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**CYFARFOD BWRDD / BOARD MEETING: 27.09.17**

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| **EITEM/ITEM:** | **7** |
| **TEITL/TITLE: SCW/17/20** | **Draft Social Care Wales engagement strategy and framework** |
| **AWDUR/AUTHOR:** | **Joanne Oak** |
| **CYFRANIADAU GAN/ CONTRIBUTIONS FROM:** | **Executive Management Team**  **Malcolm Williams** |
| **ATODIADAU/APPENDICIES:** |  |
| **Appendix 1** | **High Level Engagement Plan** |
| **Appendix 2** | **National Social Care Conference and 2018 Accolades** |
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| **TRAFODWYD YN FLAENOROL YN/ITEM PREVIOUSLY DISCUSSED AT:** | |
| The initial draft strategy has been discussed at Executive Management Team meetings and Improvement and Development department meeting.  The options for the 2018 Social Care Accolades were also discussed at the Improvement Committee in September. | |
| **PENDERFYNIAD / DECISION:** | |
| Members are invited to **discuss** and **approve** the draft engagement strategy  Members are invited to **approve** the proposals for the National Social Care Conference and the approach to 2018 Accolades. | |

**Draft Social Care Wales Engagement Strategy and Framework**

1. **Purpose of the report and recommendation** 
   1. The purpose of this report is for the Board to approve our approach to be taken to engage and involve our stakeholders through a strategic framework.

1.2 Members are invited to discuss and approve the draft engagement strategy. Members are also invited to approve the proposals for the National Social Care Conference and the approach to 2018 Social Care Accolades.

1. **Background**

2.1 Social Care Wales has new responsibilities and expectations that will provide a strong national leadership voice for social care. Our primary purpose is the protection of the public and, in particular, people who need care and support. We achieve this through three strategic priorities:

* Regulating and developing the workforce
* Leading and supporting service improvement
* Providing public assurance

2.2 Social Care Wales is committed to working in partnership and taking into account the views of others to shape its work. Our interaction, or engagement, with stakeholders is vital to make this happen.

2.3 The aim of this strategy is to provide a clear, high level framework for engagement in which we can develop and maintain increasingly effective and appropriate means of engaging with the many and varied stakeholders - to support the achievement of the main priorities and outcomes in our five-year strategic plan.

1. **Communication and engagement**

3.1It is essential that there is a close link between our engagement and communication activity. They are complementary and one cannot be effective without the other. Communication is the one-way broadcasting of information, while engagement is a two-way activity that enables dialogue, feedback and shaping of decisions.

3.2 Engagement can be made better and more consistent by using the information and resources produced for communication, sharing them with stakeholders and getting their feedback and ideas.

3.3 We are currently reviewing our communication approaches and a complimentary discussion paper will be presented to the Board in November along with a detailed engagement plan to support our strategic plan.

**4. Roles and responsibilities**

**Member engagement and role of the Board**

4.1 As a new Board, it is important that all members are supported to develop their understanding about our full remit and responsibilities. The induction programme provides this immediate need and will enable members to make informed decisions and provide a steer to the Chief Executive and her team.

4.2 We will use the member seminars to provide continuous learning and to discuss key issues before Members are asked to make significant decisions or to provide a steer. We will invite key stakeholders and the wider staff team to seminars, fostering collaborative leadership across the organisation and with partners.

4.3 We will keep the Board appraised of feedback themes that emerge from engagement activities, where this may impact on our Strategic Plan and priorities.

4.4 Executive Officers and Senior Managers will also use the Members portal to share discussion papers, consultation responses and provide general information that may be of interest

4.5 Any formal consultation that is undertaken by the Executive, on behalf of the Board, will be reported in full to the Board.

**Public Assurance - Avoiding potential conflicts of interest**

4.6To protect members and staff and to provide public assurance, engagement and developmental work instigated by Social Care Wales will usually be led by officers, reported directly to the Board or via the Committee structures.

4.7Each Member brings a unique perspective and contribution to the Board and it is important that potential conflicts of interest or perceptions of such are avoided.

4.8 Some Board members will have a personal or professional interest in key Board decisions e.g., the setting of registrant fees. It is advisable that those Board members do not attend Social Care Wales engagement events on that topic, but instead use the members’ seminar or the portal as the forum for sharing their personal views, prior to formal decision making.

4.9 Some Board members are likely to be in attendance at other organisations’ meetings and events, where Social Care Wales staff may also be present to provide a professional perspective. If views are expressed in those events, Members will need to be clear when that view is personal or the agreed view of Social Care Wales Board.

4.10 Our pool of stakeholders and extensive networks provide wide ranging perspectives into our work. This avoids reliance on Board members, who need to use their valuable time and expertise efficiently to retain a corporate governance overview and scrutiny function, to hold the Executive team to account.

**Executive Management Team responsibility**

4.11 The Director of Corporate Services and Strategy will have overall responsibility to make sure that this strategy is complied with and that engagement is strategic, outcomes focused, co-ordinated, efficient and effective. The Communications and Public Affairs Team will provide advice and support across the organisation, so that an appropriate range of engagement and communication methods are developed and continuous improvement is sustained.

**Governance of the engagement strategy and framework**

4.12 Our engagement will be broad and varied, the expectation will be for the Board to receive assurance from the Executive Manangment Team that staff have carried out our engagement activities with stakeholders in line with the strategy. The strategy is approved by the Board, implemented by the Executive Management Team and scrutinised by the Improvement Committee.

4.13 The strategy underpins achievement of all our strategic outcomes and mitigates against the following strategic risks:

* Social Care Wales fails to deliver its objectives
* Social Care Wales does not live up to its stated values

**Board assurance and scrutiny role**

4.14 The Board will need confidence that there is sufficient engagement with the right stakeholders at the right time. Board papers will include the engagement methods adopted for major activities, the key themes emerging and the actions that have been taken as a result.

4.15 It will be important for Board Members to help the Executive identify any “blind spots”, so that hard to reach groups are targeted, when necessary. This should also help the organisation to avoid “group think” or bias by supporting engagement with a wide variety of people and organisations.

**Members’ Ambassador Role**

4.17 Formal Social Care Wales public engagement events and specific “sponsored” activities are a useful means for Board members to develop their understanding and to be visible to our stakeholders. These would usually be hosted by the Chair or his nominated deputy.

4.18 We will rotate future seminars and Board meetings in different venues, commencing in 2018, to provide opportunity for engagement with stakeholders across Wales.

4.19 Members will have opportunities in their day to day activities, outside Board meetings, to promote the work of Social Care Wales, using social media to enhance face to face interactions.

**5. Resource Considerations**

5.1 The engagement strategy will have significant resources, both human and financial, to deliver the engagement strategy will be aligned to the strategic plan and budgeted for as part of the

**6. Equalities**

6.1 Equality Impact Assessment for attached for information.

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**Engagement strategy**

**Social Care Wales Engagement Strategy**

**Introduction**

Social Care Wales is committed to working in partnership and taking into account the views of others to shape its work. Our interaction, or engagement, with stakeholders is vital to make this happen.

The aim of this strategy is to provide a clear, high level framework for engagement in which we can develop and maintain increasingly effective and appropriate means of engaging with the many and varied stakeholders - to support the achievement of the main priorities and outcomes in our five-year strategic plan.

It is essential that there is a close link between our engagement and communication activity. They are complementary and one cannot be effective without the other. Communication is the one-way broadcasting of information, while engagement is a two-way activity that enables dialogue, feedback and shaping of decisions.

Engagement can be made better and more consistent by using the information and resources produced for communication, sharing them with stakeholders and getting their feedback and ideas.

We are committed to collaborative leadership, working with people who use care and support, and a variety of organisations to make sure we draw on the vast range of skills, experience and expertise we have here in Wales

**Our Vision**

We want every person who needs support to live the life that matters to them.

**Our Purpose**

Building confidence in the workforce and leading and supporting improvement in social care.

**What we do**

**Set standards** for the care and support workforce, making them accountable for their work

**Develop the care and support and early years workforce**, so they have the knowledge and skills to protect and empower and support those who need help

**Work with others to improve** services for areas agreed as a national priority

**Provide information** for the public, the workforce and other organisations.

**Share good practice** with the workforce so they can provide their best response.

**Set priorities** for research to get evidence of what works well.

**Purpose and Aims of our engagement strategy**

The purpose of this engagement strategy is to create the right environment for effective two-way dialogue with our stakeholders, the people and organisations, who canaffect or are affected by our actions, objectives and policies.

* We want to build relationships based on mutual understanding and trust.
* We want to enable and facilitate change by listening to understand providing a strong voice as a driver for improvement.
* We want to involve people in our work by making sure we speak in easy to understand language in both Welsh and English.

**Our principles**

The proposed principles are based on the National Principles of Engagement and are a guide to our engagement approach. These complement and underpin our brand values <insert link to document>:

**Having a purpose**

All our engagement activity is done with a clear understanding of what we want to achieve.

* We need to be aware of our stakeholders’ objectives, environment, expertise and level of influence
* We need to know why we’re engaging, what our engagement messages are and what success looks like.

**Being inclusive**

We identify relevant stakeholders and make it easy for them to engage with us.

* This needs to include people who may be harder to reach for reasons such as language, culture, age or mobility, particularly users of services and carers
* We provide stakeholders with the information they need to engage with us in a meaningful and timely way.

**Engaging at the right time**

We involve stakeholders from the start and agree on when and how to engage.

* We will clearly explain the engagement process, and, where possible, agree timelines.

**Transparent**

We are open and honest.

* We will provide information in a way that enables meaningful engagement and develops a culture of sharing information, learning and ideas
* We will clearly explain the role of stakeholders in the engagement process
* We will let people know how their input has informed our work and feedback on what action has or will be taken

**Respectful**

We recognise and respect the expertise, opinions, and needs of stakeholders.

* We understand that engagement is a two-way process. We take care to be open to alternative views and to listen as well as speak
* We recognise the different communication needs and preferences of stakeholders and will meet them wherever possible.

**Proportionate and value for money**

We recognise that different projects and activities need different levels of engagement, must be proportionate and deliver best value for all involved.

* We will aim to coordinate our engagement activities with partners avoiding duplication of effort.
* We will be clear in our joint partnership arrangements how and who will lead on engagement and communication activities.
* We will seek out the conversations already happening that we need to be aware of and be part of those, rather than create new working groups.
* We will where possible, use existing events and networks rather than create new opportunities.

As well as the above principles, all our engagement activity should reinforce the cross-cutting themes of our strategic plan, by:

* being citizen-focused
* embracing a ‘digital first’ approach and where digital channels are not appropriate, we will use a range of methods to engage and communicate.
* promoting equality
* promoting and supporting the use of Welsh language.

**Our framework for engagement**

This section summarises how we will plan, implement and evaluate our engagement. There are five main steps in this process:

**Think strategically** (Who, Where and Why)

We will

* consider our strategic priorities and objectives,
* understand how they relate to our stakeholders
* carry out initial prioritisation of who we should engage with, when we should do it and the outcome(s) we are aiming for.

**Analyse and plan** (What)

We will

* examine the level of engagement and relationship we currently have with the relevant stakeholders, and assess if both are at the right level.
* decide the kind of relationship we want to develop with these stakeholders and consider how this can be achieved with available resources.
* identify any emerging concerns we need to address.

**Prepare for engagement**

We will

* address our level of expertise and capacity to engage, to make sure this activity can be done effectively, and is sustainable
* plan who leads the engagement, when and the key messages and channels. This will include consideration of how Board members can be an integral part of our engagement activity.
* support and develop our staff to enable them to contribute as internal stakeholders and work with external stakeholders with confidence.

**Design and engage** (How)

We will building on the first three steps in the process

* design a plan that uses the most appropriate form of engagement for the different stakeholders that will help us reach our objectives.

**Review and evaluate**

We will

* follow-up the engagement activity to find out how effective it has been in reaching our objectives
* identify what difference the engagement is making
* ensure that we are meeting the expectations of our stakeholders.
* share best practice on engagement activities
* learn lessons to inform future engagement activities.

**Levels of engagement – Principles into Practice**

We must constantly adapt to the changing needs of the social care sector and other demands upon us. We are committed to and acknowledge the importance of keeping people informed about our work by listening to and involving stakeholders. To plan effectively for our engagement, we therefore need to be aware of the level of engagement we currently have with each stakeholder group and where we might wish it to be. This will also help us decide which methods or channels are best for engaging effectively. We define our levels of engagement as:

| Inform | Consult | Involve | Collaborate (Joint Action) | Empower (Joint decision Making) |
| --- | --- | --- | --- | --- |
| ***We will keep you informed through clear and accessible information***  The most basic form of interaction with our stakeholders, keeping you informed using one-way communication. | ***We will keep you informed, listen to your concerns, consider your insights, and provide feedback on our decisions and how you have informed them.***  Two-way engagement asking for information and feedback from our stakeholders to inform our decisions. We ask questions and our stakeholders provide answers. | ***We will work with you so that your inputs and issues are directly reflected in proposals developed and provide feedback on how your involvement has influenced the outcome***  We work directly with our stakeholders throughout the process to make sure issues and concerns are understood and considered. This is two-way or multi-way communication, with learning taking place on both sides. | ***We will work together to agree plans and include your advice and recommendations in the outcomes as far as possible***  We partner with stakeholders to develop mutually agreed solutions and joint plans of action. This is two-way/multi-way communication, where there is learning, negotiation and decision-making on both sides. We all work together to take action | ***We will implement what you decide and support and complement your actions***  We delegate decision-making to stakeholders on a particular project or issue. Stakeholders are enabled/equipped to actively contribute to the achievement of outcomes |

**Engagement methods and tools**

We will use a wide range of methods and tools to engage with stakeholders according to each level of engagement. Our organisational activities are wider ranging and diverse, so engagement will occur at all levels.

At the simplest level, it may be determined that engagement means ensuring stakeholders are well informed about our processes and outcomes. At higher levels, this approach shows that we may seek more direct stakeholder input. The level of approach applied will be determined by the purpose of the engagement, our role and responsibilities, and the issue or issues being considered.

| Inform | Consult | Involve | Collaborate (Joint Action) | Empower (Joint decision making) |
| --- | --- | --- | --- | --- |
| Website (including Hub and Learning Zone)  E-bulletins  News releases  Leaflets  Publications  Advertising & campaigns  Corporate documents (Annual Review)  Conferences  Presentations  Letters  Mobile apps  Social media  Exhibition stands  Presence at major events, e.g National Eisteddfod and Royal Welsh Show  Blogs  Podcasts  Vodcasts | Formal consultations  Surveys  Focus groups  Webinars  Website (including Hub and Learning Zone)  Blogs  Social media  Conferences  Exhibition stands  Public meetings and workshops  Presence at major events, like the National Eisteddfod and Royal Welsh Show  General online feedback and discussion  One-to-one meetings | Multi-stakeholder forums  Advisory panels  Consultative committees  Planning groups  Workshops | Reference groups  Joint projects  Multi-stakeholder initiatives  Partnerships | Integration of stakeholders into governance structure e.g. as members on particular committees or decision-making panels |

**Priorities for engagement and key messages**

One of the key factors in successful engagement is to be clear about what we are engaging about and why. As the engagement strategy is aimed at supporting the achievement of outcomes in our strategic plan, we will engage on work areas that relate to our strategic priorities.

This does not mean we will not engage with people and collect feedback about other areas of our work, but agreeing priorities means we can be more focused and make the best use of our limited resources.

**Our strategic priorities** are:

* Developing the workforce
* Leading and supporting improvement
* Providing public confidence.

**Our key messages** are:

* We want every person who needs support being able to live the life that matters to them through building confidence in the workforce and leading and supporting improvement in social care.
* We want improved outcomes for children and adults who need care and support, as well as their families and carers
* We want a sufficient, high-quality and skilled social care and early years workforce
* We want people to have confidence in social care

**Our supporting messages** to include:

* We want to improve people’s lives by raising the quality of care and support in Wales
* We want to increase the skill and professionalism of care and support workers in Wales and improve services by using evidence of what works
* We want what matters to you matters to us.

**Next steps**

The next step is to apply the process for engagement to our focus areas, so that we can:

* agree which stakeholders we should engage with for each of our priority work areas
* agree what level the engagement should take
* agree the desired outcomes of the engagement activity
* decide which methods we use to engage and how they will be evaluated
* further develop the high level engagement plan in conjunction with the review of communication and engagement to be considered at the November Board meeting.

This will provide us with an engagement implementation plan for the next five years, which will be monitored every 12 months.

**High level plan for next 12 months to support priorities**

**General awareness and understanding of Social Care Wales**

We cannot assume that most people know who we are and what we do; we are a new organisation with a new brand and it is important that our stakeholders build an understanding of and trust in what we do. We have a number of new functions and responsibilities. **We will inform through promoting general awareness and understanding of our roles, work and activities as a whole.**

**Preparing for registering domiciliary care workers**

There is significant work required to engage effectively with current and future registrants (over the next four years in particular) with the introduction of the Regulation and Inspection Act. **We will inform, consult and involve through webinars and other digital methods to engage in a creative and efficient way, supplemented by bulletins and face to face activities with providers and current and future registrants. We are also commissioning research into the digital preparedness of future registrants and how best to communicate with them**

**Workforce development**

We want to ensure that our products and services meet the needs of the workforce to deliver better outcomes for individuals using care and support, their families and carers

**We will inform, consult and involve key experts and stakeholders in the review and refresh of a number of qualifications and learning resources, as well as the careers framework.**

**Leading and supporting improvement**

This is a new significant responsibility, which will be supported and developed in 2017, utilising the expertise and capacity of SSIA staff, who have transferred into Social Care Wales. However, we know that we need to increase our knowledge and capacity in this area. Our organisation re-design will help, when it is fully established, and we will commission bespoke support, when necessary and if resources are available.

The recently published legacy statement from SSIA provides key messages to effectively engage with local government partners on improvement activities. However, our remit extends across the whole sector and we will need to find efficient and effective ways of engaging with a large diverse group of third sector and independent sector organisations. **We will involve and collaborate with other public sector agencies to develop our capacity and knowledge in this area and this is a priority for 2017/18.**

**Current Improvement Priorities**

Following consultation with the Sector three initial national service improvements have been identified. **We will drive forward these service improvement priorities by involving and collaborating with partners to deliver the Care and Support at Home Strategy and implementation plan and we will work with partners, involve key experts and stakeholders to develop and implement programmes for dementia care and children who are looked after.**

**National Events**

We are currently undertaking a review of our 2016/17 National Events that will inform our presence for 2017/18, however there are two main events that we are currently scoping**. We will involve and collaborate with stakeholders to deliver national events which support our vision.**

**Establishing an Annual Social Care Conference or National Conversation**

Following our successful sponsorship role in 2017, we are in discussion with ADSSC and WLGA to consider reshaping the National Social Services Conference as a National Social Care Conference. This would provide opportunities to combine the Conference with the Social Care Wales Accolades on a bi-annual basis, and extend the relevance and reach of this event to the whole sector.

Our involvement in a National Social Care Conference would be an important element of our engagement strategy. It would enable us to reach a large and diverse audience of all our major stakeholders and stimulate discussion on topics that are integral to our strategic plan. Importantly, it would provide a route for feedback and advice from different elements of the sector on the work we are doing. It could also help open up new opportunities of joint-working with a broader range of partners. **<see proposal>**

**Accolades**

The biennial Accolades awards were established in 2005 by the Care Council for Wales. Their aim was to recognise, celebrate and share excellent practice in social care and childcare by teams, groups and organisations from around Wales. The last awards ceremony was held in June 2015, their 10th anniversary. The Accolades would have been held again in 2017 if it had not been for the change to Social Care Wales. However, the communications and engagement strategy for the transition from the Care Council to Social Care Wales earmarked 2018 as the year in which the awards would re-start. The opportunity was therefore taken at the National Social Services Conference in June to re-launch the Accolades and invite interested parties to pre-register for entry packs.

We see the Accolades as an important event becoming a well-regarded and integral part of our public visibility building on the previous success of the awards.

The practical steps of preparing for the 2018 Accolades are starting. This is therefore an opportunity to review different elements of the awards and agree the way forward. The approach is set out in the attached **<see proposal>**