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**CYFARFOD BWRDD / BOARD MEETING: 23.11.17**

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| **EITEM/ITEM:** | **8** |
| **TEITL/TITLE: SCW/17/25** | **Draft Social Care Wales high-level engagement plan 2017-2022** |
| **AWDUR/AUTHOR:** | **Malcolm Williams** |
| **CYFRANIADAU GAN/ CONTRIBUTIONS FROM:** | **Management Team**  **Communications and Public Affairs Team**  **Leadership group** |
| **ATODIADAU/APPENDICIES:** |  |
| **Appendix 1** | **Draft high-level engagement plan 2017-2022** |
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| **TRAFODWYD YN FLAENOROL YN/ITEM PREVIOUSLY DISCUSSED AT:** | |
| The draft engagement plan has been developed in collaboration with the Management Team and Leadership Group, and has been discussed by the Executive Management Team. | |
| **PENDERFYNIAD / DECISION:** | |
| Members are invited to **discuss** and **agree** the draft high-level engagement plan. | |

**Draft Social Care Wales high-level engagement plan 2017-2022**

1. **Purpose of the report and recommendation** 
   1. Board members are asked to discuss and agree a high-level engagement plan for our priority work areas.
2. **Background**

2.1 At the last Board meeting, members approved an engagement strategy and framework for how we interact with our stakeholders.

2.2 It was agreed the next step should be to apply the framework to our priority work areas, to produce a more detailed engagement plan that set out:

* the stakeholders we should engage with
* the level the engagement should take
* the methods for engagement and how they will be evaluated
* desired outcomes.

1. **Links to Strategic and Business Plans**

3.1Our engagement activity is designed to support the achievement of outcomes in our five-year strategic plan. While the draft engagement plan is more detailed than the strategy and framework agreed at the last Board meeting, even more detail will be included in our annual business plans. This information will include:

* the specific organisations and groups of people we need to engage with
* the messages for each audience (in addition to the key strategic messages already agreed)
* the methods and tools to be used to engage
* the financial and human resources that will be needed
* which officers/teams will manage the engagement and when.

3.2 This approach means our engagement activity will always be current and relevant, while operating under an agreed high-level plan. It is also designed to provide Board members with the information they need to be assured that we are undertaking the right level of engagement with the right stakeholders at the right time, using the best channels.

**4. Resource Considerations**

4.1 Significant resources, both human and financial, will be needed across the organisation to implement the engagement plan. These will be budgeted for as part of developing our annual business plans.

**5. Equalities**

5.1 We did not identify any significant issues in our equalities impact assessment.

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**High-level engagement plan**

**2017-2022**

**Social Care Wales high-level engagement plan 2017-2022**

**Introduction**

At Social Care Wales, we are committed to working in partnership and taking into account the views of others to shape our work. Our interaction, or engagement, with stakeholders is vital to make this happen. By stakeholders, we mean organisations or people who can affect, or be affected by, our policies, objectives and actions.

This is a more detailed plan based on the engagement strategy and framework agreed by members at the September Board meeting. It is designed to support the achievement of outcomes in our strategic plan and is therefore a five-year plan, which will be reviewed annually. It is focused on our external engagement, rather than interaction with our own staff, which will be addressed in a separate plan.

**Our principles**

In-line with the principles already agreed, all our engagement work will be:

* purposeful, with a clear understanding of what we want to achieve
* inclusive
* timely
* open and transparent
* respectful
* proportionate, with the aim of getting best value-for-money.

**Levels of engagement**

Levels of engagement will range from one-way communication, to keep people informed about our work, to situations where we delegate decision-making on a particular project or issue to one or more stakeholders. In between those two extremes, our engagement may involve consulting, involving or collaborating with others. The level of engagement needed will vary by issue and stakeholder, and will often involve a number of officers across the organisation. For engagement that keeps people informed, we will use communication channels, like the website and e-bulletins. For higher level engagement, we will use more formal, interactive channels like committees, forums, partnerships and decision-making panels. A full explanation of the levels of engagement is given in figure 1 below.

**Priorities**

Our engagement activity will be shaped by the priorities in our strategic plan:

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

This means the engagement plan will be focused on the following priority initiatives:

* General awareness and understanding
* Preparing for registering social care workers

- Health and social care induction framework

* Leading and supporting improvement
* Care and support at home
* Dementia care
* Children who are looked after
* The Accolades
* Workforce development
* A new workforce strategy
* Review of qualifications
* Raising the profile of the sector (careers, recruitment and retention framework).

These are our high priority areas but the principles of engagement will apply across all our work.

For each of the priority initiatives, details of our proposed engagement are provided under the headings below. These are in-line with the engagement strategy and framework already agreed by the Board.

* Why do we need to engage?
* Who do we need to engage with and at what level?
* Desired outcomes.

**Methods/tools of engagement**

The potential methods and tools for engagement are set out in figure 2 below. These will be detailed in the annual business plans and will be subject to available human and financial resources. As far as possible, methods and tools will have performance indicators, so that their effectiveness can be evaluated.

Different kinds of events are among the methods of engagement, particularly for informing and consulting with stakeholders. In 2018/19, there will be a particular focus on major events because it will be the year in which the Accolades re-start and the first time for us to be joint organisers of a new-style national social care conference. In relation to the National Eisteddfod there is not going to be a ‘traditional’ maes. Instead the space in and around Cardiff Bay and the Millennium Centre will be used. Therefore, it is proposed that instead of having a stand at next year’s National Eisteddfod in Cardiff Bay, we would organise two events on relevant topics as part of the festival. We would continue to attend the Royal Welsh Show with a stand and organise an event on the showground. The conference and the Accolades awards ceremony will take place in mid-September. We will continue to evaluate and review our presence at national events on an annual basis.

**Next steps**

Upon agreement by the Board, the next steps will be to:

* map our stakeholders according to their level of influence and interest in our work so as to get a more accurate picture of which organisations we should engage with, and how, for each of our priority initiatives
* reflect the high-level engagement plan in discussions about the business plan for 2018/19, with the inclusion of more detail about the audiences, specific messages, methods/tools, who does what and when, and resources. In particular, the timing of engagement will need to be planned to make sure stakeholders do not receive a number of approaches from us about different aspects of our work at the same time.

**Figure 1: Levels of engagement**

We need to be aware of the level of engagement we wish to have with each stakeholder group. At its simplest level, engagement may only mean communicating with stakeholders to make sure they are informed about our work, progress and outcomes. At higher levels of engagement, we may want more direct stakeholder input. 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 |

**Figure 2: Engagement methods and tools**

We will use a wide range of methods and tools according to each level of engagement with stakeholders. The methods applied will be shaped 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  National Social Care Conference  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  National social Care Conference  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 |

**Draft engagement plan for our priority initiatives**

Below is the draft high-level external engagement plan for the main initiatives that relate to our strategic priorities. It should be emphasised that engagement will also continue for ‘business-as-usual’ activities, such as interaction with the practitioners already on our Register.

1. **General awareness and understanding**

**Why do we need to engage?**

* We are a new organisation with a new brand and remit. People need to know we will listen to their views and are interested in finding out what matters to them
* To test people’s responses to what we are doing
* To understand and meet the needs of hard-to-reach people
* To establish our credentials as an agent for change that is relevant and credible
* To raise the perceived value of the sector and those who work in it.

**Who do we need to engage with and at what level?**

* **Inform** and **consult with** the general public and explain the ways in which our work, and that of the sector, is relevant and valuable to them.
* **Inform** and **consult** with carers and people who receive care and support, and explain the ways in which our work, and that of the sector is relevant and valuable to them
* **Inform** and **consult** with Ministers, Assembly Members who areon the health, social care and sport committee; the children, young people and education committee; spokespeople for areas of our remit and Local Councillors.
* **Inform** and **consult** with all practitioners on or in the process of joining the Register of Social Care Workers.
* **Inform**, **consult**, **involve** and **collaborate with** our main stakeholder groups across the public, independent and third sectors, and make sure we align our engagement plans to achieve the best outcomes.

**Desired outcomes**

* Higher levels of awareness and understanding of Social Care Wales across all stakeholder groups
* People believe in the value and effectiveness of our work and are prepared to support our priorities and initiatives
* More positive, informed perception of social care workers, the value of the work they do and care as a possible career option.

1. **Preparing for registering social care workers**

**Why do we need to engage?**

* To make more than 40,000 social care workers, and their employers, aware of their obligations as a result of having to join the Register under the Regulation and Inspection of Social Care (Wales) Act 2016
* To make the process as smooth, efficient and effective as possible between 2018 and 2022. In particular, to encourage, help and support social care workers to register online
* To make sure all eligible social care workers register by the relevant deadlines
* To raise awareness of the new health and social care induction framework and convey the message that social care workers need to complete it before they can register (completing it will take six months)
* To maintain effective contact with existing registrants at a period of such significant change.

**Who do we need to engage with and at what level?**

* Employers of all the workers who need to register (**inform** through communication, **consult** and **involve**)
* Initially, domiciliary care workers, and then adult care home workers (**inform** through communication, **consult** and **involve**)
* **Inform** members of the public, people who use services and carers, to raise awareness of the need for domiciliary care workers to be registered.

**Desired outcomes**

* A high level of awareness and understanding of the registration process among social care workers and their employers
* A high number of domiciliary care workers registering on a voluntary basis before it becomes mandatory
* All domiciliary care workers and adult care home workers register online by the relevant deadline dates
* Social care workers feel supported in fulfilling their registration obligations
* Steady flow of registration, with the avoidance of last-minute peaks.

**Health and social care induction framework**

**Why do we need to engage?**

* The social care induction framework has undergone a major review and revision. Keys revisions include:
* a new name – All-Wales Induction Framework for Health and Social Care
* new sections for health and well-being
* changes to reflect current legislation and requirements set out by the Older People’s Commissioner in *A Place to call Home*
* completion extended from three to six months to take account of additional sections on health and well-being
* In addition, the new (draft) service regulations make completion of the induction framework mandatory for all new social care workers. It has also been proposed that the induction framework, alongside the accompanying knowledge-only qualification, is used for the initial registration of domiciliary care workers
* The revised induction framework will be made available at the end of November 2017, and implemented within the social care sector from April 2018. This will give employers time to adjust their induction training programmes to align with the new framework. We need to make sure all parts of the sector are made aware of the changes and are confident in using the new induction framework
* NHS Wales will implement it from September 2019.

**Who do we need to engage with and at what level?**

* **Inform:** Employers, responsible individuals, registered managers, learning providers, training managers, regulators (CSSIW and commissioners), Welsh Government policy colleagues, Older People’s Commissioner, Children and Young People’s Commissioner, and our own staff. They will be given information on the changes, including the replacement of the current SCIF with the new induction framework and how the qualifications relate to both. We will also need to inform new workers of the expectations of them in completing the framework**.**
* **Consult**: Employers, responsible individuals, registered managers, learning providers, training managers, regulators (CSSIW and commissioners), Welsh Government policy colleagues, Older People’s Commissioner and Children and Young People’s Commissioner. Informal focus groups have taken place along with a formal consultation using face-to-face and online engagement. A group from health and social care has been set up to oversee the review, revisions and implementation plan
* **Involve:** Employers, responsible individuals, registered managers, learning providers, training managers, regulators (CSSIW and commissioners), WG policy colleagues, Older People’s Commissioner, Children and Young People’s Commissioner and our own staff. Regional workforce leads will be asked to support the implementation. Workers will be asked to ‘test out’ the resources that are being developed and feedback on their suitability and usability
* **Collaborate (joint-action):** The group of health and social care representatives is instrumental in supporting the implementation of the revised induction framework – this includes the development of resources. The awarding bodies recently appointed by Qualifications Wales are also now involved in supporting the developmentof resources.

**Desired outcomes**

* Good levels of awareness of changes and links between the induction framework, regulation, registration and qualifications
* Resources that are fit-for-purpose
* Employers understand how to use resources and implement the revised framework
* The CSSIW monitor use of new framework
* Commissioners of services make use of the new framework a requirement and monitor it
* Changes in practice at ground level
* A clear and accessible route for registration of the workforce.

1. **Leading and supporting improvement**

**Care and support at home**

**Why do we need to engage?**

* In partnership with a variety of stakeholders, we have developed a five-year plan to improve care and support at home for the longer-term benefit of people and communities
* We have engaged effectively with a wide range of people across Wales to develop an implementation plan. We now need to keep everyone up-to-date on developments and what role they may need to have to help keep implementation on-track.

**Who do we need to engage with and at what level?**

* **Inform** the general public
* **Inform** people who receive care and support at home and their carers
* **Inform** the workers who provide care and support at home and their employers
* **Inform** all the organisations that confirmed their support for the strategic plan for care and support at home
* **Collaborate** with the care and support at home steering group to organise and oversee three groups of stakeholders who will be responsible for achieving the six main outcomes of the implementation plan
* **Empower** the three implementation groups toagree their terms of reference and way of working, and make their own decisions
* **Inform** all parties of decisions, progress, implications and outcomes of the three implementation groups
* **Support** regional partnerstotake forward actions identified in the implementation plan.

**Desired outcomes**

* High awareness of progress in implementing the strategy
* High level of support for implementation
* How successfully the six main outcomes of the care and support at home strategy have been implemented.

**Dementia care**

**Why do we need to engage?**

* Projected figures across the UK indicate that many more of us will be living with dementia in the coming years
* Work carried out by the Social Services Improvement Agency in early 2017 showed a clear need to focus on increasing understanding among professionals and communities. This was endorsed by a formal sector-wide consultation exercise on possible priority areas for Social Care Wales
* Late autumn 2017 will see a second draft of the national dementia strategy from the Welsh Government, which will help us consider our contribution over the next three years.

**Who do we need to engage with, how and at what level?**

* **Inform, consult, involve and collaborate with** people with dementia and those who support them, as they are well-placed to work with us to shape future support resources. We will continue to work directly with those needing support
* **Collaborate** with operational services in the statutory and provider sectors to develop resources that inform and support the workforce
* **Inform, consult, involve and collaborate with** the workforce to support and empower them to have person-centred conversations with individuals and their families
* **Involve** colleagues in academia, research and training, to make sure our resources are built on evidence of what works best
* **Collaborate with** Welsh Government to support them in translating the dementia strategy into an active mechanism for improvement.

**Desired outcomes**

* The workforce feels more confident in day-to-day work with those living with dementia
* Carers will have directly helped us shape our work programme for the next three years.

**Children who are looked after**

**Why do we need to engage?**

* Over the past few years there has been increasing concern around the number of children who need to be looked after by the state – family breakdown is the main reason for this
* Wherever possible, the Welsh Government and local councils want to see resources directed towards early intervention to keep children safe at home with their families and be assured that current services are providing the best outcomes for our children
* We need a clear picture of improvement activity across Wales so we can share progress and avoid duplication of effort.

**Who do we need to engage with and at what level?**

* **Inform** our stakeholders about progress, implications, decisions, issues and agreed desired outcomes – clarity as to our role in this area
* **Inform** **and consult** organisations and agencies that provide services to children and young people who find themselves in care (workforce, managers and employers)
* **Inform** commissioners of these services to children and young people
* **Inform** regulators and Welsh Government
* **Involve** and **collaborate** with those in the field of research and evidence-based practice
* **Inform, consult and involve** young people to tell us what needs to change for them.

**Desired outcomes**

* Our main stakeholders (organisations and individuals) accept and agree our role – the detail will be clearly set out in our work programme
* The intelligence from research and evidence-based practice informs future direction of travel for developments in this area
* Findings from the research and improvement activity programmes is properly shared with the wider social care sector
* The young people we consult with feel they have been listened to and their opinions heard and that we will use this to inform decision makers about future provision and practice
* The National Outcomes Framework effectively responds to the development of more qualitative data about personal experience from young people and practitioners.

**The Accolades**

**Why do we need to engage?**

* The Accolades not only recognise and celebrate excellent practice in social care and childcare, but they can also help improve services by sharing what works with the rest of the sector
* The Accolades are a priority initiative as well as a channel for engagement. The whole process for the Accolades presents opportunities for engagement at all levels of the sector.

**Who do we need to engage with and at what level?**

* **Inform, consult** and **involve** groups of practitioners from social care and childcare who enter the Accolades
* **Collaborate** and **empower people** from partner organisations who are part of the judging panel for the awards
* **Involve** and **collaborate with** winners and highly-commended entries to share their excellent practice with others in the sector
* **Inform** practitioners and their employers of the good practice highlighted by the Accolades.

**Desired outcomes**

* High number of good-quality entrants for all categories of the Accolades
* Strong interest, and participation from the sector, in sharing the good practice of Accolades winners.

1. **Workforce Development**

**Workforce Development**

**Why do we need to engage?**

* To make sure that the social care, childcare and early years workforce have the right skills and resources to carry out their roles effectively.
* To make people aware of the qualifications, training and resources that are available to them and the benefits they offer.
* To make sure the right people are part of our work from the outset, so that all we do is grounded in evidence from practice.
* To support the workforce in providing better outcomes for people needing care and support, their families and carers.

**There are three priority initiatives for engagement:**

* Developing a new workforce strategy
* Review of qualifications
* Raising the profile of the sector (attraction, recruitment and retention).

**Developing a new workforce strategy**

**Why do we need to engage?**

* This will be a new workforce strategy for the whole sector, which will be developed by Social Care Wales in collaboration with a wide range of other organisations. It will need to be ‘owned’ by people working in all parts of social care and childcare.

**Who do we need to engage with and at what level?**

* **Collaborate with** other organisations to produce a draft strategy for consultation
* **Consult** with stakeholder organisations across the public, independent and third sectors on the draft strategy
* **Consult with**, and **involve**, representatives from stakeholder organisations to develop the strategy further in the light of input received at the consultation stage
* **Inform** and **consult with** all the different groups of workers in the sector when the strategy has been agreed, so that it can inform their own work programmes.

**Desired outcomes**

* High-level of awareness, understanding and support for a new workforce strategy
* Acceptance of the need to reflect the strategy in the specific workforce plans of stakeholder groups.

**Review of qualifications**

**Why do we need to engage?**

* A new set of health and social care, children’s care, learning and development qualifications will be launched in 2019. We need to feed-in the expert advice and experience of the sector to make sure the qualifications are appropriate and effective
* We need to make sure those working in social care and children’s care, learning and development, people thinking about a career in care and learning providers are fully aware of the new qualifications and their implications for them.

**Who do we need to engage with and at what level?**

* **Collaborate** with Qualifications Wales, City and Guilds and WJEC to develop the new qualifications
* **Collaborate** with Qualifications Wales, City and Guilds, WJEC to promote the qualifications through a public relations agency commissioned via a tender process
* **Involve** employers, managers, workers, individuals who use services, carers and learning providers in the development of the qualifications
* **Inform** Welsh Government policy leads**,** our own staff**,** employers, managers, workers, individuals who use services, carers and learning providers about the changes to qualifications and the implications for practice.

**Desired outcomes**

* Qualifications which help raise standards of practice and reflect what is needed by the sector
* Qualifications that support a clear career framework for social care and children’s care, learning and development
* High awareness and understanding of the qualifications among social care and children’s care, learning and development employers, managers and workers, prospective workers, learning providers and regulators of services.

**Raising the profile of the sector (attraction, recruitment and retention)**

**Why do we need to engage?**

* Demand for social care, childcare and early years services is increasing, which means we need to recruit and retain more good quality workers with the right values and skills to the sector
* We need to develop a career structure for the sector to help make jobs in social care and early years more appealing to potential entrants and reduce turnover among those already employed
* To create the conditions where care work is seen more as a career of choice
* To create quality improvement in training, education and assessment.

**Who do we need to engage with and at what level?**

* **Inform** and **consult** with potential job seekers
* **Collaborate** with education providers to support care as a career of choice
* **Collaborate** with regional partnership boards
* **Collaborate** with health employers
* **Collaborate** with agencies such as Job Centre Plus and Careers Wales
* **Collaborate** with early years organisations
* **Inform, consult** and **collaborate** with care ambassadors
* **Collaborate** with learning providers across Higher Education, Further Education and work based learning

**Desired outcomes**

* Higher number of skilled recruits with the right values choosing care as a career
* Lower vacancy rates and less turnover among social care staff.