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**CYFARFOD BWRDD / BOARD MEETING: 22.03.18**

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| **EITEM/ITEM:**  | **7** |
| **TEITL/TITLE:** **SCW/18/09**  | **Draft Business Plan 2018 – 2019**  |
| **AWDUR/AUTHOR:**  | **Sue Evans** |
| **ATODIADAU/APPENDICES:** |  |
| **Appendix 1** | **Draft Business Plan 2018 – 2019** |
|  |  |
| **CRYNODEB GWEITHREDOL/EXECUTIVE SUMMARY:**This paper provides Members with the final draft version of our Business Plan 2018 – 2019**.**The Executive Management Team, with Corporate Managers, have been developing the draft Business Plan 2018 – 2019 high level activities, timescales and indicators. The Board received the draft Business Plan framework in January 2018. Since then further discussions have taken place within the organisation and with Sponsor as part of developing our Remit Letter 2018-19. |
| **ARGYMHELLION / RECOMMENDATIONS:** |
| Members are invited to **discuss** and **approve** our draft Business Plan for 2018 – 2019 and to **delegate** final approval to the Chief Executive. |

**Draft Business Plan: 2018 – 2019**

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

* 1. Members are asked to discuss and approve our Business Plan 2018 – 2019 and to delegate final approval to the Chief Executive.

**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 Our business plan sets out our 8 strategic objectives. Under each objective there is context to our work for 2018 – 2019, what we will be doing and how we will be measuring our work.

2.3 Annex 1 of the Business Plan then sets out in more detail the activities which we will progress during 2018 – 19. Following discussions at Board and with Sponsor Annex 1 shows whether it is a remit letter activity, what we will be doing, by when and partners involved in the work.

**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.

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 draft business plan and the draft remit letter. The draft business plan contains the activities outlined in the draft remit letter including those that have been identified through the additional Grant-in-Aid funding of £1.3m for 2018-19.

**5. Next steps**

5.1 Following discussions at the March Board meeting and receipt of the remit letter the draft business plan will be submitted to our sponsor team in Welsh Government. Our sponsor division will provide any initial comments prior to us formally submitting our bilingual business plan to the Minister for approval in April 2018.

5.2 We are currently working through the detail of our activities set out in Annex 1 of our draft business plan so that we are able to make sure:

* there are clear links to the Engagement and Communication implementation plan which was agreed by the Board in November.
* we develop work programmes for our Board and Committee based on the timescales associated to business plan activities.

**Social Care Wales business plan: 2018 – 2019**

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: Leading and supporting improvement**

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

Our three priorities are care and support at home, supporting people living 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. We will provide strategic leadership to ensure the full implementation of the Care and Support at Home Strategic Plan with national and regional partners – reviewing progress in achieving 2017-18 milestones and ensuring targets for 2018-19 are met.
* Develop and implement improvement programme for dementia care. This will include supporting the Welsh Government in the implementation of the Dementia Action Plan and the further roll out of the ‘Good Work– Dementia Learning and Development Framework’’.
* Develop and implement improvement programme for children who are looked after by supporting the work of the Improving Outcomes for Children Ministerial Advisory Group, including reviewing and making recommendations on improving outcomes for children in secure accommodation and residential care and supporting implementation of the National Fostering Framework.

**How will we measure our work?**

* Care and Support at home implementation plan completed – quarterly update on performance information; independent evaluation of impact findings.
* 220 people will have completed the dementia training package (Quarters 1 and 2 will focus on reaching agreement and buy-in with the sector on the training)
* Testimonials from learners; feedback from Social Care Wales Workforce Development Programme (SCWWDP) (included within detailed SCWWDP report)
* On average 4,500 website page views of the dementia training page
* Improvement programme for Children who are looked after specified and monitored

**2. 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 as part of an on-going 5 year programme of work
* Support the workforce to improve practice in line with social care legislation and evidence.

We will continue to develop our approach to leading strategic improvement. We will identify and influence future improvement priorities and in doing so establish and demonstrate robust links to practice, research and data nationally and internationally.

**How will we measure our work?**

* On average 4,500 website page views of our Improvement information pages; On average 5,000 monthly downloads of our improvement resources;
* A 5% increase in the number of attendees at improvement events: evaluations on the effectiveness of events to be based-lined and annual incremental targets to be set building on 2017/18 figures
* Independent evaluation key findings

**3. 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.

**In 2018 – 2019 we will:**

* Use data and evidence to improve services by delivering a national social care data set
* Progress actions identified to implement the research strategy and implementation plan and continue to work in partnership with Health and Care Research Wales, the Wales School for Social Care Research, WLGA and other key partners to advance the social care research agenda.

**How will we measure our work?**

* Key elements of data set agreed and timelines agreed for external data to be bought in (establish a baseline for usage in Year 1)
* No. of people using the online Social Care Institute of Excellence (SCIE) tool (Quarter 1 will be the baseline figure)
* Establish baseline from 2017-18 – spotlight on children who are looked after baseline and date

**Strategic Aim: Developing the workforce**

**4. 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 to be launched in Autumn 2018. This will help raise the profile of the social care sector to be seen as a valued and positive career choice and to help address current turnover challenges.
* Producing resources to support employers and the workforce around the qualification requirements relating to the registration of the domiciliary care workforce including practice guidance (Autumn 2018) and code of practice for employers

**How will we measure our work?**

* Indicators relating to campaign – to be developed as part of the programme
* 5% increase in number of active Care Ambassadors (currently 72 care ambassadors)
* 10% increase in the number of resources downloaded from our website (currently 10,000 per month)
* Satisfaction scores from the sector on resources produced and used

**5. 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. This will include effectivemanagement of the Social Care Wales Workforce Development Programme (SCWWDP) grant (including reporting on 2017/2018 activity) and social work bursary, conclude and embed findings of the review of Social Work degree and Continuous Professional Education and Learning (CPEL) framework review and maintain national programmes.
* Develop and maintain apprenticeships and qualifications. This will include
* Support the implementation of the All Wales induction framework for health and social care across health and social care – starting with the pilot in Hywel Dda.
* taking a leading role in the development of the content, and ensuring the engagement of the sector, in the development of new qualifications for the social care and child care sector with Qualifications Wales for introduction from September 2019.
* Supporting Qualifications Wales and relevant awarding organisations to develop a robust infrastructure for delivery and assessment of new qualifications in readiness for the launch of the new qualifications in September 2019.
* actively managing and promoting an apprenticeship framework and certification to the sector to support the use of qualifications in the social care and early years sector to improve quality of care.

**How will we measure our work?**

* Level of uptake of learning programmes; pass rates; attrition rates on all programmes;
* Up to 227 new Social Work Degree bursaries awarded
* 700 Practice Learning Opportunity placements funded
* 100% of students receive appropriate practice learning placements (we will be able to measure through the annual Quality Assurance report)
* 100% of Apprenticeship certifications completed within 10 day period
* 7 Manager forums held with 400 attendees (325 in 2017-2018)

**6. 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. The strategy will reflect the recommendation from the Parliamentary Review of Health and Social Care about working alongside Health Education Improvement Wales (HEIW) to deliver effective workforce planning and have clear read across to the recruitment retention and attraction framework. The strategy is due to be consulted on in the autumn of 2018 with a formal launch planned for Spring of 2019.

**How will we measure our work?**

* 100% of SCWWDP resources delivered in accordance with plan
* All Wales workforce strategy in place by April 2019

**Strategic aim: Providing public confidence**

**7. 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 for employers and employees
* Develop and maintain the Register. Supporting and promoting the voluntary registration of domiciliary care workers ahead of mandatory registration from 2020, as well as new groups joining the register in 2019, by actively working with key stakeholders to positively demonstrate the benefits of registration.
* Raise Standards through our fitness to practice processes by investigating allegations against social care professionals, reporting themes and trends to drive improvement, maintaining effective committees and providing training and support to panel members.
* Regulate qualifying and post-qualifying Social Work and develop process for regulating Social Care Training. This will include regulating and quality assurance of qualifying and post-qualifying training and development and a detailed plan for initiating the regulation of social care training.

**How will we measure our work?**

* 15,000 Codes of Practice downloaded per annum
* Processing application and renewal forms – 100% to processed within 5 days.
* No of domiciliary care workers registered in last quarter (8,000 target in 2018 – 2019 so 2,000 per quarter)
* Average length of time to close cases - Less than 365 days
* Less than 5% of active cases open over 18 months
* No of regulatory hearings held
* 0 of cases referred to the Care Standards Tribunal
* 100% of Quality Assurance processes completed on time for regulation of social work training

**8. 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?**

* No of consultations responded to
* Timely presenting of our Statutory Annual Accounts to the Welsh Government (Target is August 2018)
* Cash balance at end of financial year below 2% of total budget
* Projected and actual spend - % variance in line with Governance Framework
* 80% internal audits reaching the “substantial assurance”
* Assurances on language/equality/privacy impact assessments
* Staff sickness days lost – CIPD benchmark 6.3 days
* Staff engagement rates – 80% target
* 100% Remit Letter targets achieved
* 80% Business Plan targets achieved
* 10% increase in website hits – currently 115,000 per month

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:

|  |  |
| --- | --- |
| 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 2018/19

The total spend of £20.2m in 2018-19 is based on the following income budget allocations;

* Grant in Aid consisting of £17.92m (17/18 baseline) plus an additional £1.3m for extending the register and a £0.39m carry forward from 2017-18
* Budgeted income from Registrants of £0.54m reflecting the new fee levels for existing registrants plus Domiciliary Care Workers being able to register from 1 April 2018.

Analysis of our high-level expenditure budget forecast is

* Grants programme of £11.75m consisting of £7.1m for the Social Care Wales Workforce Development Programme (SCWWDP), £4.2m for other Social Care Workforce National Training Programmes including Social Work Bursaries and Practice Placement funding and grants for our regional facilitation work with the sector.
* Organisational budget allocation of £6.26m consisting of Salary cost of £5.6m and Premises and Office facilities costs of £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.
* Functional Budget of £1.31m representing direct running costs for the Regulation and Intelligence Directorate; the Improvement and Workforce Directorate and business support functions. A significant proportion of this budget will be for costs associated with our Fitness to Practise and Panel Committees functions.
* Development and Improvement Programme of £0.88m to fund our project and commissioned work to develop the workforce, improve services and share good practice.

Final high level budget allocations, including any variances will be signed off as part of our Quarter 1 reporting to the Board.

**Business Plan 2018 – 2019**

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

**Drive national service improvement priorities with partners**

| **Remit Letter (RL)** | **Activity** | **Timescale for completion** | **Partners** |
| --- | --- | --- | --- |
| **RL** | **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 | Implementation plan monitored quarterly  | Implementation group, ADSSC, regional partners, provider groups and forums, HEIW, independent supplier(s) to carry out review and evaluation |
| **RL** | **Develop and implement improvement programme for dementia care** |
|  | Support Welsh Government in the implementation of the Dementia Action Plan | On-going | Welsh Government |
|  | Plan for and roll out good work dementia training (subject to final agreement from Welsh Government) | Initial 2 year programme to March 2020  | Welsh Government, NHS Partners, Older People’s Commissioner,Academic partners, Alzheimer’s UK, Welsh Local Government Association (WLGA)  |
| **RL** | **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 | Research report by March 2019, Action plan by December 2018 | Ministerial Advisory Group for Children who are looked after, young people and their families; All Wales Heads of Children’s Services, Cascade at Cardiff University, Health and Social Care Research |
|  | Work with key partners across Wales and UK to drive improvement | On-going | Support to Ministerial Advisory Group agenda and related work programmes, All Wales Heads of Children’s Services, specialist consultancies on delivering outcome focused social work practice |
|  | Work with Welsh Government on the fostering training framework - good practice reflected in content of qualifications, use of induction framework by foster care agencies, marketing and recruitment campaign in place for Foster Carers | On-going | Welsh Government, foster care agencies |
|  | Deliver the joint work with SCIE for the mental and emotional well-being for care experienced children | March 2019 | Social Care Institute of Excellence (SCIE) colleagues, sector expert group, care experienced children and practitioners and managers in residential child care, fostering and adoption services and health services specifically Children and Adolescence Mental Health Services (CAMHS) |

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

| **Remit Letter (RL)** | **Activity** | **Timescale for completion** | **Partners** |
| --- | --- | --- | --- |
|  | **Drive outcomes focussed practice and models of practice** |
|  | Work with National Commissioning Board | On-going | WLGA, Association of Directors of Social Services (ADSS) Cymru, National Commissioning board |
|  | Continue to develop and deliver strategic outcomes focused training to Local Authorities, Care Inspectorate Wales, service providers, Wales Council for Voluntary Action (WCVA) and learning networks | On-going | Advocacy Support Cymru (ASC) Ltd, Local Authorities; Care Inspectorate Wales |
|  | Work across the sector to reach agreement on principles needed to deliver effective co-productive and outcome focused approaches to service responses and delivery | Discussions are on-going to shape the offer | NHS Con Federation, Public Health Wales, Housing and service providers |
|  | National Social Care Conference and Accolades | September 2018 | ADSS Cymru |
| **RL** | **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 | Dementia pilot hub completed December 2018 | Wales School for Social Care Research, local authority specific service managers, Alzheimer’s Cymru |
|  | Develop a national training framework for safeguarding | On-going | Education, social care, health, police, probation across all parts of Wales, Strategic partnership group, WCVA |
|  | Drive improvement in supporting carers through training resources and networks and work with Carers Ministerial Advisory Group (in development) to deliver Good Practice Guide for Supporting Carers | On-going | Carers LIN, Ministerial group, regional partners, voluntary sector, Care at home partners, wide range of partners to be involved in supporting the awareness and promotion of the resource |
|  | Maintain and develop social care legislation hub | On-going | Welsh Government, sector |
|  | Support communities of practice | On-going - 7 manager forums held by July 2018 forums | Sector, Regional Partnerships |
|  | Develop a co-ordinated approach to using narratives to drive service improvement, supported by resources | On-going | ADSS, NHS confederation, Coproduction Network for Wales and Wales School for Social Care Research |
|  | Support the workforce to work in an integrated way | To be confirmed – discussions on going with Welsh Government |  |

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

| **Remit Letter (RL)** | **Activity** | **Timescale for completion** | **Partners** |
| --- | --- | --- | --- |
| **RL** | **Use data and evidence to improve services by delivering a national social care data set** |
|  | Produce analysis of Statutory Director Annual report | Date for report to be confirmed | Local Authorities |
|  | Implement a data and information management strategy for Social Care Wales | July 2018 |  |
|  | Development of the national Social Care Data Set for Wales | Continuous | Welsh Local Government Data Unit, feedback from sector and stakeholders |
|  | Develop and implement a web based dashboard to show trends and key performance measurement of Social Care Wales activity and the wider social care sector in Wales | March 2019 |  |
| **RL** | **National research and development strategy** |
|  | Implement the research strategy and implementation plan | In line with implementation plan – reported quarterly | Health and Care Research Wales, Wales School for Social Care Research, SAIL |
|  | Maintain the SCIE online search tool for Wales | Resources by end of June 2018 | SCIE |

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

**Supporting the sustainability of the workforce**

| **Remit Letter (RL)** | **Activity** | **Timescale for completion** | **Partners** |
| --- | --- | --- | --- |
| **RL** | **Deliver a national attraction and requirement campaign for the social care and early years workforce** |
|  | Develop and implement a recruitment, retention, and attraction framework | On-going. October 2018 for initial launch | Sector, stakeholder reference group, existing networks, specific audience groups, Ambassadors, employers, regional leads |
| **RL** | **Producing resources to support employers and the workforce** |
|  | Promote and embed resources to improve practice in the sector | On-going | Sector |
|  | Leadership role in More the just Words | On-going | Mwy na Geiriau implementation group, sector |
|  | Support and promote the use of the Welsh language within the sector | On-going | Work Welsh, regional leads |

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

| **Remit Letter (RL)** | **Activity** | **Timescale for completion** | **Partners** |
| --- | --- | --- | --- |
| **RL** | **Influencing, investing and developing national training and development programmes** |
|  | Manage SCWDP Grant  | End of Year report -July 2018. Mid-Year report -November 2018 | All Wales Training Managers network, ADSS Cymru |
|  | Manage Social Work Bursary | On-going. Year 1 bursary payment October 2018 | Higher Education Institute (HEI) programmes |
|  | Conclude and embed findings of review of Social Work degree and CPEL review | Rules agreed July 2018New funding model designed December 2018 | Welsh Government, HEI programmes |
|  | Maintain and further develop national programmes – this includes Middle Management Development Programme (MMDP); TMDP; Strategic leaders; Step up to Management | On-going | Local Authorities, Sector, Employers; National Programme Management Committee |
|  | Research into the impact of the Step Up To Management Programme | Report 1 September 2018; Report 2 September 2019; Report 3 (final) 2020 | Learners, programme providers |
|  | Influence investment in social care training and development | On-going | Economic Regional forums |
|  | Improve the quality and management, learning, development, qualifications and training in early years and childcare | Timescales currently being discussed with Welsh Government | Welsh Government, Early years sector |
| **RL** | **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 | Launch April 2018Implementation April 2018 – March 2019 | Sector, Cartrefi cooperative, advisory group, Awarding Bodies, WEDS / Regional leads - learning providers / Local Health Boards |
|  | Work with Qualifications Wales to develop new suite of qualifications for health and social care and childcare | On-going | Qualifications Wales, WJEC, City and Guilds, Sector |
|  | Support Qualifications Wales and Awarding Organisation to develop robust infrastructure for assessment of new qualifications | On-going | Qualifications Wales, City and Guilds and WJEC (Consortium) Learning Providers including Colegau Cymru and National Training Federation Wales (NTFW) |
|  | Promote, develop apprenticeship framework and deliver certification | On-going | Welsh Government, learning providers, apprenticeship champions, employers, Careers Wales, Job Centre plus |

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

| **Remit Letter (RL)** | **Activity** | **Timescale for completion** | **Partners** |
| --- | --- | --- | --- |
| **RL** | **Develop workforce plans to meet future needs through the development of a workforce strategy** |
|  | Develop workforce strategy | Draft strategy developed and consulted on between September – January. Strategy developed April 2019 | Sector |
|  | Support and develop leadership skills and capacity of senior managers for (Workforce planning) | July 2018 | Local Government Data Unit, ADSS Cymru |
|  | Take a leadership role alongside Welsh Government in supporting the implementation of the 10 year workforce plan for Early Years, play and Childcare | On-going | Welsh Government, early years sector |

**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**

| **Remit Letter (RL)** | **Activity** | **Timescale for completion** | **Partners** |
| --- | --- | --- | --- |
| **RL** | **Promote the Codes of practice and develop practice guidance** |
|  | Implement Code of Practice for Employers | September 2018 | CIW |
|  | Implement practice guidance for domiciliary care | September 2018 | Employers |
|  | Review of all practice guidance | Draft revised guidance for consultation – September; Guidance produced - March 2019 | Registrants, sector, stakeholders |
|  | Review accessibility of the Code of Practice and develop accessible formats | To be finalised | IAA, registrants and service providers |
| **RL** | **Develop and maintain the Register** |
|  | Maintain an accurate Register | On-going | Sector, Employers |
|  | Extend the Register to new groups | On-going | Sector, Employers, Welsh Government, CIW |
|  | Collaboration and joint partnership working with CIW - including sharing of data and collective intelligence | On-going | CIW |
| **RL** | **Raise Standards through our fitness to practice processes**  |
|  | Undertake the investigation of allegations against social care professionals | On-going | Sector, Employers |
|  | Report on themes and trends | On-going |  |
|  | Maintain and manage effective Committees | On-going | Regulatory panel members, legal advisors |
|  | Provide training and support to Panel members | January 2019 | Regulatory panel members, training providers, legal advisors |
| **RL** | **Regulate qualifying and post-qualifying Social Work and develop process for regulating Social Care Training** |
|  | Regulate and quality assure Qualifying and Post qualifying Training | On-going – Quality Assurance report is approved and published - Nov 2018 | HEI programmes |
|  | To develop a framework for regulating social care training | On-going. Rules and process of approval are finalised - April 2019 | Social Care training providers |

**Being an effective and transparent organisation**

| **Remit Letter (RL)** | **Activity** | **Timescale for completion** | **Partners** |
| --- | --- | --- | --- |
|  | **Working with you** |
| **RL** | Ensure stakeholder engagement and using our influencing role | Ongoing in line with our communications and engagement plan | Welsh Government, sector, stakeholder groups, regional partners, employers |
|  | Develop values through behaviours | On-going. Training provided to all staff by end of June 2018 |  |
|  | Deliver wellbeing strategy | Strategy and action plan developed by June 2018 |  |
| **RL** | **Being accountable for our decisions** |
|  | Managing and monitor our financial resources ensuring value for money and effective budgetary control | On-going | Welsh Government |
|  | Develop robust business plan and performance reporting (including risk) processes | Quarterly updates provided | Welsh Government |
|  | Implement effective approaches to external and internal audit | On-going | External Audit, Internal Audit |
|  | Manage the Board and Committees effectively | On-going | Board Members, Welsh Government, Internal Audit |

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)