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**CYFARFOD BWRDD / BOARD MEETING: 25.01.18**

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| **EITEM/ITEM:** | **6** |
| **TEITL/TITLE: SCW/18/03** | **Draft Business Plan 2018 – 2019** |
| **AWDUR/AUTHOR:**  **CYFRANIADAU GAN/ CONTRIBUTIONS FROM:** | **Sue Evans** |
| **ATODIADAU/APPENDICES:** | **Draft Business Plan 2018 – 2019** |
| **CRYNODEB GWEITHREDOL/EXECUTIVE SUMMARY:**  This paper provides Members with the draft Business Plan 2018 – 2019reaffirming our strategic aims and objectives (as set out in our Strategic Plan) and the high level activities for the year ahead with a focus on Social Care Wales’ leadership role and our contribution to the delivery of Welsh Government legislative agenda.  The Executive Management Team, with Corporate Managers, have been developing the draft Business Plan 2018 – 2019 high level activities. We are also working with our Sponsor Division in Welsh Government in developing the Remit Letter – these high level priorities feed into our Business Plan. | |
| **ARGYMHELLION / RECOMMENDATIONS:** | |
| Members are invited to:  i. **discuss** and **approve** the Draft Business Plan for 2018 – 2019;  ii **note** that if, following receipt of the Remit Letter 2018 – 2019, there are any significant resource and/or financial implications the Business Plan will be re-submitted to the Board for further consideration and discussion. | |

**Draft Business Plan: 2018 – 2019**

**1. What is the purpose of this report?**

* 1. Members are asked to discuss and approve the draft business plan 2018 – 2019.
  2. We are in discussions with our sponsor division on remit letter activities. The financial allocation from Welsh Government to Social Care Wales, as part of our Grant-in-Aid (GIA) also form part of these discussions. If, following receipt of the remit letter 2018 – 2019, there is any significant resource and/or financial implications the business plan will be re-submitted to the Board for further consideration and discussion.

**2. What is the business plan?**

2.1 The business plan sets out our annual activities for 2018 – 2019 under our strategic priorities and work streams. Our business plan is informed by the priorities and financial allocation as set out in the remit letter from Welsh Government as well as our statutory core functions.

2.2 Annex 1 of the Business Plan sets out in more detail the activities which we will progress during 2018 – 19. Further work is being done to identify clear performance measures for each of the work-streams and the strategic objectives; these will be included in the final document and be monitored throughout the year.

**3. Role of the Board in the scrutiny of the business plan delivery**

3.1 The business plan is an annual plan which is used by the Board and Welsh Government to scrutinise and monitor progress of delivery on a quarterly basis. In line with our governance framework the Board are responsible for:

* providing effective leadership; defining and developing strategic direction and setting challenging objectives;
* promoting high standards of public finance, upholding the principles of regularity, propriety and value for money;
* ensuring that Social Care Wales’s activities are conducted efficiently and effectively; and
* monitoring performance to ensure that Social Care Wales fully meets its aims, objectives and performance targets.

3.2 It is important that throughout the course of the Board discussions in 2018 – 2019 members continue to ‘test’ out that we are focusing on the organisations purpose and vision, demonstrating our impact on the outcomes for people, the sector and our stakeholders.

**4. Current position**

4.1 The leadership team within the organisation have been engaged in the development of this business plan and the draft remit letter.

4.2 The business plan is a dynamic and fluid document and can be amended if there is a slight change to the requirements of the remit letter. However if, on receipt of the remit letter, there are significant resource implications the business plan will be re-submitted to the Board for further consideration.

4.3 Work is on-going to finalise the performance indicators for each objective and officers will confirm timelines for all activities.

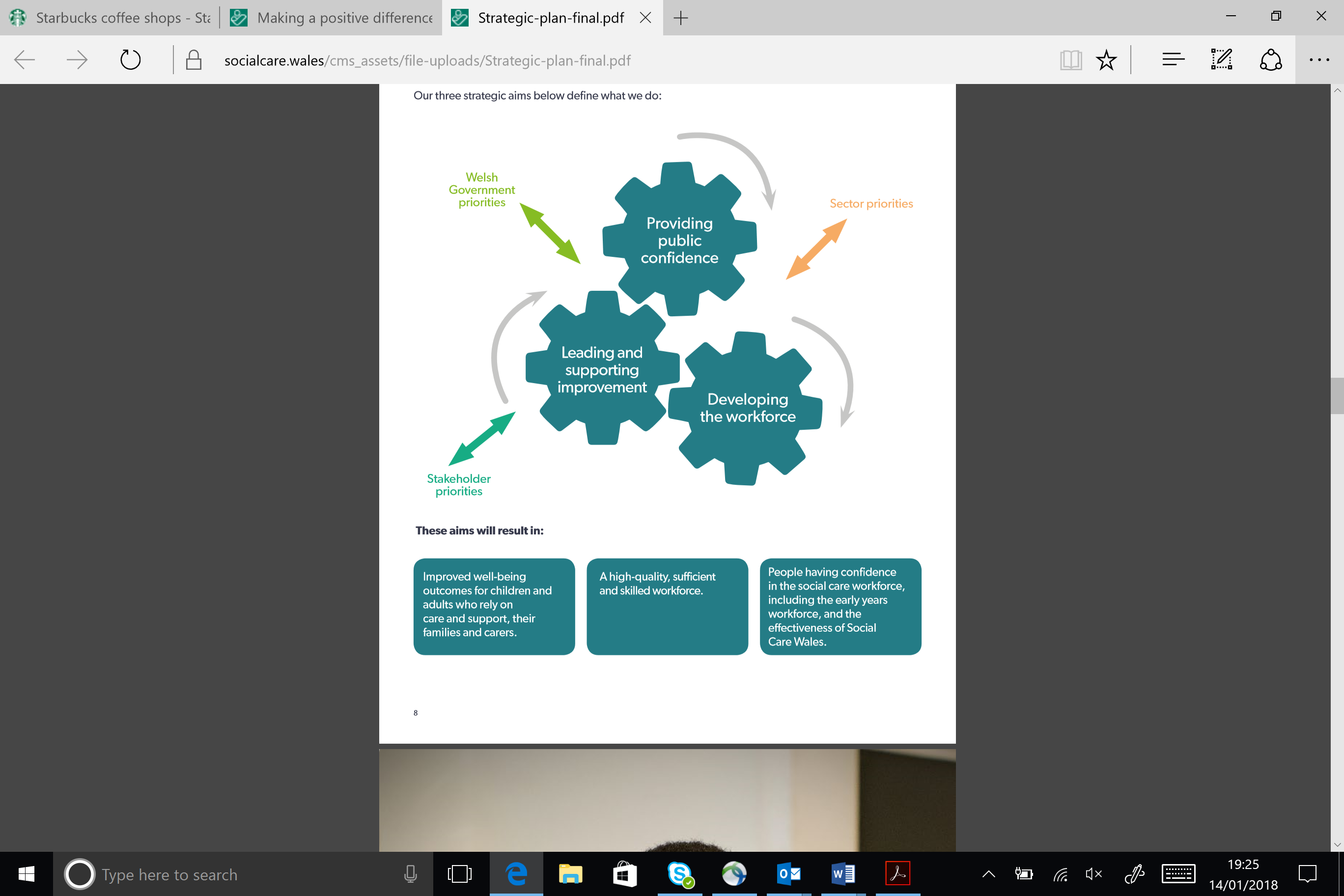
4.4 The draft business plan is focusing on the higher level strategic objectives and work streams rather than the detail of the operational programmes.

**5. Recommendations**

5.1 Members are invited to **discuss** and **approve** the draft business plan for 2018 – 2019; and **note** that if, following receipt of the remit letter 2017 – 2018, there are any significant resource and/or financial implications the business plan will be re-submitted to the Board for further consideration and discussion.

**Social Care Wales business plan**

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 –2019 along with the high level work-streams that underpin these objectives and how we will measure our achievements. Reporting against our delivery 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
* Develop and maintain the Register – opening the Register to the care and support at home workforce
* Raise Standards through our fitness to practice processes
* Regulate qualifying and post-qualifying Social Work and develop process for regulating Social Care Training

**How will we measure our work?**

* Growth target on the register – workforce profile information
* Year 1 of the new group – 30% registered
* Processing application and renewal forms – 100% to be completed within 3 days.
* Fitness to practice targets benchmarked with the Professional Standards Authority standards
* 100% programmes Quality Assured; Social Care Training benchmark – to be established
* Attrition target – against all National Learning Programmes

**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 Future Generations and Well-being (Wales) Act 2015

**In 2018 – 2019 we will:**

* Be working with you
* Be accountable for our decisions

**How will we measure our work?**

* Staff sickness days lost – CIPD benchmark 6.3 days
* Staff engagement rates – 80% target
* 90% internal audits reaching the “substantial assurance”
* 100% Remit Letter targets achieved
* 80% Business Plan targets achieved
* Website hits & reach - target
* Evidence of influence and responses/feedback from our consultations
* Spend within the 2% limit – budgetary control
* Year-end unqualified audit report laid.
* Assurances on language/equality/privacy impact assessments

**Strategic Aim: Leading and supporting improvement**

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

Our three priorities are care and support at home, supporting people with dementia and children who are looked after. These priorities were developed in partnership with the social care sector and Welsh Government. We 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.

**In 2018 – 2019 we will:**

* Deliver with partners the Care and Support at Home in Wales strategic plan
* Develop and implement improvement programme for dementia care
* Develop and implement improvement programme for children who are looked after

**How will we measure our work?**

* Care and Support at home implementation plan completed – quarterly update on performance information; wider independent evaluation of impact of implementation of the plan
* Number of organisations adopting the dementia training package, testimonials from learners; feedback from SCWWDP
* Evidence and influence of Social Care Wales contributions at Ministerial Advisory Group and Research and Development group
* Improvement Programme for Dementia specified and monitored
* Improvement Programme for Children who are looked after specified and monitored

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

Wales’s legislation places an emphasis on high-quality and sustainable 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.

**In 2018 – 2019 we will:**

* Drive outcomes focused practice
* Support the workforce to improve practice in line with social care legislation and evidence

**How will we measure our work?**

* No. of hits on Improvement Hub, No of improvement events attend and their evaluation of effectiveness by attendees at events
* Independent evaluation

**5. 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.

We will be working with Care Inspectorate Wales to develop a State of the Nation report using 2017-18 data and intelligence.

**In 2018 – 2019 we will:**

* Use data and evidence to improve services by delivering a national social care data set
* Progress actions identified in the national research and development strategy and implementation plan

**How will we measure our work?**

* Sector feedback informs No. of research projects undertaken and what products produced. Evidence of Social Care Wales influencing Research investment (PhD’s etc)
* An increase in the number of people accessing the data set
* Number of articles referencing the data set
* Establish baseline from 2017-18 data and intelligence for the State of the Nation report

**Strategic Aim: Developing the workforce**

**6. Support sustainability of the workforce**

To support the delivery of wellbeing to the people who use services, their families and carers there are sufficient good quality people entering, working and remaining in the social care and early years sectors to meet the care and support needs of individuals; families and carers 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 requirement campaign for the social care and early years workforce
* Producing resources to support employers and the workforce

**How will we measure our work?**

* Indicators relating to campaign
* 5% increase in number of active Care Ambassadors
* No. of downloads of resources (benchmark yr on yr)
* Satisfaction scores of resources produced

**7. 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.

**In 2018 – 2019 we will:**

* Influence, invest and develop national training and development programmes
* Develop and maintain apprenticeships and qualifications

**How will we measure our work?**

* Level of uptake of learning programmes; pass rates; attrition rates on all programmes;
* No of bursary students taking up social care roles in Wales evaluation of impact of learning programmes
* Supported 20 new qualifications ready for teaching by 2019;

**8. 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 childcare, play and early years.

**In 2018 – 2019 we will:**

* Develop workforce plans to meet future needs through the development of a workforce strategy

**How will we measure our work?**

* 100% of SCWWDP resources delivered in accordance with plan
* Feedback on forums – systematic approach to evaluation
* Number of good practice events and 80% positive impact on practice
* Feedback on effectiveness of forums / stakeholder events
* All Wales workforce strategy in place

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:

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| 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

The below chart shows our draft financial allocations for 2018-19

The total spend of £19.98m in 2018-19 is based on the assumed budget allocation for 2018-19 consisting of £17.91m Grant In Aid and £0.19m carry forward from 2017-18 and £1.3m for extending the register. In additional to our grant funding we predict that will receive £530k in registration fees from our registrants which reflects our new fee levels and Domiciliary Care Workers being able to register from 1 April 2018.

Our Grants programme accounts for £11.64m of our total spend which consists of £7.1m for the Social Care Wales Workforce Development Programme (SCWWDP), £4m for Bursaries and Practice Placement funding and a small grant for our regional facilitation work with the sector.

Our Organisational budgeted spend of £6.03m is made up of Salary cost (£5.4m) and Premises and Office facilities costs in both our North and South Wales offices (£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.

The £1.34m Functional Budget represents the direct running costs for the Regulation and Intelligence Directorate and the Improvement and Workforce Directorate, it also includes the business support functions. A significant proportion of this budget will be the for costs associated with our Fitness to Practice and Panel Committees functions.

The £0.97m Development and Improvement Programme funds all our project and commissioned work to develop the workforce, improve services and share good practice.

**Business Plan 2018 – 2019**

**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**

| **Activity** |
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| **Promote the Codes of practice and develop practice guidance** |
| Implement Code of Practice for Employers |
| Implement practice guidance for domiciliary care |
| Review of all practice guidance |
| **Develop and maintain the Register** |
| Maintain an accurate Register |
| Extend the Register to new groups |
| Collaboration and joint partnership working with CSSIW - including sharing of data and collective intelligence |
| **Raise Standards through our fitness to practice processes** |
| Undertake the investigation of allegations against social care professionals |
| Report on themes and trends |
| Maintain and manage effective Committees |
| Provide training and support to Panel members |
| **Regulate qualifying and post-qualifying Social Work and develop process for regulating Social Care Training** |
| Regulate and quality assure Qualifying and Post qualifying Training |
| To develop a detailed project plan for initiating the regulation of social care training |

**Being an effective and transparent organisation**

| **Activity** |
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| **Working with you** |
| Ensure stakeholder engagement and using our influencing role |
| Living our values |
| Deliver wellbeing strategy |
| **Being accountable for our decisions** |
| Managing and monitor our financial resources ensuring value for money and effective budgetary control |
| Develop robust business plan and performance reporting (including risk) processes |
| Implement effective approaches to external and internal audit |
| Manage the Board and Committees effectively |

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

**Drive national service improvement priorities with partners**

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| **Activity** |
| **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 |
| **Develop and implement improvement programme for dementia care** |
| Support Welsh Government in the implementation of the Dementia Strategy |
| Roll out good work dementia training |
| **Develop and implement improvement programme for children who are looked after** |
| Review and make recommendations on improving the secure estate provision for vulnerable children - focussing on outcomes |
| Work with key partners across Wales and UK to drive improvement |
| Fostering framework |

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

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| **Activity** |
| **Drive outcomes focussed practice** |
| Work with National Commissioning Board |
| Training/Support |
| National Social Care Conference and Accolades |
| **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 |
| Support the shift of outcome focused social work/ care practice |
| Support improvement in supporting carers through training resources and networks |
| Maintain and develop social care legislation hub |
| Support communities of practice |

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

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| **Activity** |
| **Use data and evidence to improve services by delivering a national social care data set** |
| Produce analysis of Statutory Director Annual report |
| Implement a data and information management strategy |
| Continued development of the national Social Care Data Set for Wales |
| Develop and implement a web based dashboard to show trends and ket performance measurement of Social Care Wales activity and the wider social care sector in Wales |
| **National research and development strategy** |
| Implement the research strategy and implementation plan |
| Maintain the SCIE online search tool for Wales |

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

**Supporting the sustainability of the workforce**

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| **Activity** |
| **Deliver a national attraction and requirement campaign for the social care and early years workforce** |
| Develop and implement a recruitment, retention, and attraction framework |
| **Producing resources to support employers and the workforce** |
| Promote and embed resources to improve practice in the sector |
| Leadership role in Mwy na Geiriau |

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

| **Activity** |
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| **Influencing, investing and developing national training and development programmes** |
| Manage SCWDP Grant |
| Manage Social Work Bursary |
| Conclude and embed findings of review of Social Work degree and CPEL review |
| Maintain national programmes |
| Influence investment in social care training and development |
| **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 |
| Work with Qualifications Wales to develop new suite of qualifications for health and social care and childcare |
| Support Qualifications Wales and Awarding Organisation to develop robust infrastructure for assessment of new qualifications |
| Apprenticeship framework and certification |
| **Develop and maintain apprenticeships and qualifications** |
| Manage Apprenticeships Frameworks and Certification and promote to the sector |
| Support the use and improvement of qualifications in the early years sector to improve the quality of care. |
| Take a lead role in the development of content and engagement of the sector in the development of new qualifications with Qualification Wales |

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

| **Activity** |
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| **Develop workforce plans to meet future needs through the development of a workforce strategy** |
| Develop workforce strategy |
| Workforce planning |

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)