



CYFARFOD BWRDD / BOARD MEETING: 25.05.17

EITEM/ITEM: 7

TEITL/TITLE: Draft Business Plan 2017 – 2018
CCW/17/09

AWDUR/AUTHOR: Kate Salter

**CYFRANIADAU GAN/
CONTRIBUTIONS FROM:** Rhian Jones
Leadership team

ATODIADAU/APPENDICES: Draft Business Plan 2017/18

CRYNODEB GWEITHREDOL/EXECUTIVE SUMMARY:

This paper provides Members with the draft Business Plan 2017 – 2018 setting out our aims and objectives 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 Management Team, have been developing and finalising the Business Plan framework for 2017 – 2018. This framework has been produced in order to provide a high level outcome focused narrative to our work in the next financial year.

ARGYMHELLION / RECOMMENDATIONS:

Members are invited to:

- i. **discuss** and **approve** the Draft Business Plan for 2017 - 2018;
- ii **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.

Draft Business Plan: 2017 – 2018

1. What is the purpose of this report?

- 1.1 Members are asked to discuss and approve the draft business plan 2017/18. If, following receipt of the remit letter 2017/18, 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 2017/18 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.

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 2017/18 members continue to 'test' out that we are focusing on the organisations purpose and vision (following the development of the strategic plan); demonstrating our impact on the outcomes for people, the sector and our stakeholders.
- 3.3 Therefore in line with one of the guiding principles¹ of good governance it is important for members to consider the following questions:
- How clear are we about what we are trying to achieve as an organisation?
 - Do we always have this at the front of our minds when we are planning or taking decisions?
 - How well are we doing in achieving our intended outcomes?

¹ Good Governance Standard for Public Services, Cipfa

- To what extent does the information that we have help us to make rigorous decisions about improving quality?
- Do we receive regular and comprehensive information on stakeholders' views of quality? How could this information be improved? How effectively do we use this information when we are planning and taking decisions?
- To what extent does the information that we have on costs and performance help us to make better use of our resources? How effectively do we use this information when we are planning and taking decisions?
- How well do we understand how the value we provide compares with that of similar organisations?

3.4 The above is not an exhausted set of questions but aims to support members in focusing on our overall purpose, to achieve its intended outcomes for people, those who use services and their families, and operates in an effective, efficient and ethical manner.

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 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 2017 - 2018; 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 Business Plan sets out the eight objectives for Social Care Wales during 2017-2018 along with some examples of the work-streams that underpin those objectives.

Strategic objective: 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, confident and competent to ensure safe care of individuals and support for their families. The vision in Wales from the start has been that workforce regulation also reinforced the importance of investing in a workforce which was properly trained and skilled, with the right values and qualifications, and supported in their practice.

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

During 2017-2018 we will:

- Promote the Codes of practice and Guidance
- Develop and maintain the Register
- Raise Standards through our fitness to practice processes
- Implementation of the Regulation and Inspection (Wales) Act
- Regulate qualifying and post-qualifying Social Work and Social Care Training

2. Being an effective and transparent organisation

In taking forward the strategic aims Social Care Wales is expected to 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.

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.

During 2017-18 we will:

- Demonstrate values through behaviours
- Ensure comprehensive stakeholder engagement and use our influencing role
- Define and promote our outcomes
- Develop our capacity to deliver
- Manage risk and performance
- Deliver effective accountability

Strategic objective: developing the workforce

3. Recruitment and retention to support professionalisation and 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.

During 2017-2018 we will:

- Develop and publish a Careers, Recruitment and Retention Framework, Action plan and resources
- Maintain and develop resources to support recruitment, CPD, Supervision and Welsh Language

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

Fundamental to the delivery of professional and effective social care / child care services, is a workforce which is competent and confident in their practice. High quality learning equips and supports the workforce to have the right knowledge, skills and approach to deliver exceptional care and support. It is therefore essential that people in the social care and early years sectors have access to good quality learning and development opportunities throughout their careers, to underpin and support professional practice.

During 2017-2018 we will:

- Provide financial investment in workforce training
- Deliver national training programmes
- Develop and maintain qualifications
- Induction frameworks

5. Support the workforce in improving practice in line with social care legislation

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

During 2017 – 2018 we will:

- Implementation of the Social Services and Well-Being (Wales) Act
- Sharing best practice with the sector through Networks, Forums and research studies
- Development of a delivery plan to implement allocated actions in the 10 year workforce plan

Strategic objective: Leading and supporting service improvement

6. Delivery of service improvement priorities

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.

During 2017-2018 we will:

- Lead development of the implementation plan for the Care and Support at Home Strategic Plan
- Review evidence that evaluate the impact of ways of working with people with dementia
- Implement the residential childcare workforce action plan

7. Establishing an approach to support service improvement

During 2017-2018 we will:

- Develop our methodology and approach to improvement

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

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.

During 2017-2018 we will:

- Develop a data and Information management Strategy for Social Care Wales
- Develop a national social care data set for Wales
- Maintain and develop an information Hub
- Implement the research Strategy

How we work – our values

Throughout all our work we aim to demonstrate our core values. We:

- **respect everyone** – we see people as individuals and treat everyone with dignity and respect.
- **take a professional approach** – we act responsibly and in the right way, holding each other to account.
- **are always learning** – we believe in improving ourselves and supporting others to be the best we can be.
- **involve people** – we encourage and enable everyone to work together.

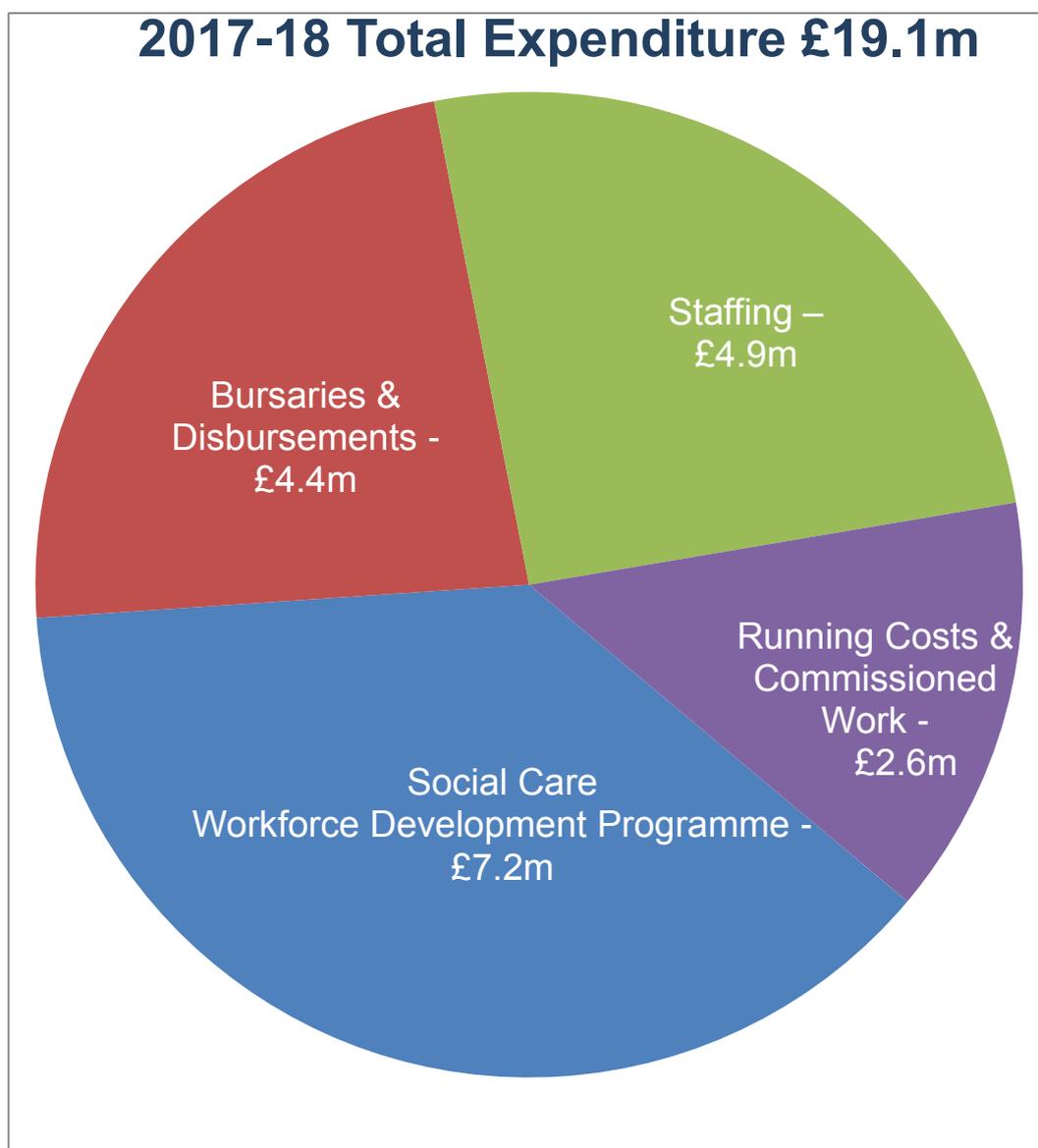
Equalities

We recognise and value diversity and ensure that all our programmes embed and demonstrate not just our public duty as set out by the Equality Act, but embrace equality and diversity as a core value underpinning all functions and the delivery of high quality services to our workforce and the sector. We will ensure that in all our work, we fully embed the rights agenda.

Welsh Language

Social Care Wales through its remit, promotes and influences the importance of language choice for service users and sensitivity of language within the social care workforce. We have a leadership role in the delivery of the Welsh Government's More than Just Words - Strategic Framework for Welsh Language Services in Health, Social Services and Social Care. As an employer we are a truly bilingual organisation providing an environment which nurtures and develops staff to learn and improve their bilingual skills and own the bilingual ethos of the organisation.

Social Care Wales Budget 17-18



Income

The total spend of £19.1m in 2017-18 is based on the budget allocation as in the 2017-18 draft remit letter. It includes the grant in aid allocation from Welsh Government and the extra funding we have asked for.

The total spend is also based on the £280k of registration fees which we get from our registrants.

Expenditure

£11.6m of our total spend goes out to Local Authorities and students to fund social care training in Wales. This is made up of £4.4m of Bursaries and Placement funding which are paid to both students and Local Authorities as part of funding Social Work Training courses in Wales and was part of the spend of the Care Council for Wales.

In 2017-18 we will for the first time be paying out to Local Authorities the Social Care Workforce Development Programme funding of £7.2m.

£4.9m of our expenditure are costs of 98 of our staff members. We are members of the Rhondda Cynon Taf Pension Scheme and this costs us an extra 23.5% on the amount we get paid.

£2.6m of expenditure includes our running costs including Premises Costs and the costs of our support functions such as Information and Communications Technology, Human Resources and Communications and Public Affairs. A significant cost is due to our Fitness to Practice function and the costs of our Panel Committees. Also included in the £2.6m are costs for projects or commissioned work.