and commissioned work to develop the workforce, improve services and share good practice.

**Business Plan activities 2018/19**

**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**

**How will we measure our work?**

* 15,000 Codes of Practice downloaded per annum (current baseline 1,000 per month)
* Processing application and renewal forms – 100% to processed within 5 days.
* No of domiciliary care workers registered in last quarter (8,000 target in 2018 – 2019 so 2,000 per quarter)
* Number of fitness to practice cases open
* Less than 5% of active cases open longer than 18 months
* No of regulatory hearings held
* Number of cases referred to the Care Standards Tribunal
* 100% of Quality Assurance processes completed on time for regulation of social work training

| **Remit Letter (RL)** | **Activity** | **Milestones** | **Partners** |
| --- | --- | --- | --- |
| **RL** | **Promote the Codes of practice and develop practice guidance** | | |
|  | Implement Code of Practice for Employers | September 2018 | CIW |
|  | Implement practice guidance for domiciliary care | September 2018 | Employers |
|  | Review of all practice guidance | Draft revised guidance for consultation – September; Guidance produced - March 2019 | Registrants, sector, stakeholders |
|  | Review accessibility of the Code of Practice and develop any further accessible formats | Evidence of specific resources needed for protected groups identified by December 2018 | IAA, registrants and service providers |
| **RL** | **Develop and maintain the Register** | | |
|  | Maintain an accurate Register | On-going and progress will be reported quarterly | Sector, Employers |
|  | Extend the Register to new groups | On-going and progress will be reported quarterly | Sector, Employers, Welsh Government, CIW |
|  | Collaboration and joint partnership working with CIW - including sharing of data and collective intelligence | Task and finish group established with CIW to review memorandum of understanding by March 2019 | CIW |
| **RL** | **Raise Standards through our fitness to practice processes** | | |
|  | Undertake the investigation of allegations against social care professionals | On-going and progress will be reported quarterly | Sector, Employers |
|  | Report on themes and trends | Annual report on previous year trends – September 2018 |  |
|  | Maintain and manage effective regulatory committees | On-going and progress will be reported quarterly | Regulatory panel members, legal advisors |
|  | Provide training and support to Panel members | January 2019 | Regulatory panel members, training providers, legal advisors |
| **RL** | **Regulate qualifying and post-qualifying Social Work and develop process for regulating Social Care Training** | | |
|  | Regulate and quality assure Qualifying and Post Qualifying Training | On-going – Quality Assurance report is approved and published - November 2018 | HEI programmes |
|  | To develop a framework for regulating social care training | On-going. Current position in relation to establishing a framework for regulating social care training reviewed in January 2019 | Social Care training providers |
|  | **Scope the options for, and work required, to develop a professional regulatory approach for advocacy managers this could include qualification availability, development or adaptation of code of professional practice and related guidance** | **December 2018** |  |

**Being an effective and transparent organisation**

**How will we measure our work?**

* Developing measures in relation to our influencing and leadership role e.g. Number of consultations responded to and evidence provided to Assembly Committees
* Number of website hits (10% increases from 17/18 – 115,000 on average per month)
* Timely presenting of our Statutory Annual Accounts to the Welsh Government (Target is August 2018)
* Cash balance at end of financial year below 2% of total budget
* Projected and actual spend - In-year – 4% of total annual gross budget; End-of-year – 2% of total annual gross budget (in line with our Governance Framework)
* 80% internal audits reaching the “substantial assurance”
* Assurances on language/equality/privacy impact assessments
* Staff sickness days lost less than 3% (the CIPD benchmark 6.3%)
* Staff engagement rates – 80% target (by 2022) – 75% target in 2018
* 100% Remit Letter targets achieved
* 90% Business Plan targets achieved
* 10% increase in website hits – currently 115,000 per month

| **Remit Letter (RL)** | **Activity** | **Milestones** | **Partners** |
| --- | --- | --- | --- |
|  | **Working with you on how we can deliver our objectives** | | |
| **RL** | Ensure stakeholder engagement and using our influencing role | Ongoing in line with our communications and engagement plan | Welsh Government, sector, stakeholder groups, regional partners, employers |
|  | Develop our values through behaviours through value based training sessions with staff, implementation of our code of conduct, whistleblowing procedures and other relevant HR policies | On-going.  Training on Code of Conduct and Whistleblowing – October 2018 |  |
|  | Deliver a well-being strategy for our workforce | Strategy and action plan developed by June 2018 |  |
| **RL** | **Being accountable to the people of Wales for our decisions** | | |
|  | Managing and monitor our financial resources ensuring value for money and effective budgetary control | On-going | Welsh Government |
|  | Develop robust business plan and performance reporting (including risk) processes | Quarterly updates provided to Board and Welsh Government – July, October, January, April | Welsh Government |
|  | Implement effective approaches to external and internal audit | On-going | External Audit, Internal Audit |
|  | Manage the Board and Committees effectively | On-going | Board Members, Welsh Government, Internal Audit |

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

**Supporting the sustainability of the workforce**

**How will we measure our work?**

* Indicators relating to campaign will be developed as part of the programme from Year 1 onwards (2018/19) and measured throughout delivery of the programme
* 5% increase in number of active Care and Early Years Ambassadors (currently 72 care ambassadors) targeted at specific localities and linked to the requirements of the above campaign
* 10% increase in the number of resources downloaded from our website (currently 10,000 per month) ~~using industry average~~
* Satisfaction scores from the sector on resources produced and used. We will use 2018/19 to set some initial benchmarks for these satisfaction scores
* the required list of qualifications to practice and qualifications across boundaries published on our website by December 2018. Quarter 4 will establish baseline website view data

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| **Remit Letter (RL)** | **Activity** | **Milestones** | **Partners** |
| **RL/EY** | **Deliver a national attraction and recruitment campaign for the social care and early years workforce** | | |
|  | Develop and implement a recruitment, retention, and attraction framework | On-going. January 2019 for initial launch | Sector, stakeholder reference group, existing networks, specific audience groups, Ambassadors, employers, regional leads |
| **RL** | **Producing resources to support employers and the workforce** | | |
|  | Leadership role in [More the just Words](http://gov.wales/docs/dhss/publications/160317morethanjustwordsen.pdf) – action plan activity - resources which have been developed by FEIs, HEIs and  the Coleg Cymraeg Cenedlaethol which could help health,  social services and social care services staff to provide  Welsh language services to be made available to all staff,  regardless of whether they are current students. | March 2019 | Mwy na Geiriau implementation group, sector |
| EY | Support and promote the use of the Welsh language within the sector | Work Welsh online training September 2018  Face to face learning October 2018 | Work Welsh, regional leads |
| **EY** | **Work with Welsh Government to support awareness raising of the qualification requirements for the childcare and early years sector** | **List of qualifications to practice published on our website December 2018** |  |

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

**How will we measure our work?**

* Level of uptake of learning programmes; pass rates; attrition rates on all programmes. We will be reporting on this quarterly and setting relevant indicators from 2019/20 onwards
* Up to 227 new Social Work Degree bursaries awarded based on previous figures and future forecast
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| **Remit Letter (RL)** | **Activity** | **Milestones** | **Partners** |
| --- | --- | --- | --- |
| **RL** | **Influencing, investing and developing national training and development programmes** | | |
|  | Manage SCWWDP Grant | End of Year report -July 2018. Mid-Year report -November 2018 | All Wales Training Managers network, ADSS Cymru |
|  | Manage Social Work Bursary | On-going. Year 1 bursary payment October 2018 | Higher Education Institute (HEI) programmes |
|  | Conclude and embed findings of review of Social Work degree and CPEL review | Rules agreed July 2018  New funding model designed December 2018 | Welsh Government, HEI programmes |
|  | Maintain and further develop national programmes – this includes Middle Management Development Programme (MMDP); TMDP; Strategic leaders; Step up to Management | On-going and progress will be reported quarterly – milestones – dates of when programmes are starting | Local Authorities, Sector, Employers; National Programme Management Committee |
| EY | Work with Welsh Government to support the development of progress for success extended programme | On-going and progress will be reported quarterly | Welsh Government, Qualifications Wales, sector |
|  | Research into the impact of the Step Up to Management Programme | Report 1 November 2018; Report 2 September 2019; Report 3 (final) 2020 | Learners, programme providers |
| EY | Improve the quality and management, learning, development, qualifications and training in early years and childcare | Timescales currently being discussed with Welsh Government | Welsh Government, Early years sector |
| **RL** | **Develop and maintain apprenticeships and qualifications** | | |
|  | Support sector implementation of the All Wales induction framework for health and social care including pilot of joint training across health and social care (Hywel Dda pilot from September 2018) | Launch April 2018  Implementation April 2018 – March 2019 | Sector, Cartrefi cooperative, advisory group, Awarding Bodies, WEDS / Regional leads - learning providers / Local Health Boards |
| **EY** | **Make sure qualification standards are supported across the childcare and early years sector** | **Ongoing and progress reported quarterly** |  |
| EY | Support the implementation of the induction framework for childcare and early years | Induction launched in November 2018 | Sector |
| EY | Work with Qualifications Wales to develop new suite of qualifications for health and social care and childcare | On-going and progress will be reported quarterly | Qualifications Wales, WJEC, City and Guilds, Sector |
| EY | Support Qualifications Wales and Awarding Organisation to develop robust infrastructure for assessment of new qualifications | On-going and progress will be reported quarterly | Qualifications Wales, City and Guilds and WJEC (Consortium) Learning Providers including Colegau Cymru and National Training Federation Wales (NTFW) |
| EY | Promote, develop apprenticeship framework and deliver certification for health and social care and childcare | On-going and progress will be reported quarterly | Welsh Government, learning providers, apprenticeship champions, employers, Careers Wales, Job Centre plus |
| EY | Continuing to work with HEIs to embed work based competence into early childhood degrees | 3 submissions received by March 2019 |  |
| EY | Work with Welsh Government to consider the development of a Level 4 leadership and management qualification equivalent to Step Up to Management for CCPLD to support the new qualifications | To be discussed with Welsh Government | Welsh Government |
|  | Working in collaboration with partners across the UK to develop and review prioritised occupational standards and apprenticeship frameworks, under contract to Skills Development Scotland, acting as the designated Delivery Partner for the Social Care sector. | On-going and progress will be reported quarterly | Skills Development Scotland |
|  | Working in collaboration with Welsh Government and partners to support the development of revised Apprenticeships Framework to introduce and implement the new Childcare and Play qualifications | On-going and progress will be reported quarterly | Welsh Government |

**A long term approach to supporting the development of the workforce**

**How will we measure our work?**

* 100% of SCWWDP resources delivered in accordance with plan and feedback from Local Authorities
* All Wales workforce strategy in place by July 2019. The effectiveness of the strategy will be evaluated as part of the implementation of the strategy.
* Desk based research for rationale for registration and recommendation report to Welsh Government by November 2018
* Future analysis for childcare and early years workforce planning and data forecasting report submitted to Welsh Government end of August 2018

| **Remit Letter (RL)** | **Activity** | **Milestones** | **Partners** |
| --- | --- | --- | --- |
| **RL** | **Develop workforce plans to meet future needs through the development of a workforce strategy** | | |
|  | Develop workforce strategy for social care | Draft strategy developed and consulted on between September – January. Strategy published July 2019 | Sector |
|  | Support and develop leadership skills and capacity of senior managers for Workforce planning | Regulated setting report across the sector is produced by summer 2018 | Local Government Data Unit,  ADSS Cymru |
| **EY** | **Take a leadership role alongside Welsh Government in supporting the implementation of the 10 year workforce plan for Early Years, play and Childcare** | **On-going and progress will be reported quarterly** | **Welsh Government, early years sector** |
| **EY** | **Undertake the development of a proposal to consider registration of the childcare workforce** | **March 2019 and progress reported quarterly** | **Welsh Government, early years sector** |
| EY | Desk based research for rationale for registration and recommendation report to Welsh Government | November 2018 |  |
| **EY** | **Support Welsh Government to undertake future analysis of the childcare and early years workforce planning and data forecasting** | **31 August 2018** | **Welsh Government** |
| EY | Leading the development of the early years workforce aligned to the Childcare, Play and Early Years workforce plan commitment which identifies future resource and capability requirements and how these requirements will be met across the sector to support development of the childcare offer commitment for 3-4 year olds | Continuous and progress will be reported quarterly. There is also a separate Early Years plan with more detail. | Welsh Government, early years sector |
|  | Working in collaboration with Welsh Government and partners to influence investment in the social care and childcare sector via the development of the Regional Skills Partnerships plans and other mechanisms which support the development of the skills and growth required across the sector; and in supporting the development the Welsh Governments approach to the Foundation Economy | On-going and progress will be reported quarterly  Report published June 2018 on the economic value of adult social care in partnership with SfCD | Welsh Government, Regional Skills Partnerships, childcare sector |

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

**Drive national service improvement priorities with partners**

**How will we measure our work?**

* Care and Support at home implementation plan completed – quarterly update on performance information; independent evaluation of impact findings. We are also commissioning an independent evaluation, so the plan will be amended in accordance with the findings which will be reported on in April 2019.
* 220 people will have completed the on-line dementia training package (Quarters 1 and 2 will focus on reaching agreement and buy-in with the sector on the training) so these figures are based on estimates and will set a baseline for future years
* Testimonials from learners; feedback from Social Care Wales Workforce Development Programme (SCWWDP) (included within detailed SCWWDP report) on the quality of training.
* On average 4,500 website page views of the dementia training page based on the current website views and the increase we expect to see through the promotion of this training package
* Improvement programme for Children who are looked after specified and monitored. Improvement programme for Children who are looked after specified and monitored and supporting the work of the Improving Outcomes for Children Ministerial Advisory Group.During the year we will be mapping out our programme of work required in relation to children who are looked after. By the end of the year we should have developed a future baseline for this work.

| **Remit Letter (RL)** | **Activity** | **Milestones** | **Partners** |
| --- | --- | --- | --- |
| **RL** | **Deliver with partners the Care and Support at Home in Wales strategic plan** | | |
|  | Lead development of the full implementation plan for the Care and Support at Home Strategic Plan with national and regional partners | Implementation plan monitored quarterly – [see here for more information on milestones](https://socialcare.wales/resources/care-and-support-at-home-implementation-plan-1) | Implementation group, ADSSC, regional partners, provider groups and forums, HEIW, independent supplier(s) to carry out review and evaluation |
| **RL** | **Develop and implement improvement programme for dementia care** | | |
|  | Support Welsh Government in the implementation of the Dementia Action Plan | On-going and progress will be reported quarterly | Welsh Government |
|  | Plan for and roll out good work dementia training (subject to final agreement from Welsh Government) | Initial 2-year programme to March 2020 - progress will be reported quarterly | Welsh Government, NHS Partners, Older People’s Commissioner,  Academic partners, Alzheimer’s UK, Welsh Local Government Association (WLGA) |
| **RL** | **Develop and implement improvement programme for children who are looked after** | | |
|  | Review and make recommendations on improving the secure estate provision for vulnerable children - focusing on outcomes | 2 year research report will be completed by March 2019  By December 2018 we will have mapped out our work programme linking it to the Ministerial Advisory Group | Ministerial Advisory Group for Children who are looked after, young people and their families; All Wales Heads of Children’s Services, Cascade at Cardiff University, Health and Social Care Research |
|  | Work with key partners across Wales and UK to drive improvement | On-going and progress will be reported quarterly | Support to Ministerial Advisory Group agenda and related work programmes, All Wales Heads of Children’s Services, specialist consultancies on delivering outcome focused social work practice |
|  | Work with Welsh Government on the fostering training framework - good practice reflected in content of qualifications, use of induction framework by foster care agencies, marketing and recruitment campaign in place for Foster Carers | On-going and progress will be reported quarterly | Welsh Government, foster care agencies |
|  | Deliver the joint work with SCIE for the mental and emotional well-being for care experienced children | March 2019 | Social Care Institute of Excellence (SCIE) colleagues, sector expert group, care experienced children and practitioners and managers in residential child care, fostering and adoption services and health services specifically Children and Adolescence Mental Health Services (CAMHS) |

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

**How will we measure our work?**

* On average 4,500 website page views of our Improvement information pages; On average 5,000 monthly downloads of our improvement resources. This figure is based on what we know currently about the number of page views and the work that we have identified in 2018/19 to promote our improvement work.
* Number of attendees at improvement events: evaluations on the effectiveness of events to be based-lined and annual incremental targets to be set building on 2018/19 figures
* Independent evaluation of key findings on the impact of our work

| **Remit Letter (RL)** | **Activity** | **Milestones** | **Partners** |
| --- | --- | --- | --- |
|  | **Drive outcomes focused practice and models of practice** | | |
|  | Working with the National Commissioning Board to agree a forward plan which sets the context of the well-being agenda in terms of outcome focused commissioning | March 2019 | WLGA, Association of Directors of Social Services (ADSS) Cymru, National Commissioning board |
|  | Continue to develop and deliver strategic outcomes focused training to Local Authorities, Care Inspectorate Wales, service providers, Wales Council for Voluntary Action (WCVA) and learning networks | On-going and progress will be reported quarterly | Advocacy Support Cymru (ASC) Ltd, Local Authorities; Care Inspectorate Wales |
|  | Work across the sector to reach agreement on principles needed to deliver effective co-productive and outcome focused approaches to service responses and delivery | Discussions are on-going to shape the offer | NHS Con Federation, Public Health Wales, Housing and service providers |
|  | Deliver in partnership with ADSS Cymru the National Social Care Conference and host the Social Care Accolades | September 2018 | ADSS Cymru |
| **RL** | **Support the workforce to improve practice in line with social care legislation and evidence** | | |
|  | Identify and share practice and support innovation through development of an improvement hub | Dementia pilot hub completed December 2018 | Wales School for Social Care Research, local authority specific service managers, Alzheimer’s Cymru |
|  | Develop a national training framework for safeguarding | On-going and progress will be reported quarterly | Education, social care, health, police, probation across all parts of Wales, Strategic partnership group, WCVA |
|  | Work with Welsh Government and relevant partners on the development and hosting the National Protection Procedures | March 2019 to have final text | Education, social care, health, police, probation across all parts of Wales, Strategic partnership group, WCVA |
|  | Drive improvement in supporting carers through training resources and networks and work with Carers Ministerial Advisory Group (in development) to deliver Good Practice Guide for Supporting Carers | On-going and progress will be reported quarterly | Carers LIN, Ministerial group, regional partners, voluntary sector, Care at home partners, wide range of partners to be involved in supporting the awareness and promotion of the resource |
|  | Maintain and develop social care legislation hub | On-going and progress will be reported quarterly | Welsh Government, sector |
|  | Support communities of practice through registered manager forums and evaluate their effectiveness | On-going - 7 manager forums held by July 2018 forums. Evaluation completed by September 2018 | Sector, Regional Partnerships |
|  | Develop a co-ordinated approach to using narratives to drive service improvement, supported by resources such as digital stories | On-going and progress will be reported quarterly | ADSS, NHS confederation, Coproduction Network for Wales and Wales School for Social Care Research |

**Deliver national research and development strategy that support policy and practice**

**How will we measure our work?**

* Key elements of data set agreed and timelines agreed for external data to be bought in (a baseline will be established based on usage from Year 1 – 2018/19)
* No. of people using the online Social Care Institute of Excellence (SCIE) tool (2018/19 will set the baseline figure for the future)
* We will be establishing a baseline from the year for a measure that reflects our improvement work in relation to children who are looked after

| **Remit Letter (RL)** | **Activity** | **Milestones** | **Partners** |
| --- | --- | --- | --- |
| **RL** | **Use data and evidence to improve services by delivering a national social care data set** | | |
|  | Produce analysis of Statutory Director Annual report | July 2018 | Local Authorities |
|  | Implement a data and information management strategy for Social Care Wales | December 2018 |  |
|  | Development of the national Social Care Data Set for Wales (including National Data Hub, incorporating the current Daffodil data system) | On-going and progress will be reported quarterly  Data transferred over by December 2018. Further development work in 2019/20 | Welsh Local Government Data Unit, feedback from sector and stakeholders |
|  | Develop and implement a web based dashboard to show trends and key performance measurement of Social Care Wales activity and the wider social care sector in Wales | March 2019 |  |
| **RL** | **National research and development strategy** | | |
|  | Implement the [research strategy and implementation plan](https://socialcare.wales/research-and-data/research-strategy-for-wales) | In line with implementation plan – reported quarterly | Health and Care Research Wales, Wales School for Social Care Research, SAIL |
|  | Maintain the SCIE online search tool for Wales | On-line tool available by end of June 2018 | SCIE |
|  | Maintaining the relationship and funding arrangements with SCIE – currently finalising work for 2018/19 but the 2 agreed are included within this plan. | On-going and progress will be reported quarterly – Support for young carers and carers moving to adulthood’ from September to January and ‘Evidence and models of practice for social workers working in GP patch based clusters’ from November to March | SCIE |

1. ‘International framework: good governance in the public sector’, Chartered Institute of Public Finance and Accountancy (CIPFA) and the International Federation of Accountants, July 2014 [↑](#footnote-ref-1)