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Improved well-being for the social care and early years workforce

An overview of our progress against this outcome in 2023 to 2024

First published: 19 September 2024

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Go to <https://socialcare.wales/about-us/our-outcomes/impact-report-2023-to-2024/improved-well-being-for-the-social-care-and-early-years-workforce> for the latest version.

An overview of our progress against [this outcome](#) in 2023 to 2024

- **78%** feel supported by their colleagues and **66%** by their manager
- **63%** find it hard to switch off when they leave work
- **31%** feel there is enough support in place to deal with stress
- **46%** said having too much work and not enough time to complete it was causing them stress at work
- A **third** said they'd use our information about health and well-being at work

(Source: [Workforce survey results 2023](#))

Your well-being matters

The well-being of the workforce is a focus of our work. We want the workforce to be happy, healthy and supported, so they in turn support the well-being of the people in their care.

Workforce strategy

We heard from more than **1,000** people working in social care who told us that the health and well-being of the workforce was of the most importance and it's a focus of the [workforce strategy for health and social care](#).

The year 2023 to 2024 was our third year realising the workforce strategy and it continued to be a challenging period for the sector. Despite the significant challenges of the last three years, we made progress and also started thinking about the next phase of the strategy's implementation.

We asked you for [feedback](#) about our workforce delivery plan for 2024 to 2027 and nearly **80** people and organisations responded. We'll be publishing [the plan](#) in 2024 to 2025.

In 2023 to 2024, we also updated our three plans to support the realisation of the workforce strategy:

- [social work workforce plan](#)
- [direct care workforce plan](#)
- [strategic mental health workforce plan](#).

Health and well-being resources

Since updating our [health and well-being resources](#) in July nearly **3,300** people have looked at the information on our website. By the end of March, our well-being email network had **91** members and our online well-being community had **56** active members.

We published a series of videos to support people who are involved in fitness to practise investigations. We also launched a well-being support service for them – **76** counselling sessions took place as part of the pilot.

Conferences and well-being events

We held our first health and well-being conference in October 2023 and **87** people attended . Those who attended told us they felt the conference gave them a chance to:

- connect with others working in social care, early years and childcare

- share tips and ideas
- find out more about the health and well-being tools and support that's available, including our [health and well-being framework](#).

"All speakers were fantastic. So grateful to have had the opportunity to experience the workshops and will take back connections that I have made to my work."

A social care worker who attended the health and well-being conference

We held **seven** well-being sessions in 2023 to 2024, which were attended by **197** care workers. These sessions covered topics, such as:

- financial well-being
- support for unpaid carers who work
- supporting neurodivergent staff
- feeling valued and supported in early years and childcare.

We also held training sessions about psychological safety and compassion practices, which were attended by **45** managers. And we presented at **24** forums, conferences and events to raise awareness of workplace well-being and the support that's available.

Employer support service

In 2023 to 2024, **197** employers from **102** different organisations attended events we held as part of our new [employer support service](#), which aims to offer a wide range of services, support and resources. We've created and pulled together for employers to help them in their role. We also met with **464** people at other related events to promote the service.

How the well-being of social care staff can lead to higher retention rates

We published [an evidence summary on the importance of well-being](#) both for its own sake and because improved well-being can lead to higher retention rates. Our summary presents evidence on how employers in social care can support employee well-being and improve retention rates.

A social care and early years workforce that is highly recognised and valued

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An overview of our progress against [this outcome](#) in 2023 to 2024

- **76%** of the registered workforce feel valued by the people and families they support, **71%** by their colleagues and **61%** by their manager. But only **44%** feel valued by the public
- **57%** are satisfied with their present job (**33%** are unsatisfied)
- **63%** said their job gives them a feeling of work well done, at least most of the time

([Workforce survey results 2023](#))

The Wales Omnibus Survey of 1,000 members of the public in 2023 shows the workforce is valued by the public:

- more than **two thirds (76%)** think they do a good job
- almost **three quarters** having confidence in them
- almost **80 per cent** said they believe care workers should have similar levels of pay and benefits to those working in the NHS.

(Source: [Wales Omnibus Survey 2023](#))

Social Care Work Forum

Our social care workforce deserve fair reward that reflects the crucial part they play in the well-being of people and communities.

As members of the [Social Care Work Forum](#), we continued to influence and commit to embedding fair work and improving terms and conditions for those working in social care. We Chaired and led the working group that developed

the Pay and Progression Framework that went to consultation in 2023. This received broad support and will be further progressed in 2024/25.

Recognising and celebrating the workforce

We held [our annual Accolades awards on 27 April 2023](#). It was an opportunity for us to recognise, celebrate and share excellent practice in social care and childcare, play and early years in Wales. The Accolades are open to care workers at all levels, as well as teams, projects and organisations from across the public, voluntary and independent sectors that have made a positive difference in people's lives.

More than **40** projects and workers from across Wales entered or were nominated for the 2023 awards. The **15** finalists were chosen by a panel of judges made up of our Board members, representatives from partner organisations and people with experience of using care and support.

"It's so important we take this time to say thank you to those care workers and to recognise and celebrate the fantastic care and support being provided every day in every community in Wales." our Chief Executive

We know from what people using the services of our winning projects and highly commended finalists say how much of a difference the care and support they receive makes to their lives.

Caring in Welsh award

Being able to receive care and support from someone who can speak your language is an important part of receiving dignified, high-quality care. The 2023 [Caring in Welsh award](#) ceremony, which was held at the Llŷn and Eifionydd National Eisteddfod on 10 August, was an opportunity to recognise, celebrate and share the work of those providing excellent care and support through the medium of Welsh.

This year, five people from across Wales were chosen as finalists for the award by an expert panel of judges. The winner, Cardiff play leader Ross Dingle, was chosen by a public vote in which more than **2,250** people voted.

“This year’s award has given us some fantastic examples of inspiring and dedicated workers who are providing excellent care through the medium of Welsh, and they reflect the valuable and positive difference providing care and support through the medium of Welsh can make to people’s lives.” our Chief Executive

‘Have your say’ - the first survey of the registered social care workforce

More than **3,100** people who are registered with us completed our [first workforce survey](#), which asked questions about things such as:

- well-being
- what it’s like to work in social care
- pay and conditions
- training and qualifications.

In October, we published [the survey results](#). We'll use the findings to inform the support and services we offer, as well as the work of our partner organisations. In future we'll be able to see how we can improve and support on more areas for the workforce across all our work. We launched the 2024 survey in January so we can monitor what the workforce tells us over time. We'll share the results of that survey in autumn 2024.


"The outstanding commitment of our social care workforce has shone throughout the survey. However, the survey's findings reinforce that there is much more to do to ensure our workforce feel valued and have the best possible support available." The then-Deputy Minister for Social Services Julie Morgan

Care worker card

We issued a new version of the [care worker card](#) in 2024, which social care and early years workers can use to get a cashback card and a range of retail offers from dedicated discounts provider Discounts for Carers.

At the end of March 2024, **45,232** social care and childcare, play and early years workers had the card. Of those:

- **8,705** are social care workers who aren't registered with us
- **1,762** are early years and childcare workers.



**Social care and early
years services that
attract, recruit and
retain people with the
right values to meet
the needs of those who
need care and support**

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An overview of our progress against [this outcome](#) in 2023 to 2024

In 2022:,

- an estimated **84,134** people were working in social care in Wales –seven per cent fewer* than in 2021.
- **226** more people joined the sector than left
- **5,323** vacancies were recorded, which equates to nine per cent of the workforce
- **80 per cent** of the workforce were employed on a permanent contract
- the percentage of agency workers had decreased slightly, the proportion of agency workers in:
 - commissioned providers was **1.7 per cent** (down from three per cent in 2021)
 - local authorities increased to **0.5 per cent** (up from 0.4 per cent in 2021).

Source: [Workforce data report 2022](#)

Around **17,300** people work in early years and childcare in Wales

(Source: [2018 Welsh Government Review of Childcare sector](#))

WeCare Wales

In 2023 to 2024, we continued to build on the [WeCare Wales](#) brand to attract, recruit and retain people in the social care and early years sectors.

We further developed the WeCare Wales national campaign and jobs portal, which is being used by more providers.

The jobs portal is an easy way for social care and early years employers to advertise their vacancies and for people to see the vacancies available in their area. We saw an increase in the number of jobs posted on the jobs portal and in the number of applications received.

WeCare Wales

219,286 website visitors

57,675 jobs portal visits

3,551 jobs published

Introduction to Social Care programme

We run a funded training programme for people interested in working in social care called an Introduction to social care.

In 2023:

- **1,079** people signed up
- **580** adults and young people (**53%**) completed the programme
- **127** young people attended the two-day college programme
- **67 people** received one-to-one support from work coach
- **77** gained employment, education or a volunteer opportunity after completing the programme

Introduction to early years and childcare

The 'Introduction to childcare programme' aims to raise awareness of what it's like to work in childcare and advise people about beginning their career in the sector.

In 2023, **205** people completed the programme.

Looking at how to address workforce challenges in social care and childcare

People working in the sector told us that finding up-to-date research relevant to their practice can be a challenge. To support people with this, we've been producing [evidence summaries](#) that present research findings in ways that are easy to understand. Depending on the information available, our evidence summaries can offer people:

- a short explanation of how the topic relates to Welsh legislation and policy
- links to relevant data on our National Social Care Data Portal
- promising practice examples from Wales
- access to further support, including our communities of practice, our innovation coaching service, and our evaluation support
- links to related events and training

Understanding attraction, recruitment and job-seeking behaviours

We published [a series of reports and recommendations about understanding attraction, recruitment and job-seeking behaviours](#) to support social care employers who are struggling to attract and recruit staff. We also produced two resources for them:

- [attraction, recruitment and retention guide](#) - insights into how workforce challenges in the social care and child care sector can be addressed.
- [a user personas toolkit](#) - this toolkit describes how user personas can be used to support jobseekers in the social care sector, with several examples of user personas.

Related content

[Our outcomes](#)

[WeCare Wales](#)

[Insight Collective](#)

A registered social care workforce that has the public's confidence

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An overview of our progress against [this outcome](#) in 2023 to 2024

The Welsh public has a positive perception about the skills and professionalism of the social care workforce in Wales:

- **72%** have confidence in those who work in care
- **82%** know what an acceptable standard of care is
- **63%** think social care workers and social workers are regulated (up from 58% in 2021)
- only **29%** know how to raise a concern about a social worker or social care worker
- **70%** think childcare and early years workers are regulated in Wales – only 8% know they're not
- **67%** agree people should receive care in Welsh if that's what they choose (same as 2021) – support is higher among those who speak Welsh (**76%**), but it's relatively high among non-Welsh speakers (63%), too

(Source: [Wales Omnibus survey 2023](#))

Regulation

We protect the public by making sure the regulated workforce is registered and fit to practise.

We want people who rely on care and support to be assured that registered workers have the qualifications and skills they need to provide care and support, and that they're working to the standards we've set for the sector.

Registered workforce

As of March 2024 **61,000** people were registered with us (nearly 8,000 more than at the end of 2023):

- **1,299** adult care home managers
- **24,970** adult care home workers
- **988** domiciliary care managers
- **21,578** domiciliary care workers
- **6,763** social workers
- **383** residential child care managers
- **4,342** residential child care workers

Fitness to practise

Fitness to practise means that a registered worker has the skills, knowledge and character to carry out their work safely and effectively. It's a regulatory framework designed to protect the public by ensuring that only those who are fit to practice are allowed to do so.

In 2023 to 2024:

- **465** social care workers were referred to our fitness to practise team
- we held **51** final hearings

46 people (0.08% of the Register) were removed from the Register, so they can no longer work in a registered social care role in Wales. They were:

- **4** residential child care workers
- **2** adult care home managers
- **8** adult care home workers
- **1** social worker
- **31** domiciliary care workers.


Registration changes for social care managers and workers

As the social care workforce grows, we know how important it is to simplify our registration process, to make it as easy as possible for people to work in the sector.

Between June and July, we asked the social care workforce what they thought about our proposed changes to registration. The consultation proposed a new way to register, along with giving workers more time to complete the qualifications they need to renew their registration.

We also asked the workforce for feedback about our registration requirements and the draft practice guidance for special school residential workers and managers. After considering the feedback we received, the [proposed changes came into force in September 2023](#).

“These changes will make registration more straightforward and effective for Wales, and make sure we can continue to attract the very best workforce for social care.” David Pritchard, our Director of Regulation



A social care and early years workforce that's suitably qualified, knowledgeable and skilled with the right values, behaviours and practice

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An overview of our progress against [this outcome](#) in 2023 to 2024.

We helped people who are employed in social care and early years develop their skills and improve their capabilities to effectively support people and provide care.

- **67%** of the Welsh public say residential care workers are always skilled and professional in their work (same as 2021)
- **65%** of the Welsh public say home care workers are always skilled and professional in their work (67% in 2021)
- **67%** of the Welsh public say early years and childcare workers are always skilled and professional in the work they do (69% in 2021 and 2020)

(Source: [Wales Omnibus Survey 2023](#))

Qualifications based register

With **61,000** people on the register we are able to report on the qualifications that care workers have to do their roles. We provide data and report on the data from the [qualifications based register](#) which care workers need to have specific qualifications depending on their job role.

We are committed to providing open access to social care data in Wales. The data from our Register is included in our [National Social Care Data Portal for Wales](#) which brings together data from different sources to help build a picture of social care and support across Wales.

Managing the process for issuing apprenticeship certificates through Apprenticeship Certification Wales

Apprenticeships offer a way to gain training, develop new skills and qualifications whilst people work and earn. The details of all social care or early years and child care apprenticeship frameworks are available on the Apprenticeship Certification Wales (ACW) website. Our role is to help check evidence to make sure it meets the required standards. We then send certificates to learning providers who then award the apprenticeship to their learners.

3,270 people completed apprenticeships in childcare, play, learning and development or health and social care in 2023 to 2024:

- **880** completed a childcare, play, learning and development apprenticeship
- **2,390** completed a health and social care apprenticeship.

Investing in the workforce Providing financial support for social work students

172 new students received a bursary in 2023 to 2024:

- **100** undergraduates
- **72** Master's students

224 renewing students attended courses in 2023 to 2024

Social Care Wales Workforce Development Programme Grant (SCWWDP)

The Social Care Workforce Development Programme (SCWWDP) is a grant initiative designed to enhance the social care sector workforce. Its aim is to improve the quality and management of social services provision through targeted training and increased training uptake across the sector.

We gave local authorities **£7,640,051** through the Social Care Wales Workforce Development Grant (SCWWDP). The local authorities match funded this by **£3,274,076**.

Supporting social care workers to learn Welsh

Our [data](#) suggests that around **29%** of the social care workforce in Wales can understand Welsh to some degree and we continue to look at ways we can support the workforce [using Welsh at work](#).

This year **474** people working in social care enrolled on [our Camau course for beginners](#), in partnership with the National Centre for Learning Welsh. The free course, which takes 60 hours to complete, offers bitesize, flexible learning that focuses on the Welsh words and phrases workers are most likely to need when they're communicating with the people they support.

Safeguarding training standards

In November, we published the [National safeguarding learning, development and training framework](#) for professionals who work with vulnerable children and adults.

The framework was created in partnership with colleagues from across social services, social care, education, health and the emergency services in Wales, and sets out standards for the amount and types of safeguarding training professionals need.

[The standards](#) were the first of their kind in Wales and aim to make sure that professionals across Wales have consistent levels and types of safeguarding training.

Leadership programmes 2023/24

We have oversight of a number of social care management and leadership programmes:

- compassionate and collective leadership programme, to enhance leadership qualities among senior leaders in the social care sector – **87%** of those who completed the programme were satisfied it met their needs
- middle managers programme helps aspiring middle managers better understand and prepare for moving into these roles, and supports succession planning
- the statutory directors, – **8** people joined the new cohort for 2023 to 2024

We will continue to evaluate the programmes, so we can keep improving, developing and building on the training provided.

Communities of practice to support learning

We've set up [communities to support people](#) in the sector to build networks, work together and learn from each other, these include:

- **50** members in [place-based care](#) community
- **15** members in [new models of residential care](#) community
- **168** members in the [evidence](#) community
- **148** members in the [Responsible Individuals](#) community

We want the communities to be a secure place for members, where they can feel safe exploring topics that are important to them. With the community behind them, members know they can share ideas, ask questions and get support.

What communities of practice members have to say about them:

"I'm glad to hear that other people are going through similar challenges to me. This can be a hard and lonely job sometimes, and you just want to know that it's not just you!"

"The benefit of developing relationships across other [local authorities] has been really valuable. I see it as beneficial to the development of services across Wales"

"It is just helpful to get support and ideas from others trying to resolve the same type of problems"

Social care services that embed and deliver strengths-based approaches to care and support

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| [care-and-support](#) for the latest version.

An overview of our progress against [this outcome](#) in 2023 to 2024

From the workforce perspective, we have seen evidence of positive implementation of social services resulting from a focus on the principles. Equally, the general ethos of the [Social Services and Well-being (Wales)] Act, giving people more voice and control and approaches such as ‘what matters’ conversations, have helped cross divides that may exist within workforce cultures, albeit not always consistently. This has enabled workers to work beyond prescribed boundaries and explore wider options.”

[Final report: evaluation of the Social Services and Well-being \(Wales\) Act 2014](#),
March 2023

“**5%** of people said they received help for themselves from care and support services in Wales in the last 12 months. Of the people who receive care **33%** have a package of care arranged by the local council, and **37%** of this group pay towards the care they receive. A further **3%** of people said they have needed but not received help from care and support services in the past 12 months.”

[National Survey for Wales headline results: April 2022 to March 2023](#)

Supporting a strengths-based outcomes approach

A [strengths-based outcomes approach](#) supports people who access care and support and their families to live the best lives possible by building on their strengths and capabilities. It means recognising that everyone can contribute to

and take responsibility for their lives: the person, their network of friends and family, and their community.

We continued to support five local authorities to develop and provide training to build the confidence and skills of those working in across both children, adult and social work teams in applying this approach. We also supported their management teams to prepare for the systemic shift needed to support the approach. We're finalising online training resources for management in the wider social care sector and an offer to support management will be available in 2024 to 2025.

Supporting the transformation agenda in children's services

In 2023 to 2024, we focused our support on the part of the transformation programme that has the highest complexity and implications for the social care workforce and where we can add most value – the elimination of profit in children's services. Specifically, the elimination of profit in residential children's care.

To help us support capacity building in local authorities, we sent them a questionnaire in December to get information about recruitment, retention and training needs around therapeutic approaches. We'll now analyse the data and share the main findings with Welsh Government.

Balancing rights and responsibilities: an evaluation

In June, [we published an evaluation](#) of a new programme that focused on hospital discharge. The programme aimed to develop new skills and capability to rebalance the reliance on risk- and problem-based approaches, with a view to developing and delivering person-centred care. The joint programme (BRR) was a hybrid of the 'Collaborative Communications Skills' (social care) and the Care Aims (health) training and skills development.

The evaluation by the Social Care Institute for Excellence found that after the programme most people who took part felt more confident talking to patients about what matters to them. Almost everyone said they now had a better understanding of duty of care.

Of the **68** people who took part in the programme, **12** became 'mentors' or 'champions' and attended more training which helped them further embed the approach.

Supporting the shift to outcomes-based practice with up-to-date research

We published relevant and up-to-date research about [place-based care](#) and [trauma-informed approaches](#), and their role in providing social care in Wales.

**Social care practice
and policy that's
underpinned by
innovation, high-
quality research, data
and other forms of
evidence**



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In 2023 to 2024, we continued to lead the [strategic approach to social care data](#) and manage the [National social care data portal for Wales](#). This is to make better use of data to bring about the best possible outcomes for those who receive care and support services.

During the year, our data portal:

- received **11,000** visits
- had **3,000** unique users.

We also [looked back at the progress we had made at the end of first the progress](#) at of the [Social care research and development strategy](#), where we worked closely with a range of partners in supporting communities of practice, building skills, sharing practice and supporting innovation work.

Workforce data report

We carry out the [workforce data collection](#) every year to give a snapshot of the social care workforce in Wales. We ask local authorities and independent service providers to send us data on their workforce numbers and characteristics.

We've run the collection since 2021, after Welsh Government's Performance and Improvement Framework for social services in Wales replaced previous collections with a single process managed by us.

The collection is different to information published about the registered workforce as it collects data on everyone working in social care. It also looks at

things like contracts and working hours, as well as joiners and leavers and where they move to and from.

“It’s positive news that having data like this means we can make informed decisions about how best to support the sector to overcome those challenges and meet the needs of the population.” our Chief Executive

Social care data maturity

We carried out [research into the maturity of social care data](#) in Wales. Our aim was to help every local authority in Wales understand how they can make best use of the data that’s collected, processed and shared as part of their provision of social care.

Once we’ve assessed all **22** local authorities, we’ll be publishing a report in 2024 to 2025 that gives an overview of the social care data landscape in Wales.

Digital innovation

In July 2023, we published a report, which highlighted gaps in the current support for [digital innovation](#) in social care in Wales. We then looked at how we could support digital innovation by assessing the digital maturity of social care in Wales.

Working with **97** service providers and **8** infrastructure organisations, we reviewed **9** existing models of digital maturity and were informed by **6** experts who had developed digital maturity models.

Ymlaen: The research, innovation and improvement strategy for social care 2024 to 2029

We brought together partners and stakeholders to develop [a new research, innovation and improvement strategy for social care](#). We want to create a culture where evidence is central to the provision of social care and where it's used to inform decisions at all levels.

Between October and December, we asked people what they thought about the strategy. As part of that consultation, we also ran **4** workshops (**40** people in total), so that people leading, developing and providing social care feel confident, supported and inspired to use evidence and innovation.

We'll use the feedback gathered to inform the final version of the strategy, which will be published in 2024 to 2025.

Developing a new research, data, innovation and improvement service for social care

In 2023 to 2024, we worked on a new service for social care called [Insight Collective](#). The Insight Collective aims to make a positive difference to social care by focusing on three areas – research and data, sharing and learning, and coaching and advice.

The service, which will launch in 2024 to 2025, will give people working in social care access to the latest social care research and data, guidance about training, opportunities to work together, and advice about the support that's available.

Innovation coaching service

In September, we launched a new coaching service to help people working in social care address needs and challenges. We know that innovation is happening across social care, but often it is not recognised. With the right support, innovations in social care can benefit more people. That is why we created the innovation coaching service.

In 2023 to 2024, our innovation coaches supported nearly **25** people and teams. We took a flexible approach to the way we worked to get an understanding of the best way to package and offer our support to help people who work in social care make best use of it. We've supported a wider variety of projects from testing methods to improve staff well-being and increasing staff retention; scaling up 'microenterprises for care' initiatives to re-designing the 'front door' of the referral system for adult services.

We had positive feedback from people who've used the service, but we want to continue to find new ways of explaining it and showing what it can do for the sector.

"As my first experience of coaching this has been fantastic. I never thought it would lead to so much progress on a practical level, and also some personal development and stronger feeling of confidence."

Producing evidence summaries to support social care practitioners in accessible and up-to-date evidence to support how they use evidence in their work

We've been producing [evidence summaries](#) that present research findings in ways that are easy to understand. These go together with a wraparound offer of support and content from the [Insight Collective](#) to help people interpret and use evidence in their work.

In 2023-24 we published four evidence summaries on the Insight Collective: [trauma-informed approaches](#), [attraction and recruitment](#), [improved well-being and workforce retention](#), and [place-based care](#). We've had positive feedback from people delivering care and support, researchers, and educators.

Related content

[Our outcomes](#)

[Research, data and innovation](#)

[Insight Collective](#)

Social Care Wales provides effective, high quality and sustainable services

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Go to <https://socialcare.wales/about-us/our-outcomes/impact-report-2023-to-2024/social-care-wales-provides-effective-high-quality-and-sustainable-services> for the latest version.

An overview of our progress against [this outcome](#) in 2023 to 2024

As a national leadership organisation, we have a responsibility to lead by example in how we work.

To be effective, we must understand the challenges and opportunities faced by those working in social care and early years. We continue to work with them to make sure our services meet their changing needs. We use feedback to challenge and shape our business, projects and plans.

We continued to show the openness and transparency of our decision making (governance) in the way we work and spend public money as we realise our five-year plan.

We received positive reports from Audit Wales and our internal auditors about our governance arrangements, as well as positive feedback from our sponsoring Minister and Welsh Government officials about our work to support the sector.

In 2023 to 2024, we:

- published our [Impact report](#), showing the progress we had made during the first year of our five-year [strategic plan 2022 to 2027](#)
- ran an extensive recruitment campaign with Welsh Government's public appointments team to look for new Board members. We recruited [11 new Board members](#) – six will take up their role in April 2024 and the other five will start in April 2025
- recruited a new [chief executive](#)

- shared how we work with the [Welsh Language standards](#)
- put our *internal marketing and communications approach and digital strategy* in place to support the way in which we work and communicate with those who use our services. We want to make sure our online services align with our growing audiences and that our content and platforms are accessible, easy to use and meet our audiences' needs
- carried out a skills audit with our staff to support our three-year staff training, learning and development plan
- kept our ISO27001 accreditation and achieved Cyber Essentials accreditation
- progressed our *Decarbonisation action plan* – since 2019, we've reduced our carbon footprint by **44 per cent**

More than **500,000** people visited our website

We had more than **7,000** followers on X (Twitter), more than **5,000** followers on Facebook and **2,000** followers on LinkedIn.

Our staff

By the end of March 2024, we had:

- **234** staff members
- recruited **44** new employees
- **5.5%** staff turnover
- **3.6%** sickness absence rate
- **1.3%** sickness absence rate, if we exclude long-term sickness

- **91.2%** staff engagement score
- **clean audit certificate** shown in our annual accounts