



Gofal Cymdeithasol **Cymru**
Social Care **Wales**

Appendix A

Social Care Wales delivery plan for 2023 to 2024, aligned to the ambition of the workforce strategy

First published: 5 May 2023

Last updated: 3 October 2023

This document was downloaded from socialcare.wales and may not be the latest version.

Go to <https://socialcare.wales/about-us/workforce-strategy/workforce-strategy-delivery-plan-appendix-2> for the latest version.

Social Care Wales delivery plan for 2023 to 2024, aligned to the ambition of the workforce strategy.

An engaged, motivated and healthy workforce

Our ambition by 2030

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

Workforce strategy actions 2023 to 2026

1. Support employers to embed workforce well-being in their organisations by implementing and refreshing the Health and well-being framework.

Show

Social Care Wales delivery plan 2023 to 2024

- Continue to promote [the Health and well-being framework](#) in social care and launch a digital version alongside the existing health and well-being resources. (National Workforce Implementation Plan)
- Evaluate the impact of the Health and well-being framework in social care, and use what we learn to refresh it. (NWIP)
- Implement the first year activities of the Employer Support Service.
- Consult and work with the sector to review the codes of professional practice and associated practice guidance and make sure these are still aligned to the Health and well-being framework.
- Develop and provide our response to Welsh Government priorities, including:
 - the [Anti-Racist Wales Action](#)
 - [the LGBTQ+ Action plan](#)
 - [the HIV Action plan \(Wales\)](#)

- [Mwy na geiriau](#). (NWIP)

2. Work towards parity, fair reward and recognition through the Social Care Fair Work Forum and WLGA led consideration of social work terms and conditions

Show

Social Care Wales delivery plan 2023 to 2024

- Support Welsh Government work about fair reward and recognition across the social care workforce.
- Use what we learn from the review of terms and conditions for social workers to support implementation.

3. Support workforce well-being by promoting and developing well-being resources and services, including Canopi and the Care Worker Card.

Show

Social Care Wales delivery plan 2023 to 2024

- Promote recognition for the workforce through a [Care Worker Card](#).
- Support the promotion of [Canopi](#), the universal mental health support service. (NWIP)

4. Maintain and develop peer support networks, communities and a national conference to share different ways of improving workforce well-being.

Show

Social Care Wales delivery plan 2023 to 2024

- Hold a joint well-being conference with HEIW. (NWIP)
- Host a social work conference to share good practice and celebrate the profession.
- Provide opportunities to join and to build peer support networks in social care.
- Support the provision of a range of communities, including:
 - practice educators
 - residential childcare
 - place-based care and support
 - Responsible Individuals
 - Approved Mental Health Professionals
 - Best Interest Assessors
 - newly qualified social workers.
- Hold the [2023 Accolades Ceremony](#).

5. Carry out and research and engagement work, including an independent survey of registered workers, and use what we learn to improve our understanding of how to support workforce well-being.

Show

Social Care Wales delivery plan 2023 to 2024

- Analyse, publish and respond to the results of the first employee experience survey for social care staff and plan for future engagement. (NWIP)
- Share with partners what we learned from the research into what motivates workers to become agency workers, explaining the next steps for us and our partners. (NWIP)
- Carry out a review of the guidance for newly qualified social workers and first three years in practice guidance.

Attraction and recruitment

Our ambition by 2030

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

Workforce strategy actions 2023 to 2026

6. Provide engagement structures for the sector, to support a co-ordinated approach to attract workers into social care.

Show

Social Care Wales delivery plan 2023 to 2024

- Carry on delivering a joint health and social care careers forum that promotes all roles and reaches out to all parts of the community and workforce. (NWIP)
- Support and coordinate a representative attraction and recruitment stakeholder group.

7. Develop and implement plans to continually promote social care as a career of choice.

Show

Social Care Wales delivery plan 2023 to 2024

- Carry on delivering targeted attraction campaigns for significant shortages in professional and occupational groups, underrepresented groups and hard to recruit areas through our [WeCare Wales](#) programme. (NWIP)
- Develop an 'always on' approach to attraction and recruitment through social media platforms. (NWIP)
- Carry out targeted campaigning to support the promotion of the social work profession as a career choice during Social Work Week

- Carry out targeted campaigning to support apprenticeship take up in the social care sector, including support for National Apprenticeship week. (NWIP)

8. Develop ways of widening access to careers in social care including pathways for volunteers.

Show

Social Care Wales delivery plan 2023 to 2024

- Continue providing the [Introduction to social care](#) pre-employment training programme, supporting people into roles in social care, including the new recharge programme.
- Consult on and deliver changes to registration entry requirements for the social care workforce.

9. Improve sector recruitment practices.

Show

Social Care Wales delivery plan 2023 to 2024

- Support the implementation of a modern, values-based bilingual recruitment approach for all health and social care staff. (NWIP)
- Develop a range of guidance to support employer practices, such as:
 - safer recruitment
 - hybrid working
 - flexible working approaches
 - values-based recruitment.

Seamless workforce models

Our ambition by 2030

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

10. Implement initiatives to support working across health and social care boundaries.

Show

Social Care Wales delivery plan 2023 to 2024

- Implement the actions in the joint [Strategic Mental Health Workforce Plan](#). (NWIP)
- Support HEIW to offer of nurse training to care home staff. (NWIP)
- Support HEIW to develop routes into reablement training. (NWIP)
- Support the development of a toolkit to support the role of trusted assessor. (NWIP)
- Support the implementation of Welsh Government's forward policy agenda.

11. Develop ways of supporting multi-professional working.

Show

Social Care Wales delivery plan 2023 to 2024

- Support the development of the community infrastructure programme multi-professional framework.

12. Identify and respond to how new policy drivers and service models affect the workforce.

Show

Social Care Wales delivery plan 2023 to 2024

- Support and engage in regional workforce boards.
- Support government policy initiatives, including eliminating profit and increasing community capacity.

- Support national service model considerations, such as domiciliary care franchise.

Building a digitally ready workforce

Our ambition by 2030

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

Workforce strategy actions 2023 to 2026

13. Implement ways of enhancing the digital literacy and confidence of the wider health and social care workforce in Wales.

Show

Social Care Wales delivery plan 2023 to 2024

- Carry on prioritising improving digital literacy and digital infrastructure in the workforce through the Social Care Wales Workforce Development Programme (SCWWDP) grant.
- Work with partners to develop a plan to support digital innovation in social care. (NWIP)
- Explore how we can carry out a digital skills audit of the social care workforce.

14. Create opportunities to widen access to digital learning and development.

Show

Social Care Wales delivery plan 2023 to 2024

- Provide a digital platform so the social care workforce can easily access digital learning. (NWIP)
- Develop [digital learning assets](#) and resources for the following areas:
 - employer assessment route for health and social care
 - outcome focused practice
 - well-being
 - development/redesign of Welsh language resources
 - hospital discharge. (NWIP)

15. Find out what digital skills are needed to implement new digital service models.

Show

Social Care Wales delivery plan 2023 to 2024

- Support and engage in regional workforce boards.
- Work with Health Technology Wales to find the most suitable technologies for implementation. (NWIP)

Excellent education and learning

Our ambition by 2030

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.

Workforce strategy actions 2023 to 2026

16. Work with education providers to make sure education meets the needs of the health and social care system, and includes programmes offered in Welsh.

Show

Social Care Wales delivery plan 2023 to 2024

- Provide support to employers and learning providers for the ongoing implementation of the health and social care vocational qualifications. (NWIP)
- Create resources to support essentials skills training and testing in the social care sector.

17. Continue to invest in increasing the numbers of health and social care professionals who are trained in Wales, with a focus on value.

Show

Social Care Wales delivery plan 2023 to 2024

- Develop post qualifying awards for social workers, in line with sector priorities and the agreed post qualifying framework.
- Support the development of a medication management e-learning resource for social care workers. (NWIP)
- Continue to provide funding to support sponsored places for the social work degree.
- Continue to influence the value of bursaries for social work students. (NWIP)

18. Make it easier for people to start careers in health and social care by removing barriers and developing the work-based learning model.

Show

Social Care Wales delivery plan 2023 to 2024

- Widen access into health and social care careers by developing the work-based learning model and pathways into professional qualifying pathways. (NWIP).

- Continue to support the provision of resources to support the workforce in working with unpaid carers.

19. Develop ways of improving the workforce's skills and knowledge.

Show

Social Care Wales delivery plan 2023 to 2024

- Work alongside HEIW, social care providers and commissioners to embed comprehensive and ongoing LGBTQ+ specific health and social care training to all staff. (NWIP)
- Provide all social workers with anti-racism training. (NWIP)
- Develop and implement a skills framework for people working in social care research, innovation, and improvement.
- Create a team of coaches to build relationships, confidence, and skills in innovation through coaching local teams.
- Continue to support the understanding and application of strengths based practice across areas of social care statutory and non-statutory services, including through resources and training.
- Continue to offer the collaborative skills communications skills programme to local authorities.
- Continue to support the work of the Learning and Improvement Network for Reablement to share practice and explore workforce solutions.

Leadership and Succession

Our ambition by 2030

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

Workforce strategy actions 2023 to 2026

20. Create accessible leadership development resources and programmes for individuals and organisations, based on the compassionate leadership principles.

Show

Social Care Wales delivery plan 2023 to 2024

- Deliver and evaluate a collective and compassionate senior leadership programme for local authorities and the voluntary sector. (NWIP)
- Create resources on the social care pages of [Gwella](#). (NWIP)
- Continue to promote, support, and review the team manager and middle manager development programmes.
- Work with HEIW to promote compassionate leadership and the supporting [joint principles](#). (NWIP)

21. Develop a talent management pipeline for leadership roles.

Show

Social Care Wales delivery plan 2023 to 2024

- Provide and evaluate a pilot aspiring manager programme.
- Scope the options for a joint mental health team manager development programme. (NWIP)
- Explore the most effective ways of supporting diversity in social care leadership.

22. Find ways to support services to develop and embed of positive cultures

Show

Social Care Wales delivery plan 2023 to 2024

- Work with CIW to explore how to move ahead with support for embedding positive cultures.

Workforce Shape and Supply

Our ambition by 2030

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

Workforce strategy actions 2023 to 2026

23. Build capacity and capability in workforce planning and development across health and social care, supported by a standardised approach.

Show

Social Care Wales delivery plan 2023 to 2024

- Complete the workforce planning scoping exercise and respond to the recommendations.
- Build capacity and capability in workforce planning across health and social care, supported by a standardised approach, including ways of integrating workforce planning. (NWIP)
- Continue to improve and bring together approaches to collecting and publishing workforce data across the social care sector.
- Develop workforce planning guidance to identify and develop Welsh language skills in the health and social care workforce. (NWIP)
- Support people with workforce insights offer by consolidating our workforce data.

- Develop a good practice guide for exit interviews. (NWIP)
- Continue to support the development of the [Social Care Fair Work Forum's](#) Pay and Progression Framework.

24. Develop workforce responses for professional and key parts of the sector.

Show

Social Care Wales delivery plan 2023 to 2024

- Support ADSSC to develop an agency worker memorandum of cooperation.
- Support the Welsh Government's Transformation of Children's Services programme of work, including the national practice framework.
- Support the work of the Resourcefulness Communities Partnership to help develop and promote local initiatives that improves well-being in communities throughout Wales.
- Explore the development of a model to support volunteering placements in social care settings. (NWIP)
- Continue to support the work of the Carers Ministerial Advisory Group.
- Review the [Welsh Language skills in your workforce, using them effectively](#) toolkit to align with relevant legislation, reports, frameworks, and incentives and create a digital resource to support its use. (NWIP)

25. Find out what a National Care Service would mean for the workforce.

Show

Social Care Wales delivery plan 2023 to 2024

- Consider and respond to the workforce implications of the [National Care Service](#)