



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



# Making a positive difference to social care in Wales

## Our Business Plan 2019/20



Noddir gan  
**Lywodraeth Cymru**  
Sponsored by  
**Welsh Government**

# Contents

<b>Context</b>	<b>1</b>
<b>Ensuring the social care workforce is fit to practise through our regulatory role</b>	<b>4</b>
<b>Being an effective and transparent organisation</b>	<b>5</b>
<b>Support sustainability of the workforce</b>	<b>6</b>
<b>Take forward an enhanced role as a strategic workforce delivery partner to the early years and childcare workforce</b>	<b>7</b>
<b>Improve the quality and management of social work and social care and early years learning, development, qualifications and training</b>	<b>7</b>
<b>Support the workforce to improve practice in line with social care legislation and evidence</b>	<b>9</b>
<b>Drive national service improvement priorities with partners</b>	<b>9</b>
<b>Establish effective approaches to service improvement</b>	<b>11</b>
<b>Deliver national research and development strategy that support policy and practice</b>	<b>11</b>
<b>Use data and evidence to improve services by delivering a national social care data set</b>	<b>12</b>
<b>Our Values</b>	<b>13</b>
<b>How we work</b>	<b>13</b>
<b>Corporate governance</b>	<b>15</b>
<b>Our financial allocations 2019/20</b>	<b>16</b>
<b>Annex 1: Business Plan activities</b>	<b>18</b>

## Social Care Wales business plan: 2019-20

### Context

Social Care Wales is a Welsh Government Sponsored Body (WGSB). We were set up under the Regulation and Inspection of Social Care (Wales) Act 2016 in April 2017 bringing together social care workforce regulation, workforce development of the social care and early years sector and service improvement in one organisation.

Social care and early years has an important role in improving the well-being of children and adults in Wales. Our work contributes to the ambitions of - *A Healthier Wales* and the Welsh Government's 10 year Childcare, Play and Early Years Workforce Plan. These provide a vision for a whole system approach to health and social care; this seamless long-term vision underpins our work with Welsh Government and others. This also supports the implementation of the legislative framework to transform care and support in Wales as set out in Social Services and Well-being (Wales) and Regulation and Inspection of Social Care (Wales) Acts.

It is important that, as a public leadership organisation, we demonstrate our values in the way we work along with the principles of set out in Well-being of Future Generations (Wales) Act 2015 and the values of One Welsh Public Service Values.

Our strategic plan sets our vision, purpose, aims and outcomes for the next five years. It explains what will be different, what we will do and how we will work. This is the third annual business plan of delivery against our 2017-2022 strategic plan. This plan sets out our strategic objectives for 2019-20 along with the high-level work-streams that underpin these objectives, timelines and outputs of this work. We are working on how we measure the of impact of our strategic aims to support our work.

Reporting against how we are delivering what we do in Annex A is scrutinised by Leadership Group, the Board of Social Care Wales and Welsh Government on a quarterly basis.

**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 will result in:**

Improved well-being outcomes for children and adults who rely on care and support, their families and carers.

A high-quality, sufficient and skilled workforce.

People having confidence in the social care workforce, including the early years workforce, and the effectiveness of Social Care Wales.

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

## Our plan on a page

Our work for 2019/20 is set within the framework below:

“We want every person who needs care and support to live the life that matters to them”		
Building confidence in the workforce and leading and supporting improvement in social care		
Providing public confidence	Developing the workforce	Leading and supporting improvement
<p>Make sure the social care workforce is fit to practice through our regulatory role by:</p> <ul style="list-style-type: none"> <li>maintaining professional standards</li> <li>assuring high-quality accredited training</li> </ul>	<p>Support the sustainability of the workforce by</p> <ul style="list-style-type: none"> <li>developing and implementing a recruitment attraction and retention careers framework</li> <li>produce and promote Welsh Language resources to support employers and the workforce</li> </ul>	<p>Drive the national service improvement priorities by working with partners to:</p> <ul style="list-style-type: none"> <li>deliver the Care and Support at Home in Wales strategic plan</li> <li>develop and implement improvement plan for dementia care</li> <li>develop and implement improvement plan for children who are looked after</li> <li>support the shift to outcome focused social care practice</li> </ul>
<p>Be an effective and transparent organisation by:</p> <ul style="list-style-type: none"> <li>working with you</li> <li>being accountable for our decisions</li> </ul>	<p>Deliver our role as a strategic workforce delivery partner to the early years and childcare workforce</p>	<p>Establish effective approaches to service improvement and work in partnership to decide future priorities</p>
	<p>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</p>	<p>Deliver national research and development strategy that support policy and practice</p>
	<p>Support the workforce to improve practice in line with social care legislation and evidence by</p> <ul style="list-style-type: none"> <li>identifying and sharing practice and supporting innovation</li> <li>developing workforce strategies to meet future needs</li> </ul>	<p>Use data and evidence to improve services by delivering a national social care data set</p>

**Strategic aim: Providing public confidence: we want people to have confidence in the social care sector and in the effectiveness of Social Care Wales**

**Strategic objective 1: We will make sure the social care workforce is fit to practise through our regulatory role by**

- **maintaining professional standards**
- **assuring high-quality accredited training**

Keeping a Register of Social Care Workers (the Register) is part of this process. It provides those on the Register with professional recognition. 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.

We regulate social work education through the setting of rules for social work courses; the approval process (linked to university validation); the 5 year review and annual quality assurance processes with each providers and each course. This provides confidence in social work qualifications are fit for purpose and have a consistency of outcomes.

**In 2019-20 we will:**

- Promote the Codes of practice and develop practice guidance through
  - raising awareness of the Code of Professional Practice amongst protected characteristics groups (linked to strategic equalities plan)
  - raising awareness of the Code of Professional Practice amongst the new and registered workforce groups
  - develop and publish practice guidance
- Develop and maintain the Register through
  - maintaining an accurate Register
  - extending the Register to domiciliary workers on a mandatory basis by April 2020
  - preparing for adult care workers for voluntary registration from April 2020 (linking with Welsh Government consultation on the Regulations)
  - communicating registration and qualification requirements for Voluntary registration of phase 3 managers (advocacy, adult placement, adoption and fostering service managers)

- Maintain standards through our fitness to practise processes through
  - undertaking the investigation of allegations against social care professionals
  - maintaining and managing effective regulatory hearings
  - monitoring and developing rules and policies to support compliance with Regulations and Legislation
- Regulate qualifying and post-qualifying Social Work and develop process for regulating Social Care Training through
  - approving and quality assuring qualifying and post-qualifying Social Work Education and Training
  - working with stakeholders to confirm our role and approach to the regulation of social care training

**Strategic objective 2: Be an effective and transparent organisation by**

- **Working with you**
- **Being accountable for our decisions**

Involving people is central to our governance with our Board mostly comprising of members of the public, individuals who use care and support and carers. Our current Board shows the strength of having lay people working alongside professionals discussing and making decisions about important issues of policy and practise. Our Board scrutinises us to make sure we are improving standards in the social care and early years sector. We hold public Board meetings to make sure our governance is open and transparent.

Working with people is core to how we work and we look to embed our collaborative approach in all our work. As a Welsh public service we have a responsibility to manage effectively our resources to deliver our work.

**In 2019-20 we will:**

- "Work with you" – our stakeholders and our workforce to
  - develop our approach and evaluate the impact of our Strategic plan
  - develop and deliver an organisation development plan
  - design and develop a workforce strategy for our workforce
  - implement and deliver engagement in line with our communication and engagement plan
- Be accountable for our decisions by
  - maintaining and reviewing the 5 year financial strategic plan and progress actions identified to make sure effective budgetary control and value for money

- ensuring effective financial and governance controls and systems through delivery of an unqualified audit opinion and assurance from internal audits on our internal controls
- managing the Board and Committees effectively (including recruitment and induction of the Board Chair and 2 Members)
- developing and implementing a 3-year ICT strategy

**Strategic aim: Developing the workforce: we want Wales to have a sufficient, high quality and skilled social care and early years and childcare workforce**

**Strategic objective 3: Supporting the sustainability of the workforce by**

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

To provide care and support 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 also want to improve the prospects of care workers who are looking for opportunities for professional development.

We will also continue our leadership role and support for employers in supporting the Welsh Government’s vision to support Welsh language services in health and social care.

**In 2019-20 we will:**

- Support the sustainability of the workforce by developing and implementing an attraction, recruitment and careers framework through
  - implementing an attraction campaign
  - updating and promoting careers material
  - monitoring and developing an ambassadorial service
- 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) through
  - completing and evaluating the Work Welsh pilot (phase 1)
  - extending Work Welsh for wider group of learners (phase 2)

- delivering our leadership commitments as set out in More than just Words (this wording will be confirmed following publication of the updated plan for 2019 - 2020)

**Strategic objective 4: Take forward an enhanced role as a strategic workforce delivery partner to the early years and childcare workforce**

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

Welsh Government has a clear ambition for ‘children from all backgrounds to have the best start in life<sup>1</sup>.’ To support this, Welsh Government has committed to develop a highly skilled childcare and play workforce which is highly regarded as a profession and as a career of choice. To support achievement of this ambition, a workforce plan was published in December 2017<sup>2</sup>.

We have always been recognised as a key project partner in the delivery of this workforce plan, supporting a workforce of around 23,000 - particularly in relation to workforce data; qualifications; supporting national training frameworks and supporting capacity and capability development. This year we will begin delivery of a transition programme to build on this work, become a strategic delivery partner for early years and childcare and explore how we can take forward professional registration of the workforce.

**In 2019-20 we will:**

- Take forward an enhanced role as a strategic workforce delivery partner for Welsh Government in relation to the early years and childcare workforce through establishing a 4 year transition programme plan

**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**

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.

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<sup>1</sup> Prosperity for All: the National Strategy <https://gov.wales/docs/strategies/170919-prosperity-for-all-en.pdf>

<sup>2</sup> <https://gov.wales/docs/dsjlg/publications/cyp/171215-childcare-play-early-years-workforce-plan-en.pdf>

## **In 2019 – 2020 we will be:**

- Investing in national training and development programmes through
  - managing the Social Care Wales Workforce Development Programme (SCWWDP) Grant programme
  - managing the Social Work Bursary scheme
  - maintaining the existing and developing a revised approach to the CPEL framework
- Developing and delivering national training programmes through
  - maintaining and further developing national management and leadership development programmes – Directors and Assistant Directors of Social Services, Middle Managers and Team Managers
  - managing the final cohort of the Step up to Management Programme and follow up research report
  - developing safeguarding training resources on new national procedures
- Developing and maintaining qualifications and apprenticeship frameworks through
  - working with Qualifications Wales, Health Education Improvement Wales (HEIW) and Awarding Organisations to develop and launch a new suite of qualifications for health and social care, early years and childcare including an infrastructure for assessment of these qualifications
  - developing and promoting the Qualifications framework
  - developing new apprenticeship frameworks that meet new Welsh Government standards and requirements to secure funding for the sector's employers
  - promoting and developing apprenticeship framework
  - delivering apprenticeship certification
- Support implementation of induction standards across the social care, childcare and early years sectors through
  - supporting sector implementation of the All Wales induction framework for health and social care
  - partnership working in finalising and evaluating the Hywel Dda project on piloting training and learning to support the implementation of the All Wales induction framework across health and social care
  - supporting the implementation of the induction framework for childcare and early years
  - supporting learning for workforce development for the early years and childcare sector

**Strategic objective 6: Support the workforce to improve practice in line with social care legislation and evidence by**

- **identifying and sharing notable practice and supporting innovation**
- **developing workforce strategies to meet future needs**

Two of our core areas in improving outcomes for children and adults who rely on care and support, their families and carers are:

- stimulating and share learning from notable and innovative practice
- supporting development of the workforce.

As more new seamless models of health and care emerge we need a clear and coherent approach to developing and planning the whole workforce so that we are ready to develop and roll-out the best new ways of working across Wales. To do this, we are working with Health Education and Improvement Wales (HEIW) to develop a long-term workforce strategy in partnership with NHS and Local Government, the voluntary and independent sectors as well as regulators, professional bodies, and education providers.

**In 2019-20 we will:**

- Stimulate and share notable and innovative practice through;
  - Scoping and arranging the Accolades and organising the National Social Care Conference as a key partner
- Develop workforce strategies to meet future needs through;
  - Working with HEIW to develop a workforce strategy for health and social care as per 'A Healthier Wales' to meet future needs
  - Developing a leadership strategy with HEIW and Academi Wales for health and care by March 2020

**Strategic aim: Leading and supporting improvement: We want improved outcomes for children and adults who rely on care and support, their families and carers**

**Strategic objective 7: Drive the national service improvement priorities by working with partners to:**

- **deliver the Care and Support at Home in Wales strategic plan**
- **develop and implement improvement plan for dementia care**
- **develop and implement improvement plan for children who are looked after**
- **support the shift to outcome focused social care practice**

Our four improvement priorities are care and support at home, supporting people living with dementia, children who are looked after and supporting the shift to outcome focused social care practice. These priorities were developed in partnership with the social care sector and Welsh Government. We will be working closely with a wide range of partners as we develop our plans for supporting improvement in these key areas. Across all our improvement priorities we have a responsibility to stimulate and share notable and innovative practice across Wales.

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.

**In 2019-20 we will:**

- Deliver with partners the Care and Support at Home in Wales strategic plan through
  - leading the care and support at home implementation plan with national and regional partners
- Develop and implement improvement plan for dementia care through
  - developing the workforce through leading the Dementia Learning and Development (DLDG) group to drive forward the Good Work learning and development framework
- Develop and implement improvement plan for children who are looked after through
  - improving knowledge and understanding through development of phase 2 plan for residential childcare sector and publish secure welfare research
- Support the shift to outcome focused social care practice through
  - improving knowledge and understanding on balancing rights, responsibilities and risk in Children's and Adults services to support outcomes practise
  - developing the workforce in delivering outcomes focused training to health and social care multi-agency teams in hospitals in partnership with HEIW
  - supporting the development of the workforce by working with partners across statutory services, regulation and providers services to embed outcomes focused practice.
  - improving knowledge and understanding by supporting the Welsh Government's national priority on supporting carers
  - improving knowledge and understanding by hosting training and learning resources for safeguarding procedures

**Strategic objective 8: Establish effective approaches to service improvement and work in partnership to decide future priorities**

Improvement is everyone's business and requires us and our partners to work differently. Our work in partnership is key to help support the ambitions of the Social Services and Well-being (Wales) Act 2014; Regulation and Inspection of Social Care (Wales) Act 2016 and the Well-being of Future Generations (Wales) Act 2015.

We will be implementing our improvement framework 2019 and seek to continually improve our approach alongside partners to support positive change.

**In 2019-20 we will:**

- Support social care improvement in Wales through implementation of the improvement framework

**Strategic objective 9: 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.

**In 2019 – 2020 we will:**

- Lead the implementation of the 2019/20 Social care research and development strategy through;
  - Scoping and developing an approach for a research prioritisation process for Wales (Focus Area 3 of the Social care research and development strategy 2018-2023)
  - Exploring, developing and implementing a plan to establish and improve channels for communicating with the sector about research and evidence
  - Maintaining the relationship and funding arrangements with SCIE

**Strategic objective 10: Use data and evidence to improve services by delivering a national social care data set**

Underpinning all our work is the need for good, quality 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 2019 – 2020 we will:**

- Use data and evidence to improve services by delivering a national social care data set through
  - managing the social care dataset for Wales in partnership with Data Cymru
  - developing and enhancing the social care dataset in line with user requirements and expert recommendations
  - collecting data on the workforce to inform workforce planning to meet future needs

## 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 recognise and 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 have a strategic equalities plan which sets out our areas of focus.

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 resources 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”<sup>3</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 2019 Social Care Wales has 13 Board Members with Arwel Ellis Owen, a layperson, as the Chair.

The Social Care Board Members are:

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

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 supporting 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.

We have 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.

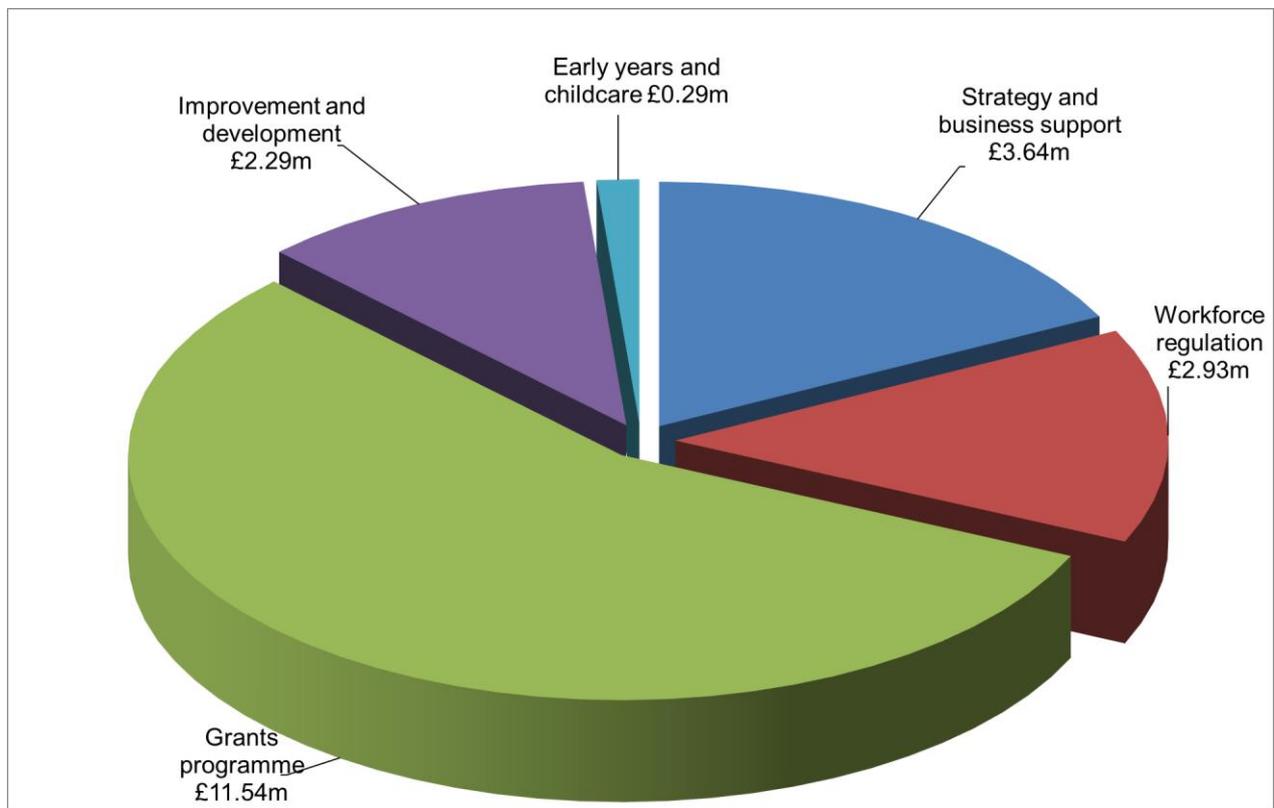
As a Welsh Government Sponsored Body we work in line with our Model Governance Framework, Scheme of Delegation and Standing Orders. A refreshed governance framework has been developed in partnership with Welsh Government. We will continue to operate within these frameworks, seek collaboration with other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

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<sup>3</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 2019/20

The chart below shows our financial allocations for 2019-20.



The total spend of £20.69m in 2019-20 is based on the following income budget allocations:

- Grant in Aid consisting of £19.11m core which now includes £1.3m for extending the register. There will be additional funding of £0.18m for specific projects and £0.29m in relation to Early years and childcare leading to total Grant in Aid funding of £19.58m.
- Budgeted income from registrants of £0.86m reflecting the new fee levels for 2019-20. The forecasted income is based on the target of a further 14,500 domiciliary care workers registering before 31 March 2020. If this target is not achieved there will be a £20,000 income shortfall for every thousand domiciliary care workers registered less than the target.
- £0.17m in relation to the Work Welsh including £0.02m carried forward from unspent funding in 2018-19

Analysis of our high-level expenditure budget forecast is

- Grants programme of £11.54m which includes £7.15m for the Social Care Wales Workforce Development Programme (SCWWDP), £3.93m for other Social Care Workforce National Training Programmes including Social Work Bursaries and Practice Placement funding and also includes £0.33m of grants for our regional

facilitation work with the sector. The Grants programme has been reduced by £0.13m compared to 2018-19 reflecting no requirement in 2019-20 for Step Up to Management funding.

- Workforce regulation budget of £2.93m representing the salary costs of £2.32m in respect of the regulation directorate and its direct running costs totaling £0.61m. A significant proportion of the running costs will be for costs associated with our fitness to practise and hearings panel functions.
- Improvement and development budget of £2.29m which includes salary costs of £1.53m with the rest of the budget funding our project and commissioned work to develop the workforce, improve services and share good practice.
- Strategy and business support budget of £3.64m which represents premises and office facilities costs, all costs of running our support functions, Board costs and now includes the costs of running the intelligence and data functions. The salary cost included in this budget is £2.11m with the premises and office budget being a significant cost of £0.51m.
- The Early years and childcare costs is primarily in relation to Salaries but includes £0.05m for extended development and engagement programmes.

## Business Plan activities 2019/20

**Strategic aim: Providing public confidence: we want people to have confidence in the social care sector and in the effectiveness of Social Care Wales**

**Strategic objective 1: We will make sure the social care workforce is fit to practise through our regulatory role by**

- maintaining professional standards
- assuring high-quality accredited training

Activity	Target/Indicator/Outputs	Timelines	Key partner(s)
<b>Promote the Codes of practice and develop practice guidance</b>	<b>Quarterly report on awareness level. Need to undertake survey to set benchmark on awareness levels</b>	<b>Reported quarterly July 2019</b>	<b>Registered workers</b>
Raise awareness of the Code of Professional Practice amongst protected characteristics groups (linked to strategic equalities plan)	1. Briefing sessions for BME community connectors delivered 2. Scoping exercise completed on identifying protected characteristic groups to work with on raising awareness	1. April 2019 2. May – June 2019	Local Authorities, Third Sector Councils, Race Equality First, Diverse Cymru.
Raise awareness of the Code of Professional Practice amongst the new and registered workforce groups	1. Plan completed on approach to awareness raising 2. Plan implemented	1. June 2019 2. July 2019 – March 2020	Registered workforce and their employers, regional and national contacts
Develop and publish Practice guidance	1. Guidance on responsible use of social media published 2. Practice guidance for adult care home workers published	1. October 2019. 2 March 2020.	Registered workers, employers, individuals and carers, CIW, other national partners
<b>Develop and maintain the Register</b>	<b>90% of applications processed within 5 days;</b>	<b>Reported quarterly</b>	<b>Registered workers; Employers</b>

Activity	Target/Indicator/Outputs	Timelines	Key partner(s)
Maintain an accurate Register	<ol style="list-style-type: none"> <li>1. Registration targets hit for applications</li> <li>2. Maintenance of the Register and customer service (enquiries).</li> <li>3. Products/materials produced and maintained</li> </ol>	On-going and progress will be reported quarterly	Sector, Employers
Extend the Register to domiciliary workers on a mandatory basis	14,500 registered	End of March 2020 – progress will be reported quarterly	Sector, Employers, Welsh Government, CIW
Prepare for adult care workers for voluntary registration from April 2020 (linking with Welsh Government consultation on the Regulations)	Number of engagement events held and attendance levels	progress reported quarterly	Adult Care Workers, Employers, Welsh Government
Communicate registration and qualification requirements for Voluntary registration of phase 3 managers (advocacy, adult placement, adoption and fostering service managers)	Communications sent to Responsible Individuals of all phase 3 services to be registered with CIW by July 2019 and number of briefing events held and attendance levels	August notifying that the Register is open (subject to Welsh Government decision)	Welsh Government; CIW, sector; employers
<b>Maintain standards through our fitness to practise processes</b>			
Undertake the investigation of allegations against social care professionals	<ol style="list-style-type: none"> <li>1. Number of fitness to practise cases open;</li> <li>2. Number of active cases open longer than 18 months less than 5%</li> </ol>	On-going and progress will be reported quarterly	Sector, Employers, Police, CIW, Public
Maintain and manage effective regulatory hearings	<ol style="list-style-type: none"> <li>1. No cases referred to the Care Standards Tribunal;</li> <li>2. Number of regulatory panel hearings held; 100% of regulatory hearings held in accordance with the relevant Rules</li> </ol>	On-going and progress will be reported quarterly	Regulatory panel members, legal advisors

Activity	Target/Indicator/Outputs	Timelines	Key partner(s)
Monitor and develop rules and policies to support compliance with Regulations and Legislation	Consultation about the registration of adult care home workers (subject to confirmation by Welsh Government Rules) revised and presented for Ministerial and Board approval	Autumn of 2019: To be confirmed by Welsh Government	Welsh Government
<b>Regulate qualifying and post-qualifying Social Work and develop process for regulating Social Care Training</b>			
Approve and quality assure qualifying and post-qualifying Social Work Education and Training	1. Completion of 18/19 annual monitoring. 2. commencement of 2019/20 annual monitoring activity	1. April - June 2019 2. December 2019	HEI programmes; Employers; people who use care and support
Work with stakeholders to explore our role and approach to the regulation of social care training	Recommendation presented to Board	October 2019	Social Care training providers, Qualification Wales, Estyn;

**Strategic objective 2: Be an effective and transparent organisation by**

- Working with you
- Being accountable for our decisions

Activity	Target/Indicator/Outputs	Timelines	Key partner(s)
<b>Working with you</b>			
Develop our approach and evaluate the impact of our Strategic plan	1. Draft evaluation model for Board approval 2. Annual impact report published	1. September 2019 2. August 2019	Cordis Bright; Welsh Government; ADSS Cymru; All Wales Heads of Childrens Services; All Wales Heads of Adult Services; Care Forum Wales; National Training Provider Forum; WCVA; WLGA; CIW; Health Education Improvement Wales; Health and Care Research Wales
Develop and deliver an organisational development plan	100% of plan targets within 2019/20 completed and implemented	Staff survey results published May 2019 – report quarterly on progress of implementing plan	Staff Partnership Council; Staff
Design and develop a workforce strategy for our Social Care Wales workforce	Staff engagement index 80%; Staff sickness <3%; Staff turnover <15%; Gender pay gap <15%; Corporate Health Standard revalidated	Report quarterly to Board and Remuneration Committee	Staff Partnership Council; Staff

Activity	Target/Indicator/Outputs	Timelines	Key partner(s)
	Workforce strategy produced	September 2019	
Implement and deliver engagement in line with our communication and engagement plan	100% of plan targets within 2019/20 completed and implemented	Ongoing in line with our communications and engagement plan	Welsh Government, sector, stakeholder groups, regional partners, employers
<b>Being accountable for our decisions</b>			
Maintain and review the 5 year financial strategic plan and progress actions identified to make sure effective budgetary control and value for money	Year end cash position within 2% balance target  Financial plan updated and agreed	Management accounts reported quarterly  Annual review of financial strategy.	Welsh Government, Managers
Ensure effective financial and governance controls and systems through delivery of an unqualified audit opinion and assurance from internal audits on our internal controls	1. Accounts approved and laid 2. 80% of internal audits receive substantial assurance	1. August 2. In line with Internal Audit Plan – reported quarterly	Welsh Government, Wales Audit Office, Internal Audit
Manage the Board and Committees effectively (including recruitment and induction of the Board Chair and 2 Members)	1. Substantial assurance on our Corporate Governance and Risk Management arrangements; 2. 100% of meetings held in line with Standing Financial Instructions and Scheme of Delegation	1. Internal Audit held in 19/20 2. Reported quarterly	External Audit, Internal Audit
Develop and implement a 3 year ICT strategy	1. ICT strategy agreed and approved 2. ISO 27001 Reaccreditation awarded 3. 99% uptime of planned network availability	1. May 2019 2. July 2019 and January 2020 3. Reported quarterly	Board Members, Welsh Government, Internal Audit

**Strategic aim: Developing the workforce - we want Wales to have a sufficient, high quality and skilled social care and early years and childcare workforce**

**Strategic objective 3: Supporting the sustainability of the workforce by**

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

Activity	Target/Indicator/Outputs	Timelines	Key partner(s)
<b>Support the sustainability of the workforce by developing and implementing an attraction, recruitment and careers framework</b>			
Implement an attraction campaign	<ol style="list-style-type: none"> <li>1. Monitor and report on social media activity</li> <li>2. Monitor and report on website traffic</li> </ol>	<ol style="list-style-type: none"> <li>1. Reported quarterly</li> <li>2. Reported quarterly as management information</li> </ol>	Stakeholder advisory panel; Cowshed;
Update and promote careers material	<ol style="list-style-type: none"> <li>1. Relaunch a Question of Care resource – leading on the domiciliary care element of the resource;</li> <li>2. Update 5 careers materials</li> </ol>	<ol style="list-style-type: none"> <li>1. July – A question of care relaunched and usage reported quarterly</li> <li>2. Progress on career material updates and usage – quarterly</li> </ol>	Skills for Care and Development; Employers, workforce.
Monitor and develop an ambassadorial service	Number of active care ambassadors (currently 43) Number / type of active engagement activities undertaken	a) Analysis of activity reported quarterly	Care ambassadors

**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)**

Complete and evaluate the Work Welsh pilot (phase 1)	Evaluation complete, 250 baseline assessments, 70 online course completion, 120 completing 100 hours face to face	Completed June 2019; Evaluate impact - report in July 2019	Employers; National Centre for Learning
Extend Work Welsh for wider group of learners (phase 2)	TBC – subject to finalising phase 2 contract with the National Learning Centre	TBC	TBC
Deliver our leadership commitments as set out in More than just Words	TBC – this wording will be confirmed following publication of the updated plan by Welsh Government for 2019 – 2020	TBC	TBC

**New 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**

Activity	Target/Indicator/Outputs	Timelines	Key partner(s)
<b>Take forward an enhanced role as a strategic workforce delivery partner for Welsh Government in relation to the early years and childcare workforce</b>			
Establish a 4 year transition programme plan	<ol style="list-style-type: none"> <li>1. Plan for year 1 activities agreed with Welsh Government</li> <li>2. Initial stakeholder workshop(s)</li> <li>3. Detailed programme plan</li> </ol>	<ol style="list-style-type: none"> <li>1. June 2019</li> <li>2. July 2019</li> <li>3. December 2019</li> </ol>	Welsh Government, Early Years network; Education Workforce Council; CWLWM Partners; PETC members; Local Authority AWARE Group members

**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

Activity	Target/Indicator/Outputs	Timelines	Key partner(s)
<b>Investing in national training and development programmes</b>			
Manage Social Care Wales Workforce Development Programme (SCWWDP) Grant	1. End of Year report 2. Mid-Year report	1. July 2. November	All Wales Training Managers network, ADSS Cymru Regional Workforce Boards
Manage Social Work Bursary	100% of eligible students receive a bursary with a placement provided	Reported quarterly	HEI programmes; Local Authorities; Students
Maintain existing and consider development of a revised approach to the CPEL framework	1. Maintenance of existing scheme 2. New CPEL approach identified	1. Reported quarterly 2. September	Alliance; ADSS
<b>Developing and delivering national training programmes</b>			
Maintain and further develop national management and leadership development programmes for: <ul style="list-style-type: none"> <li>• Director,</li> <li>• Assistant Director of Social Services,</li> <li>• Middle Managers,</li> <li>• Team Managers</li> </ul>	Report produced on programmes	September; March	Local Authorities, WLGA, National Programme Management Committee, IPC Oxford Brookes

Activity	Target/Indicator/Outputs	Timelines	Key partner(s)
Manage the final cohort of the Step up to Management Programme and follow up research report	1. Report on graduation data 2. Research report published	1. December 2019 2. March 2020	USW, National Steering Group, WHISCR
Develop safeguarding training resources on new national procedures	TBC – subject to funding	TBC	TBC
<b>Develop and maintain qualifications and apprenticeship frameworks</b>			
Work with Qualifications Wales, Health Education Improvement Wales (HEIW) and Awarding Organisations to develop and launch a new suite of qualifications for health and social care, early years and childcare including an infrastructure for assessment of these qualifications	1. Level 2 and 3 qualifications available 2. Revised qualification framework available on-line	1. September 2019 2. September 2019	Qualification Wales Consortium of Awarding Organisations Employers Learning Providers
Develop and promote the Qualification framework	Relevant sections of Qualification Framework revised to reflect new qualifications	Tranche 1: September 2019, Tranche 2: March 2020	QSAG, awarding body consortium, Qualifications Wales. CIW
Develop new apprenticeship frameworks that meet new Welsh Government standards and requirements to secure funding for the sector's employers	1. Ensure funding for Level 2 and Level 3 qualifications continues to be available for the sector. 2. New Apprenticeship Frameworks at L2 and L3 for Health and Social Care and Children Care, Play, Learning and Development available for funding 1st September 2019.  3. New Frameworks meet Welsh Government standards and are approved for funding.	1. Consultations May-July 2019 2. Proposed Frameworks to Qualifications Standards Advisory Group August for scrutiny	Welsh Government, (Education Learning and Skills, Sponsor Division, Children's Division), Wales Apprenticeship Advisory Board, Apprenticeship Steering Group (including Skills for Health HEIW, Health Boards,

Activity	Target/Indicator/Outputs	Timelines	Key partner(s)
		3. New Frameworks Issued for 1st September 2019	Regional Skills Partnerships) Employers, Learning providers (including Colegau Cymru and National Training Federation for Waels), Care Network Wales, Early Years Network.
Promote and support apprenticeship framework	100% of all apprenticeship frameworks remain compliant with SASW and fit for purpose for the sector.	Reported quarterly	Welsh Government Learning and Skills, Sponsor division, Apprenticeships Certification Wales and FISSS, Wales Apprenticeship Advisory Board, SfCD, Regional Skills, employers and awarding bodies, Careers Wales.
Deliver apprenticeship certification	100% (and number) of certifications completed within the 10 day period specified by ACW Apprenticeship certification meets the audit requirement of ACW FISSS	Reported quarterly	ACW, learners
<b>Support implementation of induction standards across the social care, childcare and early years sectors</b>			
Support sector implementation of the All Wales induction framework for health and social care	Workshops held across all regions on the All Wales induction framework to support the transition to the core qualification in the new qualification structure	November 2019 onwards	Sector, advisory group, Awarding Bodies, HEIW/ Regional leads - learning providers / Local Health Boards

Activity	Target/Indicator/Outputs	Timelines	Key partner(s)
	Scoping report on recommended training framework for the early years and childcare workforce		
Finalise and evaluate the Hywel Dda project on piloting training and learning to support the implementation of the All Wales induction framework across health and social care	Deliver 3 cohorts of training on Hywel Dda pilot	Reported quarterly	Pilot steering group HEIW West Wales regional workforce board
Support the implementation of the induction framework for childcare and early years	<p>1. Development of an e-learning version of the induction framework and supporting e-workbooks</p> <p>2. Provision of workshops to support links from existing induction framework into the new CCPLD core qualifications including assessment methodology</p>	<p>1. September 2019</p> <p>2. March 2020</p>	Employers EYCC network Learning providers
Supporting learning for workforce development for the early years and childcare sector	Scoping report on recommended training framework for the early years and childcare workforce	March 2020	Employers, EYCC network, Learning providers

**Strategic objective 6: Support the workforce to improve practice in line with social care legislation and evidence by**

- identifying and sharing practice and supporting innovation
- developing workforce strategies to meet future needs

Activity	Target/Indicator/Outputs	Timelines	Key partner(s)
<b>Identify and share good practice and support innovation</b>			
Scope and arrange the Accolades and be a key partner in organising the National Social Care Conference	1. Accolades launched 2. Conference held	1. September 2. September	ADSS Cymru; Employers
<b>Develop workforce strategies to meet future needs</b>			
With HEIW develop a workforce strategy for health and social care as per 'A Healthier Wales' to meet future needs	Published strategy launched	November	HEIW; Employers; ADSS Cymru; Unions
Develop a leadership strategy with HEIW and Academi Wales for health and care	With HEIW map leadership and management resources and identify programmes for health and care	TBC	TBC

**Strategic aim: Leading and supporting improvement - We want improved outcomes for children and adults who rely on care and support, their families and carers**

**Strategic objective 7: Drive the national service improvement priorities by working with partners to:**

- deliver the Care and Support at Home in Wales strategic plan
- develop and implement improvement plan for dementia care
- develop and implement improvement plan for children who are looked after
- support the shift to outcome focused social care practice

Activity	Target/Indicator/Outputs	Timelines	Key partner(s)
<b>Deliver the Care and Support at Home in Wales strategic plan</b>			
Lead the care and support at home implementation plan with national and regional partners	100% of our activities identified in the implementation plan for year 3 of the strategy completed	Implementation plan monitored quarterly – <a href="#">see here for more information on milestones</a>	Implementation group, ADSSC, regional partners, provider groups and forums, HEIW, independent supplier(s) to carry out review and evaluation
<b>Develop and implement improvement plan for dementia care</b>			
Develop the workforce through leading the Dementia Learning and Development (DLDG) group to drive forward the Good Work learning and development framework.	<ol style="list-style-type: none"> <li>1. Mapping activity completed</li> <li>2. Targeted engagement</li> <li>3. Resources developed to support the sector in using the framework consistently</li> </ol>	<ol style="list-style-type: none"> <li>1. June</li> <li>2. September</li> <li>3. December – March</li> </ol>	Welsh Government, NHS Partners, Older People's Commissioner, Academic partners, Alzheimer's UK, Welsh Local Government Association (WLGA)

Activity	Target/Indicator/Outputs	Timelines	Key partner(s)
Share notable and innovative practice and stimulate discussion	Review and evaluate information produced	Reported quarterly	Welsh Government, NHS Partners, Older People's Commissioner, Academic partners, Alzheimer's UK, Welsh Local Government Association (WLGA)
<b>Develop and implement improvement plan for children who are looked after</b>			
Improve knowledge and understanding through development of phase 2 plan for residential childcare sector and publish secure welfare research	Phase 2 plan agreed  Research report produced and disseminated June 2019	Launch April '2019. Review September '19 and February '20	Provider sector; CIW, Heads of Childrens Services, Welsh Government
Share notable and innovative practice and stimulate discussion	Attendance at MAG and relevant sub groups  Launch section on website to support residential childcare workforce. Review and develop content twice yearly Number of Hits on the on line resource for residential child care  Expert groups and events held for residential child care workers and managers  Twice yearly events - South East, South West, North.	On-going membership at Ministerial Advisory Group  Launch resource April '2019. Review September '19 and February '20  May, July, September, November, January, March	Welsh Government, Residential child care workers and managers

Activity	Target/Indicator/Outputs	Timelines	Key partner(s)
<b>Support the shift to outcome focused social care practice</b>			
Improve knowledge and understanding on balancing rights, responsibilities and risk in Children's and Adults services to support outcomes practise	<ol style="list-style-type: none"> <li>1. Legal position and principles agreed</li> <li>2. Regulatory statement agreed</li> <li>3. Roll out</li> <li>4. Publish phase 1 report for Children</li> <li>5. Dependent on findings of phase 1 report</li> </ol>	<p>Adults – phase 1 report</p> <ol style="list-style-type: none"> <li>1. June</li> <li>2. September</li> <li>3. December</li> <li>4. June</li> <li>5. This will inform Phase 2 yet to be confirmed</li> </ol>	ADSS Cymru; CIW; CAFCASS; WLGA
Develop the workforce in delivering outcomes focused training to health and social care multi-agency teams in hospitals in partnership with HEIW	TBC	TBC	TBC
Support the development of the workforce by working with partners across statutory services, regulation and providers services to embed outcomes focused practice. (Sharing notable and innovative practice and stimulate discussion)	<ol style="list-style-type: none"> <li>1. Deliver training to Care Inspectorate Wales (CIW) Inspectors and Local Authorities on Outcome focused practice</li> <li>2. Develop resources to support outcomes focused practice</li> </ol>	<ol style="list-style-type: none"> <li>1. Training to CIW by end of December</li> <li>2. Online resources by September</li> </ol>	ADSS Cymru, CIW, Achieving Sustainable Change Consultancy (Linked to the National Management Programmes)
Improve knowledge and understanding by supporting the Welsh Government's national priority on supporting carers	Host Carers Learning Improvement Network (LIN) Attendance at Carers Ministerial Advisory Group	Reported quarterly on networks and attendance at Carers Ministerial Advisory Group	Carers LIN, Ministerial group, regional partners, voluntary sector, Care at home partners, wide range of partners to be involved in supporting the

Activity	Target/Indicator/Outputs	Timelines	Key partner(s)
			awareness and promotion of the resource
Improve knowledge and understanding by hosting training and learning resources for safeguarding procedures	National procedures and associated practice guides hosted	November and reported quarterly on usage	Additional resources following policy discussions

<b>Strategic objective 8: Establish effective approaches to service improvement and work in partnership to decide future priorities</b>
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Activity	Target/Indicator/Outputs	Timelines	Key partner(s)
<b>Support social care improvement in Wales through implementation of the improvement framework</b>			
Implement our improvement framework	Report on progress of implementation	1. Quarterly updates	Public Health Wales; Good Practice Exchange; Health Education and Improvement Wales; Care Inspectorate Wales; Innovation and Improvement hubs

**Strategic objective 9: Deliver national research and development strategy that support policy and practice**

Activity	Target/Indicator/Outputs	Timelines	Key partner(s)
<b>Lead the implementation of the 2019/20 Social care research and development strategy</b>	<b>100% of targets completed in implementation plan</b>	<b>Reported quarterly</b>	<b>Health and Care Research Wales, Wales School for Social Care Research, ExChange (Cardiff University), local authorities, Regional Partnership Boards</b>
Scope and develop an approach for a research prioritisation process for Wales (Focus Area 3 of the Social care research and development strategy 2018-2023)	Draft process sent to key stakeholders	September	Health and Care Research Wales
Explore, develop and implement a plan to establish and improve channels for communicating with the sector about research and evidence	1. Communications plan agreed 2. Implementation of plan	1. June 2. June – March	Health and Care Research Wales, Wales School for Social Care Research, ExChange (Cardiff University), local authorities, Regional Partnership Boards
Maintain the relationship and funding arrangements with SCIE	1. SCIE online search tool for Wales incorporated into wider communications strategy 2. 2019 – 2020 agreed priorities delivered	1. September 2. Reported quarterly	SCIE

<b>Strategic objective 10: Use data and evidence to improve services by delivering a national social care data set</b>
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Activity	Target/Indicator/Outputs	Timelines	Key partner(s)
<b>Use data and evidence to improve services by delivering a national social care data set</b>			
Manage the social care dataset for Wales in partnership with Data Cymru	<ol style="list-style-type: none"> <li>1. Virtual reference group established and baseline satisfaction survey conducted.</li> <li>2. Follow-up satisfaction survey conducted.</li> </ol>	<ol style="list-style-type: none"> <li>1. September</li> <li>2. March</li> </ol>	Data Cymru
Develop and enhance the social care dataset in line with user requirements and expert recommendations	<ol style="list-style-type: none"> <li>1. Facilitate user workshop for dataset development plan (Q1)</li> <li>2. Linked population, activity, financial and workforce data in the dataset</li> <li>3. Updated and improved Daffodil data published</li> </ol>	<ol style="list-style-type: none"> <li>1. June</li> <li>2 and 3. Reported quarterly (Publication of new data on a quarterly basis)</li> </ol>	Regional Partnership Boards and local authorities. Data suppliers inc. PHW, NWIS, CIW, local authorities, SAIL Databank. Researchers and academic institutions.
Collect data on the workforce to inform workforce planning to meet future needs	<ol style="list-style-type: none"> <li>1. Survey to all regulated settings to collect data</li> <li>2. Report published on findings from data collection</li> </ol>	<ol style="list-style-type: none"> <li>1. March 2020</li> <li>2. July 2020</li> </ol>	All Wales Training Managers network Data Cymru ADSS