

Social care workforce delivery plan 2024 to 2027

The Social care workforce delivery plan 2024 to 2027 includes our actions for the second phase of the Health and Social Care Workforce Strategy.

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The Social care workforce delivery plan 2024 to 2027 includes our actions for the second phase of the Health and Social Care Workforce Strategy.

Ministerial foreword

I am pleased to endorse the publication of this important Social Care Workforce Delivery Plan 2024 to 2027. It is a privilege to have recently been appointed the new Minister for Social Care, and I am looking forward to driving the change we know this social care workforce need and deserve.

The delivery of health and social care to the people of Wales is entirely dependent on our workforce. The well-being of the workforce is incredibly important, both for people providing and receiving care. Compassionate and high-quality care is delivered best by individuals who are positive about their role and the organisation they work in. We are committed to supporting the sector and want well-being at the heart of our plans for the workforce.

Since the publication of the Workforce Strategy, we have, and continue to encounter significant challenges such as the Covid 19 pandemic, the cost-of-living crisis and the continuing increasing demand for care and support. With an ever-changing backdrop the sector has needed to innovate and adapt. It is important we continue to review the policies and actions within all of our workforce plans to ensure learning from approaches we have taken, build upon the sectors successes and ensure we are taking the right steps to support our social care workforce.

Building on the Health and Social Care Strategy, Social Care Wales working with Welsh Government have now developed this Delivery Plan for 2024 to 2027 focusing on the social care workforce. This plan builds on progress made so far

and outlines further development areas based on engagement with the sector. The draft delivery plan was published for a three-month consultation period in 2023, ensuring the voice of the workforce, stakeholders and those receiving care directly shaped the content.

Last year Social Care Wales published a workforce survey providing a unique opportunity for the social care workforce to reflect further on your experiences and give views on a range of issues which directly affect you. It clearly highlighted the outstanding commitment of our social care workforce and the incredible role you play in supporting our social care services in Wales.

Although we were pleased to see a number of positive findings, we recognise there is much more to do to ensure our workforce feel valued and has the best possible support available. I am pleased that early indications suggest take up of this year's workforce survey in early 2024 has increased, which means even more of you have taken the opportunity to share your experiences and views which will continue to inform our work moving forward.

We know the demand for social care will continue to grow, so it's essential we have effective workforce planning systems in place to meet this demand. We recognise there are no quick and easy ways to make the sustainable change that we want, but with our commitment, partnership working, the dedicated and skilled workforce already in place, I am confident we overcome our current challenges.

I want to thank Social Care Wales for developing this plan and all those who have taken part in consultations, surveys and general feedback which has directly influenced the content of this plan. My biggest thank you and sincere gratitude goes to the social care workforce. The work you do supports people today, but also plants seeds that will grow into the future of social care in Wales. What you do has impact now and for future generations. You are valued

and what you do is essential to creating a better Wales.

Dawn Bowden MS, Minister for Social Care

Introduction

We want the health and social care workforce to be motivated, engaged and valued, with the capacity, competence, and confidence to meet the care and support needs of the people of Wales.

Significant progress has already been made, as you can see in our [delivery plan annual report](#). But social care continues to face major workforce challenges. It's difficult to attract people into the sector, recruit enough staff and retain the existing workforce.

The workforce is committed to supporting what matters to children, adults and their carers across every community in Wales. But you've told us you're feeling the ongoing pressure to keep services going, keep people safe and meet increasing demand. Staff well-being is also being affected by increased levels of stress, fatigue and burnout, along with perceived poor working conditions and a lack of professional development opportunities.

It's a priority for all stakeholders to work together to solve these workforce issues. We must act quickly to deal with existing challenges and attract new people into the workforce. We need to create the right conditions to allow people to deliver quality services.

Throughout the engagement and consultation work, and in the workforce survey, we consistently heard that terms and conditions for the paid workforce need to be improved. This includes pay, but also wider terms and conditions

such as flexible working and policies for areas like travel, training, sickness and maternity leave. We also heard that the status of the sector needs to be improved so it's perceived in the same way as health. There needs to be a collective voice at all levels on this.

This workforce delivery plan sets out a wide range of actions to build on the momentum that has already started.

Context

The [Health and Social Care Workforce Strategy](#) set out for the first time, a 10-year plan of priorities for the workforce in Wales. This 2024 to 2027 workforce delivery plan builds on the progress made so far and includes developments based on feedback we received during our engagement work with the sector, our consultation, and the workforce survey. The plan describes the actions that will help to move the social care workforce forward over the next three years.

We want to improve services in Wales in line with the ambitions of the [Social Services and Well-being \(Wales\) Act](#) and Welsh Government's [A healthier Wales](#) plan for health and social care, to provide care closer to home and improve the quality of support for children and adults of all ages.

The pandemic had a significant effect on the workforce and our communities, especially for people who rely on good quality care and support and their carers. There's greater pressure on the sector caused by more families living in poverty, and increased demands because of an ageing population and higher life expectancy. We learned from the first [workforce survey](#) that these pressures affect people's stress levels in work. Of those we surveyed, 28 per cent also said that worrying about things outside work causes them stress while

carrying out their job.

The social care workforce is employed by a range of statutory, private and voluntary providers, which are critical to providing quality services. Volunteers and unpaid carers are also essential and play an extensive role. The actions included in this workforce delivery plan, where relevant, apply to foster carers, volunteers and unpaid carers as much as they do to the more traditional definition of the workforce. We'll need to work with national organisations for foster carers, volunteers and unpaid carers to maximise the potential of these actions alongside other existing programmes of work.

Fundamental principles

This workforce delivery plan builds on the strategy's ambitions to make sure the workforce has fair and equitable opportunities. It also embraces the recommendations laid out in the Equality and Human Rights Commission's [Is Wales Fairer?](#) report.

We made sure that the fundamental principles of workforce well-being, the Welsh language and inclusion were woven into all the actions of the strategy. Our goal is that the actions in this workforce delivery plan continue to have all three at their centre.

Well-being

When we developed the strategy in 2019, there was already increasing and compelling evidence linking the well-being, capability and engagement of the health and social care workforce to improved outcomes for people who use health, care and support services. The pandemic increased the level of concern for the workforce's well-being, and over the last three years there have been

significant efforts to provide staff with support.

A quarter of the actions in this workforce delivery plan fall into the first theme of an engaged, motivated and healthy workforce. It's clear from what we heard during our engagement work and consultation that as well as considering support, we also need to think about how we create the right environment for practice. This means tackling important issues such as workloads, sufficient staffing, and workforce planning.

Well-being therefore remains embedded across all themes of this workforce delivery plan and is supported by the '[Your well-being matters: workforce health and well-being framework](#)'.

Welsh language

We know how important it is for individuals and their carers to access services in the language of their choice, and we have many positive [examples from across the workforce](#). Your feedback about the Welsh language was clear. We need to change people's perception that their Welsh should be perfect, and we must help people gain the confidence to speak Welsh, without them fearing they'll be judged for it not being of a high enough standard. You want learning Welsh to be seen as a positive and fun opportunity that can make an important contribution to your work and to people accessing care and support.

As with the other important principles of inclusion and well-being, the Welsh language will be central to how most actions are delivered, so it becomes part of the solution rather than a separate solution.

The workforce delivery plan will build on and reflect the foundations of the [Well-being of Future Generations Act \(2015\)](#), and [Cymraeg 2050: A million Welsh speakers](#) to create an engaged, healthy, flexible, responsive and sustainable

workforce for the future that reflects Wales's diverse population, cultural identity and the Welsh language.

Together with Health Education and Improvement Wales (HEIW) we were heavily involved in developing the workforce actions of the [Mwy na geiriau five-year plan](#) and we're committed to the workforce using the Welsh language as much as possible day-to-day. The workforce delivery plan identifies the actions we should take to support this ambition and build on the work already completed to support a bilingual workforce. These include our [WeCare Wales](#) campaign about the Welsh language at work, workforce data to better understand the skills that already exist within the workforce, and the range of resources available to support [using Welsh at work](#).

Inclusion

The feedback we heard during our engagement work confirms there's more to be done to make the social care sector fully inclusive. We need to do more to reach the less heard voices in our workforce, and we need to train and educate people at all levels about what true inclusion means.

The workforce survey had many positive findings. Some of the more underrepresented groups such as males, under 35s and those from an ethnic minority background have the most aspiration to become leaders of the future. But, we also found that 37 per cent of registered people experienced bullying, discrimination or harassment at work. We're working to find out more about these experiences and how we can provide support.

We've contributed to and responded to several plans that will help us become a more inclusive and compassionate sector. These include:

- [Mwy na geiriau](#)

- [Anti Racist Wales Action Plan](#)
- [LGBTQ+ Action Plan for Wales](#)
- [Learning Disability Action Plan for Wales](#)
- [HIV Action Plan for Wales](#)
- [Strategy for Unpaid Carers.](#)

This workforce delivery plan complements the ambitions of the plans listed above. Each action aims to contribute to creating a culture of inclusion, fairness and equity across our workforce.

Social care workforce profile

Facts and figures

Our social care workforce is our greatest asset. It's vital that we have high-quality and complete information about the workforce, to help improve the planning and delivery of health and social care services. Better planning will improve outcomes for people who use care services in Wales, both now and in the future.

We recognise that we need to improve our understanding of our workforce and we'll need to develop analytical methods and more sophisticated modelling techniques to support workforce planning, development and productivity across social care. This work is covered in [Theme 7: Workforce supply and shape.](#)

This section gives an overview of the social care workforce in Wales, using data from the latest [Workforce data collection](#). Unless stated otherwise it's a snapshot as of March 2022.

Workforce demographics

- As of March 2022, the total social care workforce is 84,134 people. This is seven per cent less than 2021.
- In March 2024, 60,600 people were part of the professional regulated workforce.
- The workforce continues to be mainly female (82 per cent), with male workers remaining a minority (18 per cent).
- The workforce's age profile is distributed through the whole working life age range, with the highest proportion (25 per cent) aged 46 to 55.
- Only eight per cent of the workforce is aged 16 to 25. Three per cent is aged 65 or older.
- Commissioned service providers have a generally younger workforce compared to local authority providers.
- From a workforce planning point of view, workers aged over 55 may retire within the next ten years. This age category currently accounts for nearly a quarter (23 per cent) of the social care workforce.
- The ethnicity of the social care workforce broadly mirrors that of the Welsh population. The exception is in the proportion of Black (or Black British) workers, which is around two and a half times more than in the Welsh population as a whole.
- The social care workforce is now less ethnically diverse, with 95 per cent of workers reporting as white in 2022, compared to 89 per cent in 2021.
- Around 29 per cent of the workforce can understand some Welsh, which closely mirrors that of the Welsh population as a whole. Data collected from the Annual Population Survey in 2022 states that 26 per cent of Wales's population aged 16 or over can speak Welsh.

Employment

- Most (80 per cent) of the workforce are employed on permanent contracts and work full time (48 per cent). Full time is defined as 36 hours or more a week, for

the purposes of workforce data collection.

- There's a slightly higher proportion of workers working up to 16 hours a week in local authority services (18 per cent) compared to commissioned services (11 per cent).
- Eleven per cent of the social care workforce are employed on zero hours contracts.

Recruitment and retention

- There were 5,323 posts vacant within the social care workforce in 2022, representing nine per cent of the total workforce.
- The estimated number of total vacant posts within the workforce has decreased by four per cent since 2021, when the figure was 5,581.
- Although most vacancies (62 per cent) are experienced by commissioned providers, the vacancies experienced by local authorities (38 per cent) has increased by six per cent compared to 2021.
- These vacancies are against a backdrop of anticipated growth required to meet the increasing demand on social care services because of the changing demography profiles of people living longer, and a focus to provide more care closer to home.

Care workers

- As of March 2022, there were 31,344 care workers working in Wales, accounting for 51 per cent of all filled posts in the social care sector.
- Most work in residential (47 per cent) and domiciliary care (30 per cent) services, with 17 per cent working in supported-living services and six per cent in day services.
- Not all commissioned providers took part in the annual workforce data collection (there was a 68 per cent response rate), so the number of care

workers reported in the annual survey is undoubtedly lower. When compared, the number of registered social care workers in Wales as of May 2023 was 45,000.

- The gender split for care workers is broadly in line with what we see across the whole social care workforce in Wales, with women occupying most posts (81 per cent). But, double the average proportion of men work in child residential care services or settings (38 per cent).
- The age profile of care workers is generally evenly distributed through the working life age range, aged 26 to 65. A lower proportion are aged under 25 (11 per cent) and over 65 (three per cent). In terms of service/setting type, there's a younger care worker profile within children's residential care services/settings, with more than a third (37 per cent) of care workers aged 26 to 35 years old.
- Most care workers work part time, up to 35 hours a week (65 per cent). Compared to 2021 (59 per cent), the proportion working part time has increased slightly.
- More than three quarters (77 per cent) are employed on a permanent contract, which is the same as 2021.
- The proportion of care workers working on a zero hours contract has decreased slightly from 19 per cent in 2021 to 16 per cent in 2022.
- In 2022 there were 3,205 care worker vacancies, which represents a vacancy rate of 10 per cent of the care worker workforce. Of these vacant posts, 91 per cent were vacancies to be filled and nine per cent were purposely left unfilled by the employer.
- The data suggests that 5,329 care workers joined the sector in 2022 and 5,595 left, giving a net decrease of 266 staff.
- 75 per cent of care workers hold the qualifications needed to work in the sector, 22 per cent are working towards the required qualifications and four per cent are working through an apprenticeship.

Social workers

- As of September 2023, there were 6,736 social workers registered with us. This is an increase of 185 people, or three per cent, compared to September 2022.
- The significant growth in the numbers of registered social workers coincides with local authorities' investment in 'growing their own' social workers.
- Comparing the number of social workers registered in Wales to the number of social workers from the annual workforce data collection suggests that only around 62 per cent of registered social workers are case holding practitioners and managers.
- The gender split for social workers is broadly in line with what we see across the whole social care workforce in Wales. Women occupied most posts in September 2023, at 83 per cent.
- The average age of a registered social worker is 46 years old. Most (55 per cent) social workers are aged between 40 to 60 years old, which is less than in 2021 (57 per cent). A third (33 per cent) are under 40 years old, while 12 per cent are over 60 years old.
- In terms of ethnicity, the majority (89 per cent) are white, five per cent are Black, two per cent are Asian and two per cent are of mixed ethnicity.
- The majority (66 per cent) are employed by local authorities. Twelve per cent are employed by an agency and a further seven per cent are employed by an agency on top of their main employment.
- As of March 2022, around a fifth (22 per cent) of all social workers were employed on a part time basis, which is the same as in 2021. The majority (90 per cent) were employed on a permanent contract.
- In March 2022, there were 562 social worker vacancies, which represents a vacancy rate of 13 per cent of the social worker workforce and is a percentage increase of 17 per cent compared to 2021. Of these vacant posts, 145 or 26 per cent were being held vacant, meaning that they were purposely left unfilled by the employer. This is a slight increase (two per cent) on the previous year.

- The data suggests that 584 social workers joined social worker teams in March 2022 and 631 left, giving a net decrease of 47 staff.
- Nearly half (46 per cent) of all social workers reported to have been qualified for three years or longer. A further 17 per cent were in senior practitioner roles and 18 per cent in managerial roles. Newly qualified social workers make up four per cent of the total registered social worker numbers employed in frontline services.
- 49 per cent of registered social workers have some Welsh language ability. This figure is up two per cent since 2021.
- This is what social workers told us about their job in spring 2023:
 - 76 per cent started working in social care because they wanted to make a difference to people's lives
 - 38 per cent are dissatisfied with their current job
 - 77 per cent say having too much work or not having enough time to do it causes stress at work
 - 34 per cent think the right staff are in place to provide services
 - 24 per cent don't feel safe at work
 - 40 per cent think there are barriers to accessing training.

How we'll deliver this plan

The workforce delivery plan is structured under each of the seven themes of the workforce strategy.

1. An engaged, motivated and healthy workforce
2. Attraction and recruitment
3. Seamless workforce models
4. Building a digitally ready workforce
5. Excellent education and learning
6. Leadership and succession

7. Workforce supply and shape

For each theme we've summarised:

- the main issues
- the progress made to date
- our ambition
- the main areas we expect to see an impact
- the most important actions to realise our ambition for 2030 and how we'll monitor them.

Before each set of actions, we've summarised what you told us during our engagement work, consultation, and workforce survey, so it sets the context for the actions. When we say "us", "we" or "you", we mean everyone in the social care sector at local, regional and national level. This indicates a collective responsibility to deliver the ambitions of the strategy.

The workforce delivery plan is ambitious and we'll need to work with others to achieve **identified** actions. Many build on existing actions and it's clearly within the remit of organisations to support them and help move them forward. Some actions are new and have been identified as crucial to reaching the 10-year ambition. We need to work together and in partnership at all levels. The progress made so far has been based on effective joint working in a range of areas, which will continue through the next phase of delivery.

We want to keep focusing on impact.

Our ambitions at a glance

Take a look at our overall ambitions, and see how strategic leaders can monitor if we're making progress.

We'll set-up a national strategic implementation group to:

- oversee impact and add further measures
- track progress
- resolve challenges
- identify how to take new actions forward and who can do this.

This group will also decide on priorities, if the sector's capacity or financial resources mean we can't take all the actions forward within the planned timeframes.

The actions also build on areas we can take forward effectively in partnership with our health colleagues. These areas of joint work include workforce well-being, the mental health workforce plan, leadership, and workforce development to support integrated care and support.

The actions of the workforce strategy have also led to the development of specific workforce plans for:

- the [direct care workforce](#)
- [the social work profession](#)
- the [mental health workforce](#), developed in partnership with HEIW along with the associated [implementation plan](#).

These plans support the aims of the workforce strategy and have actions in common, such as well-being approaches, attraction, and recruitment. They also include actions that are specific to relevant parts of the sector.

Technical documents

The documents below, available on request, include background information that helped us develop the workforce delivery plan.

- **Engagement and consultation** – how we worked with the sector to understand their priorities and how it helped shape the actions in this plan.
- **Horizon scanning** – the policy and legislative frameworks we considered when setting the actions in the plan.

We recognise some colleagues will want more detailed implementation plans, so we'll publish an annual action plan that includes information about the activities being taken forward. You can find the latest version on our [workforce strategy webpages](#).

1. An engaged, motivated, and healthy workforce

The social care sector is committed to having a workforce that feels valued and supported wherever it works. We must make sure there's support and safeguards in place so people can become and remain valued members of an inclusive workforce.

During our engagement work to develop this workforce delivery plan, we heard strong calls to improve workplace cultures so that social care is an inclusive and equal workplace, with zero tolerance for discrimination. This includes having contract offers that consider people's preferred working patterns and circumstances, while supporting what matters to individuals using care and support.

Welsh Government is committed to celebrating diversity and eliminating inequality in all its forms, as set out in the [Anti-racist Wales Action Plan](#) and [LGBTQ+ Action Plan for Wales](#), [Cymraeg 2050](#) and through the work of the [Social Care Fair Work Forum](#).

What progress has been made?

Show

Since the workforce strategy was published, the following actions have been taken forward:

- establishing [the health and well-being framework](#) so employers and employees can measure their organisation against an agreed set of standards
- giving access, for the first time, to a new universal [mental health support service](#) that's free at the point of access for the whole workforce across health and social care
- setting-up new peer networks that provide mutual help and support for managers to help build resilience
- establishing a [care worker card](#), recognising social care workers and giving access to a number of benefits
- completing research about terms and conditions for social workers
- the Social Care Fair Work Forum's work on a pay and progression framework and the establishment 'Social Care Workforce Partnership Council' for the social care workforce
- carrying out the first [Workforce survey](#) that gives us a baseline on workforce well-being indicators in the sector.

We have a wide range of positive approaches we can continue to build on, for example the 2023 Accolades award winner [Right at Home Cardiff & Newport](#).

There will always be more to do to make sure the sector is highly valued, and the workforce feels appreciated, including the ongoing promotion of the well-being offer nationally. You can read more about the progress made so far in the [Workforce strategy annual report](#).

What you told us

Show

During our engagement work in 2022 and our formal consultation on this workforce delivery plan in 2023, you made it clear that you want the sector's well-being to be a priority.

The [2023 workforce survey](#) revealed that half of the workforce would recommend their organisation as a place to work. We need to continue to build on this so we have positive cultures in all care and support services. Staff who are positive about their job and their organisation deliver better services. The engagement, motivation and health of the workforce directly affects individuals who use care and support, and their carers.

You told us that the sector wants equal access to well-being offers and parity between social care statutory, voluntary and private providers, as well as health. We need to explore parity and how this is achieved in practice. You also asked for workforce strategy actions that concentrate on building fair work clauses into service commissioning and contracting processes for service delivery.

The 2023 workforce survey presents a mixed picture around morale, terms and conditions:

- two in three people surveyed (65 per cent) feel morale is good, but a similar proportion (63 per cent) find it hard to switch off away from work

- fewer than a third (31 per cent) feel there's enough support for workplace stress
- few of those surveyed (seven per cent) would go to Canopi, the free mental health support service, for information about health and well-being at work.
- 26 per cent are looking to leave the sector in the next twelve months and 44 per cent in the next five years. Of these:
 - 58 per cent plan to leave because of the pay
 - 45 per cent want to leave because of the workload
 - 30 per cent want to leave because of poor employment or working conditions
- 57 per cent are satisfied with their current job
- 57 per cent of managers said they find it challenging to offer attractive terms and conditions to prospective candidates.

During our engagement work with the sector, we also heard calls to improve the promotion of trade unions to support the workforce. This included discussions about improved terms and conditions and finding more effective ways of bringing incentives to the sector, such as the Blue Light Card and its links to the Care Worker Card. We were asked to introduce “safety committees” and “safety representatives” for the workforce to have a voice about matters of health and safety, including aspects of well-being. Of those who took part in the workforce survey, 35 per cent said they were trade union members.

You told us you want better ways of gathering and acting upon the workforce's views. You want more direct conversations instead of just surveys. It's clear that little things matter as much as the big changes. We also need to make sure we engage with people who don't easily or readily use digital platforms or technologies, so that our approach is as inclusive as possible. This is considered further in [Theme 4: Building a digitally ready workforce.](#)

We were also challenged to consider how we strengthen engagement with unpaid carers and how the well-being offer can be extended to this part of the

sector.

Our ambition by 2030

Show

The health and social care workforce will feel valued and supported wherever they work.

Workforce well-being is affected by a range of factors, so positive progress for this theme, reviewed every year, would mean:

- an increase in how many of the workforce feel morale is good (65 per cent in 2023)
- the workforce knows where to find out about health and well-being support at work (in 2023, 33 per cent said Social Care Wales and 7 per cent said Canopi)
- a reduction in the percentage of the workforce looking to leave the sector in the next twelve months (26 per cent in 2023)
- a reduction in percentage of the workforce who said they've experienced bullying, discrimination or harassment (37 per cent in 2023)
- standardised methodology scores that can be compared nationally, for life satisfaction, feeling worthwhile, happiness and anxiety (we'll establish a baseline in 2024).

Workforce strategy actions 2024 to 2027

Show

During 2024:

1. Support employers to embed workforce well-being in their organisations by promoting and refreshing [the Health and well-being framework](#).

2. Establish a framework that makes sure there's parity, fair reward and recognition:

- for social care workers, through the [Social Care Fair Work Forum](#) pay and progression framework and
- for social workers, through the Welsh Local Government Association (WLGA) led consideration of consistent social work terms and conditions options appraisal.

3. Continue research and engagement work, including an annual independent survey of workers, and use what we learn to improve how we support workforce well-being.

4. Support workforce well-being through the ongoing promotion of existing and new well-being resources and services, including [Canopi](#) and [the Care Worker Card](#).

5. Maintain networks and communities to share different ways of improving workforce well-being.

6. Embed the principles of fair work in the Welsh Government National Framework for the Commissioning of Care and Support in Wales.

During 2025 to 2027:

7. Provide guidance about the purpose, function and benefits of organisational safety committees that address all aspects of workplace safety, including well-being.

8. Look into and report on the best way to embed and monitor progress on well-being approaches through existing regulatory processes.

9. Welsh Government will explore extending the mental health support service to volunteers and unpaid carers.

10. Develop and put in place recommended training about equality and diversity.

How we'll measure progress against the actions

Show

- We'll monitor awareness and the use of well-being resources and support services.
- We'll report on progress against actions agreed through the annual workforce survey
- We'll report on reasons why people may want to leave the sector, as described in the annual workforce survey
- We'll evaluate the health and well-being framework.
- Every year, we'll report on all the actions of this workforce delivery plan and any new identified actions.

2. Attraction and recruitment

The workforce strategy describes our ambition to positively change how the public sees a career in social care and for the social care sector to be a model employer. 63 per cent of the workforce began working in the sector because [they wanted a job that would make a difference to people's lives](#). These values are crucial for providing person centred care.

We want to attract a sufficient and diverse range of people into careers in social care and social work, who reflect the communities they work in. We also want

to support the ambition of [Stronger, Fairer, Greener Wales: A Plan for Employability and Skills](#), and for social care to continue to be an important part of the foundational economy across Wales.

Employers still report challenges in recruiting and retaining the workforce. In the [2023 Social care workforce survey](#), 71 per cent said it was difficult to recruit candidates to the sector because of the low number and quality of applications. In the [Workforce data report carried out in 2022](#), there were 5,323 vacant posts within the social care workforce representing nine per cent of the total workforce. For the same period, the data suggests that 5,329 care workers joined the sector and 5,595 left, giving a net decrease of 266 staff. For social workers, the figures were 584 social workers joining social worker teams and 631 leaving, giving a net decrease of 47 staff.

What progress has been made?

Show

Since the workforce strategy was published, the following actions have been taken forward:

- establishing a new [Introduction to social care](#) programme which gives those taking part job seeking skills and a better understanding of the sector. Since its launch the programme has been completed by more than a thousand people.
- embedding [WeCare Wales](#), the first national profile raising campaign for careers in social care, early years, childcare and play, into our work and into the sector. We've developed targeted schemes for professions experiencing staff shortages and those finding it hard to recruit, including social work, domiciliary care, apprenticeships and the Welsh language
- providing funding to support seven regional connectors so that WeCare Wales's support for attraction and recruitment can be embedded locally and regionally

- carrying out research to understand recruitment and job seeker behaviour
- launching a free [innovation coaching](#) service with a specific round of support for employers to develop their ideas to improve recruitment and retention.

We have a wide range of positive approaches we can continue to build on, such as our 2023 Accolades winner [Seren Support Services](#).

You can read more about the progress made so far in the [Workforce strategy annual report](#).

What you told us

Show

You want to change how people perceive a career in social care, for the current and future workforce. Fewer than half of those surveyed in the 2023 workforce survey feel valued by partner agencies (48 per cent) and the general public (44 per cent). You urged us to raise the profile of the amazing work being done and the rewards of working in social care, to show its value and win the public's hearts and minds.

We need to show that working in social care can be fulfilling, rewarding and socially valuable. We need to build on the existing motivations to join the workforce, which were clear in the 2023 workforce survey:

- 63 per cent joined the sector as they want to make a difference
- nearly half (48 per cent) were attracted to the sector after speaking to friends and relatives
- 19 per cent experienced being a carer for others at some time in their life.

Most of those who responded to the 2023 workforce survey (three in four) feel that increased pay and improved parity with other sectors could improve

recruitment and retention. [Theme 1: An engaged, motivated and healthy workforce](#) has more information about actions relating to pay, terms and conditions.

We're working to make social care a more attractive career, by improving the overall terms and conditions and offering clear pathways for workers who want to progress. You want more emphasis on working with schools and colleges, so we can talk to young people at the beginning of their career journey. You also want us to show people of any age who have the right values, a range of entry points into the sector, including through apprenticeships and international recruitment.

During our engagement work you told us that retention is just as important as recruitment, so we've embedded actions across this workforce delivery plan to support retention. We need to understand why people stay in the sector, so we can use this information to promote the profile of the sector to the potential workforce and the public.

We also need to improve our approach to volunteers in the sector, recognising these skills as well as the expertise of unpaid carers. Where relevant, we should create appropriate pathways into employment.

Our ambition by 2030

Show

Health and social care will be well established as a strong and recognisable brand and the sector of choice for our future workforce.

Attraction and recruitment are affected by a range of factors, so positive progress for this theme, monitored every year, would mean:

- maintaining the percentage of people who join the sector as they want to make a difference (63 per cent in 2023)
- reducing the percentage of vacancies as a proportion of the sector (5,323 vacancies, or 9 per cent in 2022)
- reducing the percentage of employers reporting challenges in staff availability (71 per cent in 2023)
- improving length of service, using data from the Register of social care workers to measure retention (we'll establish the baseline)
- improving how valued the workforce feels (in 2023, 76 per cent felt valued by the people they support and 44 per cent felt valued by the general public)
- improving how the Welsh public perceives the workforce (in the 2022 to 2023 Omnibus Survey, more than two thirds thought the workforce did a good job and almost three quarters had confidence in them).

Workforce strategy actions 2024 to 2027

Show

During 2024:

11. Continue to promote social care as a career of choice to the public, with an emphasis on schools, colleges and underrepresented groups.

12. Continue to deliver programmes and plan schemes to widen access to careers in social care.

13. Hold an annual [Accolades awards ceremony](#) to celebrate the work of the sector.

14. Commission research to understand more about the contribution volunteers can make to social care.

During 2025 to 2027:

15. Implement approaches to better understand and improve public perceptions.

16. Improve sector recruitment and retention practices, including developing a retention framework and resources to support good employment practice, for example retention and exit interviews, succession planning guidance and safer recruitment guidance.

17. Develop systems that monitor:

- learners' journeys from when they complete their award through to employment.
- retention once they're in employment.
- the journey from the WeCare Wales website into employment.

How we'll measure progress against the actions

Show

- We'll report on the reach and engagement levels of each WeCare Wales campaign and on website users, both unique and return visitors.
- We'll report on the numbers of people moving into education and/or employment from the Introduction to social care programme.
- We'll use the annual workforce survey to monitor:
 - reasons why people leave the sector, and
 - what the workforce thinks should be done to make the social care sector a more attractive and rewarding place to work.
- Every year, we'll report on all the actions of this workforce delivery plan and any new identified actions.

3. Seamless workforce models

Our ambition in Wales is for care to be provided as close to home as possible, as described in policy developments including [A Healthier Wales](#) and the [Rebalancing of social care](#). It's been difficult to achieve this as there's been an increase in the number of people referred to and remaining in hospital as well as a greater demand for services in communities.

For adults living in our communities, there's a critical connection between social care and services such as primary health care and housing, which allow individuals to live well and as independently as possible.

For vulnerable children, the main aim will always be to help families stay together wherever possible. This relies on all public services supporting families. When it's not possible for families to stay together, children and young people need a safe and loving environment to call home, and access to therapeutic support. There's a significant [transformation of children's services programme](#) underway which aims to eliminate profit, develop a consistent advocacy offer, deliver more consistent practice and enhance the role of corporate parents.

As this work evolves, we'll continue to identify workforce solutions for these new models and service designs. It's likely that this change in culture and service delivery will take place step-by-step. But, we need to be ready to have a sufficient and skilled workforce and volunteers across health and social care to make changes, to support what matters to individuals using care and support and their carers.

What progress has been made?

Show

Since the workforce strategy was published, the following actions have been taken forward:

- local initiatives that embed and develop new ways of working across statutory, private and third sector organisations to respond to the public's needs
- establishing and starting to carry out actions in the joint [Strategic Mental Health Workforce Plan](#)
- activities that increase access to learning pathways into nursing, reablement roles in social care settings and developing trauma informed practice
- developing a Trusted assessor online toolkit, including a competency matrix as part of [Goal 6 of the Six Goals for Urgent and Emergency Care Programme](#).

You can read more about progress made so far in the [Workforce strategy annual report](#).

What you told us

Show

During our engagement work, you said there should be a focus on what matters to the person receiving care and support and their carers, with early intervention and prevention as an important underlying principle to service design. We need the workforce to follow the person, working alongside unpaid carers and volunteers to provide continuity and consistency of care and support.

You want the workforce to be allowed to develop and adopt new ways of working, including working across professional boundaries. To enable this, you want service delivery to be driven by true integration, and not by funding. You want strong and clear governance and the removal of unnecessary bureaucracy. This feedback will be considered in Welsh Government support for

regional partnership boards.

You want the workforce to have a collaborative approach to finding solutions and you feel that communication is the biggest barrier to seamless working. You told us that being able to network and have joint training in safe spaces, where people can freely explore and share solutions, would encourage innovation and promote new ways of working.

As part of this theme, you told us again that parity between the health and social care sectors is important. Within the social care sector itself, you want parity between statutory, voluntary, and private provision.

You feel that there needs to be parity in how services are designed, commissioned and resourced, to provide stronger integrated services, leading to better retention of the existing workforce. We have covered the actions to address this feedback in Theme 1: An engaged, motivated and healthy workforce and [Theme 2: Attraction and recruitment](#).

Your feedback asked us to take account of work that's already happening locally and regionally, so it's not a top-down process. There was recognition that seamless working needs to be considered alongside new models of service design and commissioning.

For integrated models to be effective, they must be based on strong workforce planning that covers all aspects of health and social care. When designing services so they have value, the views of citizens should be considered. Our response to this is in [Theme 7: Workforce supply and shape](#).

Our ambition by 2030

Show

Multi-professional and multi-agency workforce models will be the norm.

Seamless working is affected by a range of factors, so positive progress in this theme, reviewed every year, would mean:

- engaging with regional workforce boards every year to get feedback about how integrated workforce needs are met
- annual monitoring and reporting of the Social Care Wales Workforce Development Programme (SCWWDP) to understand the workforce priorities of integrated services.

Workforce strategy actions 2024 to 2027

Show

During 2024:

18. Continue to support practice frameworks and similar developments to emphasise and support multi professional working.

19. Continue to promote resources and networks, based on the multi-professional framework for integrated working, that showcase examples of effective multi-professional working.

20. Continue to work jointly with HEIW on workforce plans that affect both sectors and make the most of opportunities for seamless working and joint training, including nursing, primary care, and the joint Mental Health Workforce plan.

During 2025 to 2027:

21. In response to service models, adjust or implement workforce focussed initiatives and resources to support working across health and social care boundaries.

How we'll measure progress against the actions

Show

- We'll give progress reports against the ambition of the Mental health workforce plan.
- We'll give progress reports about the numbers of social care workers taking up places on nurse training and returning to the social care sector after graduation.
- We'll report on our progress against the actions related to new policy drivers and service models.
- Every year, we'll report on all the actions of this workforce delivery plan and any new identified actions.

4. Building a digitally ready workforce

In July 2023, Welsh Government published the [Digital and data strategy for health and social care in Wales](#), which has the three main aims of:

- transforming our digital skills and partnerships
- building digital platforms that meet the needs of Wales
- making services digital first.

The aim of “having a workforce with the skills and confidence they need to make the most of digital and improve care” aligns with the ambition of the workforce strategy to build a digitally ready workforce.

In its report [“Scrutiny of Digital Health and Care Wales”](#) the Health and Social Care Public Accounts and Public Administration Committee recognised the difficulty and complexity of the social care sector and the challenges it faces with digital skills and digital capacity. We need to continue to build and develop the workforce’s understanding and confidence in using digital solutions, while keeping a clear focus on the risk of digital exclusion if we don’t reflect on individual needs.

What progress has been made?

Show

Since the workforce strategy was published, the following actions have been taken forward:

- supporting the sector’s shift to digital, through targeted increases in funding and by developing national learning modules including [digital learning assets](#)
- commissioning the Social Care Institute for Excellence (SCIE) to carry out research to understand the [shift to digital learning](#).
- carrying out work to understand the best way of supporting [digital innovation](#) in the social care sector
- commissioning work to develop an approach to understand the digital maturity and literacy of the social care sector in Wales
- prioritising improving digital literacy and digital infrastructure in the workforce through the Social Care Wales Workforce Development Programme (SCWWDP) grant.

You can read more about progress made so far in the [Workforce strategy annual report](#).

What you told us

Show

During our engagement work, you told us the pandemic was an opportunity to make significant progress in the use of digital skills and technology, and you don't want us to lose momentum. Increased online learning, the use of virtual reality technology and simulated learning all came about through necessity during the pandemic, and you want to build on this. You want to make sure that parts of the workforce aren't digitally excluded, and you want us to make the most of opportunities to invest in infrastructure and skills development programmes.

You recommended that we consider local or regional initiatives that can be scaled up, national approaches to support advances in innovation and technology and shared learning platforms. Learning through digital platforms needs to be accessible, and bitesize learning opportunities help with this approach. You also emphasised that "one size doesn't fit all" and there still needs to be face-to-face learning when this is most suitable, because of the learner's preferences or the subject matter. We cover this further in [Theme 5: Excellent Education and learning](#).

Our ambition by 2030

Show

The digital and technological capabilities of the workforce will be well developed and widely used, to optimise the way we work and help us deliver the best possible care for people.

A digitally ready workforce is affected by a range of factors. To understand progress in this theme we need to establish appropriate ways of measuring digital maturity and literacy, including confidence. We plan to do this following the digital maturity and literacy assessment.

Workforce strategy actions 2024 to 2027

Show

During 2024:

22. Carry out a digital maturity and literacy assessment with the social care sector.

23. Continue to develop resources and consider opportunities to widen access [to digital learning and development](#).

During 2025 to 2027:

24. Develop an action plan based on the findings of the digital maturity and literacy assessment.

25. Implement ways of enhancing the digital maturity and literacy, including the confidence, of the wider health and social care workforce in Wales, reflecting the action plan.

How we'll measure progress against the actions

Show

- We'll report on the digital maturity and literacy assessment.
- We'll report on what actions are taken and the progress made following the digital maturity and literacy assessment.
- We'll report on the number of new e-learning modules that are developed and taken up by the social care workforce.
- Annual reporting of the SCWWDP grant to understand the workforce priorities of digital and technological capabilities.
- Every year, we'll report on all the actions of this workforce delivery plan and any new identified actions.

5. Excellent education and learning

To provide quality care and support, we need a skilled and qualified workforce. This means we need clear education and training pathways that are attractive and accessible to our local population and communities to enter the profession. We also need to support the ongoing learning and development of the workforce to enhance their skills, supporting their development and retention.

Wales is committed to improving the provision of learning. The new Commission for Tertiary Education and Research will launch in 2024 and we're looking forward to working with the commission to progress excellent education and learning for the sector.

In the 2023 workforce survey, 79 per cent of those who responded said they get the right training to support them in their role. 80 per cent of the workforce are keen to improve their skills and knowledge, and we need to support continuous learning and development.

What progress has been made?

Show

Since the workforce strategy was published, the following actions have been taken forward:

- funding and developing “grow your own” models for qualifying as a social worker, delivered by local authorities. These give the workforce the chance to learn while they earn. In 2022 to 2023, there were 422 people on qualifying social work programmes across all three years of the degree, compared to 234 in 2020 to 2021. This is an increase of 80 per cent since the launch of the workforce strategy.
- Welsh Government has increased the bursaries for student social workers

- supporting the sector to implement new health and social care vocational qualifications introduced in 2019 and 2020. In 2023 to 2024, following sector feedback, changes were made to how level 2 and level 3 qualifications are assessed. There's more improvement work to come on level 4 and 5 qualifications.
- aligning the regionally administered SCWWDP with the workforce strategy themes
- supporting the development of a new [Welsh language checker](#) for the social care sector, to collect information about workers' Welsh language skills in speaking, reading, listening and writing. The checker helps workers to take the next step in their language development and use.

You can read more about the progress made so far in the [Workforce strategy annual report](#).

What you told us

Show

To professionalise the social care workforce, you feel you need more support to grow the sector's capacity through clear and accessible career pathways. These would support people to move from learning and developing skills to more formal vocational qualifications and professional pathways.

These offers need to be extended in an appropriate way to unpaid carers and volunteers.

During our engagement work, you said that you want us to make learning and development available to more people. Equality and inclusion are important for the current and future workforce, and we need to:

- treat learning, development and CPD with the same level of importance as qualifications, including post qualifying frameworks
- offer more opportunities for you to learn Welsh and improve your Welsh language skills
- provide greater equity in terms of access to learning and development opportunities, to make sure we attract, retain and develop a diverse workforce
- continue to focus on widening access, including the use of apprenticeships and ‘top-up’ modules, for those coming to the sector with theory-based qualifications only
- introduce accelerated programmes for professional pathways such as social work and occupational therapy, and give opportunities for individuals to earn and learn.

You also want more alignment around workforce planning, education forecasting, learning and development, and learning supply. This is so the supply of learning can more accurately reflect demand. We cover this in [Theme 7: Workforce supply and shape](#).

Our ambition by 2030

Show

The investment in education and learning for health and social care professionals will deliver the skills and capabilities needed to meet the needs of people in Wales.

Excellent education and learning is affected by a range of factors, so positive progress for this theme, reviewed every year, would mean:

- a reduction in the percentage of the registered workforce who must gain the qualifications needed to renew their registration (in December 2023 this was 52 per cent of the adult care home workforce, 43 per cent of the domiciliary care

workforce, and 73 per cent of the residential child care workforce)

- an increase in the percentage of the workforce who say they get the right training to support them in their role (79 per cent in 2023)
- an increase in the number of individuals completing apprenticeships (2,502 in 2022 to 2023)

Workforce strategy actions 2024 to 2027

Show

During 2024:

26. Continue to work with partners and education providers to make sure education meets the needs of the health and social care system, and includes programmes offered in Welsh.

27. Continue to invest in increasing the number of social care professionals who are trained and carry out continuing professional development (CPD) in Wales, including supporting learning opportunities for volunteers and unpaid carers.

28. Make it easier for people to start social care careers by removing barriers and developing work-based learning models.

During 2025 to 2027:

29. Develop ways of presenting career and learning pathways that are linked to the Pay and Progression Framework being developed by the Social Care Fair Work Forum, and align these to the revised CPD expectations of Social Care Wales.

30. Develop and deliver qualifications that support the recognition of a range of working arrangements, such as students and night workers.

31. Develop a 'passport' for training specifically aimed at recognising training, making sure it's portable from one role to another and links to CPD expectations.

How we'll measure progress against the actions

Show

- We'll report on the key metrics from the SCWWDP grant. We'll include information about the numbers of qualifications and training places funded through the grant and an analysis of spending on the main priorities. We'll also include qualitative measures reflecting the outcomes of the action plans submitted.
- We'll report on the number of social work students who are sponsored and who have accessed the degree through vocational pathways.
- We'll report on any barriers to accessing work-related training, as reported to us in the annual workforce survey.
- We'll report on the work carried out to address these barriers and the measures of success against each area.
- Every year, we'll report on all the actions of this workforce delivery plan and any new identified actions.

6. Leadership and succession

Leadership is crucial for creating the right environment to provide quality, person centred compassionate care. We know social care organisations that practice and embed compassionate and collective leadership at all levels have a more engaged workforce, which leads to better outcomes for people.

Learning and development programmes need to help leaders navigate complex systems to create the right environments for people to work safely and effectively to respond to the needs of individuals in communities.

We need to support aspiring managers to access learning and development that helps with career progression and upskilling, recognising that austerity has removed tiers of organisations that aspiring managers may have filled. We need to consider how we bring in an experiential approach to management and leadership development.

What progress has been made?

Show

Since the workforce strategy was published, the following actions have been taken forward:

- working with HEIW to agree [compassionate leadership principles](#) and a 'compassionate leadership behaviour compass', which explains how to create compassionate leaders and cultures in health and care
- maintaining and developing leadership programmes to embed compassionate leadership principles, including the Middle Manager Development Programme and the Aspiring Directors and Team Manager Development Programme
- raising awareness of other leadership programme opportunities across health and social care, like [Climb](#), [Intensive learning academies](#) and [Academi Wales](#)
- developing with HEIW the [Gwella](#) site, a leadership portal that provides access to and promotes a range of compassionate leadership resources to everyone within health and social care in Wales.

Many leaders already show the leadership behaviours needed in social care settings, such as the [2023 Accolades winner, Polly Duncan](#). We'll continue to celebrate and build upon these approaches.

You can read more about progress made so far in the [Workforce strategy annual report](#).

What you told us

Show

There's universal support for the way we use compassionate leadership, and you encourage us to promote resources like the Gwella platform and learning programmes to support compassionate leadership and organisational development. You feel this needs better promotion across the whole sector, not just within the statutory sector, and to make all the resources accessible to improve diversity in leadership roles.

You want compassionate leadership roles to be modelled from top to bottom and the space to use compassionate leadership, even in high pressure situations.

You also feel we need to focus on making a compassionate team cultures that:

- reflect leadership values, and
- find ways of rewarding people who don't want to become leaders or managers but want to develop as experts in practice.

You asked us not to ignore what's happening locally and regionally and to add value to these programmes by potentially scaling-up and replicating those that work elsewhere.

We also had a lot of strong feedback about:

- the need for succession planning, including those with valuable skills and expertise looking to reduce hours or retire. This will retain talent to help with succession plans. [Theme 7: Workforce supply and shape](#) explores this further

- the benefits of joint leadership development across health and social care
- thorough ways of coaching and mentoring new managers and leaders, focusing on well-being
- building national coaching and mentoring programmes to support the development of new and existing leaders.

You also identified the need for parity with health in how leaders and managers are perceived and rewarded, in terms of pay and also wider terms and conditions across the sector. We cover terms and conditions in [Theme 1: An engaged, motivated, and healthy workforce](#).

Our ambition by 2030

Show

Leaders in the health and social care system will show collective and compassionate leadership.

Excellent leadership and succession are affected by a range of factors, so positive progress in this theme, reviewed every year, would mean:

- an increase in the percentage of the workforce who would like a leadership position in the future (36 per cent in 2023)
- an increase in the percentage of the workforce who feel supported by their manager (66 per cent in 2023)
- managers in social care broadly reflect the diversity of the workforce they oversee.

Workforce strategy actions 2024 to 2027

Show

During 2024:

32. Create accessible leadership development resources and offers for individuals and organisations, based on the compassionate leadership principles and improve access for those from diverse backgrounds.

33. Promote programmes that support aspiring leaders.

34. Continue to develop, promote and widen access to the Gwella site.

35. Care Inspectorate Wales (CIW) and Social Care Wales will publish principles of positive cultures to support services to embed them in practice.

During 2025 to 2027:

36. Develop joint leadership programmes across health and social care.

37. Embed compassionate and positive culture principles in the refreshed Code of Practice for Social Care Employers and Social Care workers

How we'll measure progress against the actions

Show

- We'll report on how many people took part in leadership and management programmes and any themes that emerge in post course evaluations.
- We'll share updates about new leadership programmes, including evaluation of initial delivery.
- We'll summarise learning and approaches delivered locally that support the development of compassionate leadership, so there's shared learning.
- Every year, we'll report on all the actions of this workforce delivery plan and any new identified actions.

7. Workforce supply and shape

[The Well-being of Future Generation Act](#) requires all public bodies in Wales to focus on the long term and work better with people and communities. We know more people will need to use social care over the next 20 years, so preventative services must be embedded, to allow us to better respond to citizen needs and reduce demand. We also need effective workforce planning systems to meet this demand, based on service planning and modelling.

This isn't just about employment. Better ways of workforce planning will help us decide how we commission education and learning opportunities, so we're not only able to recruit from an existing population, but also have enough people in the education system to meet future demands.

We need to find ways to improve how we collect and report on workforce data, and how the data's used for decision making and policy decisions to support workforce planning locally, regionally and nationally.

There are ambitious plans at local and regional levels to develop citizen focussed place-based care. Alongside these, national commitments such as the [Older people and people living with frailty: integrated quality statement](#) and commitments as part of the [Transformation of children's services programme](#), require us to look at workforce planning across Wales, so we can respond to the changing needs of our communities.

Our workforce plans need to be able to support and respond to these changes and we're looking forward to working alongside the [National Office for Care and Support](#) within Welsh Government to continue to support and develop data use in the sector.

What progress has been made?

Show

Since the workforce strategy was published, the following actions have been taken forward:

- completing work with local authorities to [better understand their approach to workforce planning](#)
- changing how we collect workforce data to focus on the data sets needed for effective and timely workforce planning approaches. We now have an annual [workforce data](#) set we can continue to build on, and we continuously make data available on the [National social care data portal for Wales](#).
- carrying out specific areas of investigation, such as our work to better understand the significant increase of agency workers.
- starting a [pilot programme](#) to support employers with workforce planning, to meet the Welsh language needs of people receiving care and support
- carrying out a [data maturity assessment](#) with all local authorities. The national findings will be published in 2024.

You can read more about the progress made so far in the [Workforce strategy annual report](#).

What you told us

Show

You identified that we don't have enough data and intelligence to help us plan the workforce effectively. We need to better understand the current workforce, in particular the diversity in our workforce in terms of ethnic minorities, disabilities and language. This will allow us to build workforce plans and make decisions that reflect our current workforce and plan for a workforce that reflects the communities we work in.

Feedback also recognised that we must be confident about predictions of how many people are needed to work in the sector in the future, when considering the expected growing demand for services and how service models will be developed to meet the needs of communities.

You told us that this isn't just about workforce numbers, but about understanding what people can offer across sectors, including skills and capabilities, gaps and areas of duplication, and the critical role of volunteers and unpaid carers.

Workforce planning approaches and the workforce strategy need to reflect the role of wider functions in the sector. For example, the emergence of:

- micro carers
- personal assistants
- occupational therapists
- sensory workers
- rehabilitation officers for visual impairment
- specialist roles such as Best Interest Assessors and Approved Mental Health Practitioners.

Our ambition by 2030

Show

We'll have a sustainable workforce in sufficient numbers to meet the health and social care needs of our population.

Workforce supply and shape is affected by a range of factors, so positive progress in this theme, reviewed every year, would mean:

- a reduction in the percentage of vacancies as a proportion of the sector (nine per cent in 2022)

- workforce plans in each region of Wales to meet the population's needs.

Workforce strategy actions 2024 to 2027

Show

During 2024:

38. Build capacity and capability in workforce planning
39. Develop, evaluate and refresh workforce plans based on agreed priorities
40. Support the development of a [National Care and Support Service](#) and respond to workforce implications.

During 2025 to 2027:

41. Develop a retention framework that supports organisations to improve retention.

How we'll measure progress against the actions

Show

- We'll publish workforce data every year, showing trends on the most important metrics.
- We'll give progress reports in line with workforce planning findings and recommendations.
- We'll report annually on progress against national workforce plans.
- We'll use annual workforce data to monitor vacancies and provide data on workforce trajectories.
- Every year, we'll report on all the actions of this workforce delivery plan and any new identified actions.

Word version of the Social care delivery plan 2024 to 2027

The workforce delivery plan is also available as a Word document. You can download it below.

[Social care delivery plan 2024 to 2027](#)

DOCX 347KB

Easy read version of the Social care delivery plan 2024 to 2027

The workforce delivery plan is also available as an easy read document. You can download it below.

[Easy Read Social care workforce delivery plan 2024 to 2027](#)

PDF 2MB