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

CYFARFOD BWRDD
09:30 – 12:15
31 Ionawr 2020
Swyddfeydd Gofal Cymdeithasol Cymru, Caerdydd

Sesiwn gyhoeddus   **Tudalen**

09:30	1.	Croeso a sylwadau agoriadol gan y Cadeirydd	Llafar	
09:35	2.	Ymddiheuriadau a Datgan Buddiannau	Llafar	
09:40	3.	Cofnodion y cyfarfod Bwrdd 12 Rhagfyr 2019 I'w cymeradwyo	SCW/20/01	3
09:45	4.	Materion yn codi	Llafar	

I'w penderfynu:

Amcan strategol 2: Bod yn sefydliad effeithiol a thryloyw drwy
• Bod yn atebol am ein penderfyniadau

09:55	5.	Cynllun Busnes: diweddariad chwarter 3 I'w graffu a chymeradwyo	SCW/20/02	10

Amcan strategol 5: Gwella ansawdd a threfniadau rheoli gwaith cymdeithasol a gofal cymdeithasol a dysgu, datblygu, cymwysterau a hyfforddiant gofal plant a'r blynyddoedd cynnar trwy
• ddylanwadu, buddsoddi a datblygu rhaglenni hyfforddi a datblygu cenedlaethol

10:25	6.	Gwaith Cymdeithasol yng Nghymru I'w drafod a chymeradwyo	SCW/20/03	39

Egwyl 11:00 – 11:15

Amcan strategol 2: Bod yn sefydliad effeithiol a thryloyw trwy
•   • Bod yn atebol am ein penderfyniadau

11:15	7.	Fframwaith Cynllun Busnes 2020 / 21	Llafar	

Er gwybodaeth

11:45	8.	Prif negeseuon gan y Prif Weithredwr a'r Cyfarwyddwyr I'w nodi a derbyn	Llafar	

I'w drafod

12:05	9.	Effeithiolrwydd y cyfarfod	Llafar
		I'w drafod	

I'w gyfathrebu

12:10	10.	Negesueon i'w rannu	Llafar
		I'w drafod	

	11.	**Cyfarfod Bwrdd nesaf:**
		Dydd Iau 30 Ebrill 2020

Cino

COFNODION CYFARFOD CYHOEDDUS O'R BWRDD
12 Rhagfyr 2019
Swyddfeydd Gofal Cymdeithasol Cymru, Caerdydd
09:30 – 11:30

Yn bresennol:

Aelodau'r Bwrdd:	**Swyddogion Gofal Cymdeithasol Cymru:**
Mick Giannasi (Cadeirydd eitemau 1 - 5)	Sue Evans (Prif Swyddog Gweithredol)
	Joanne Oak (Cyfarwyddwr Gwasanaethau Corfforaethol a Strategaeth)
Abigail Harris	Sarah McCarty (Cyfarwyddwr Gwella a Datblygu)
Carl Cooper	Jon Day (Cyfarwyddwr Cynorthwyol y Gweithlu)
Damian Bridgeman	Llinos Bradbury (Uwch Swyddog Llywodraethu – cofnodion)
Donna Hutton	
Emma Britton	**Yn bresennol:**
Jo Kember (Cadeirydd eitemau 6-8)	
Kate Hawkins	Natalie Price (CP i Damian)
Peter Max	
Rhian Watcyn Jones	
Simon Burch	
Trystan Pritchard	

Sesiwn gyhoeddus:

1. Croeso a Sylwadau Agoriadol gan y Cadeirydd

i. Estynnodd y Cadeirydd groeso cynnes i'r aelodau, y swyddogion a'r ymwelwyr i gyfarfod cyhoeddus mis Rhagfyr o Fwrdd Gofal Cymdeithasol Cymru. Nododd y Cadeirydd fod angen iddo adael y cyfarfod ar ôl y drafodaeth ar Strategaeth y Gweithlu (eitem 5) i fynychu cyfarfod Comisiwn Bevan i drafod eitem ar strategaeth y gweithlu.

2. Ymddiheuriadau a Datgan Buddiannau

i. Derbyniwyd ymddiheuriadau gan Grace Quantock, Jane Moore, Maria Battle a David Pritchard. Nid oedd unrhyw un am ddatgan buddiannau o'r newydd.

3. Cofnodion y cyfarfod Bwrdd 24 Hydref 2019

i.   Cafodd y cofnodion eu gwirio am gywirdeb a'u **cymeradwyo** gan y Bwrdd.

4.   Materion yn codi

i.   Mae'r datblygiadau canlynol wedi'u hadrodd yn erbyn y camau gweithredu o'r cyfarfod diwethaf:

ii.   **Eitem 5 Cynllun Busnes: Adroddiad cynnydd Chwarter 2 -** Cafodd papur y Rhaglen Reoleiddio ei drafod yng nghyfarfod mis Tachwedd o'r Pwyllgor Rheoleiddio a Safonau - os oes gan aelodau ddiddordeb yna mae'r holl bapurau ar gael ar y porth. Yn y cyfarfod hwnnw o'r Pwyllgor cafodd yr aelodau y wybodaeth ddiweddaraf am y cynllun wrth gefn ar gyfer ehangu'r gofrestr - mae'r papur hwnnw ar y porth hefyd.

iii.   **Eitem 6 Cylchlythyr RhDGGCC 2020-21 -** mae'r newidiadau i'r cylchlythyr wedi'u gwneud fel y trafodwyd yng nghyfarfod diwethaf y Bwrdd.

iv.   **Eitem 8 Y prif negeseuon gan y Prif Weithredwr a'r Cyfarwyddwyr -** Cafodd adolygiad Swyddfa Archwilio Cymru o adroddiad y Byrddau Gwasanaethau Cyhoeddus ei lanlwytho i'r porth ar 30 Hydref. Mae prosiectau llwyddiannus Cronfa Her yr Economi Sylfaenol wedi'u lanlwytho i'r porth fel y gall Aelodau eu gweld.

I'w benderfynu:

5.   Ein Strategaeth ar y Gweithlu ar gyfer iechyd a gofal cymdeithasol

i.   Rhoddodd Jon Day, Cyfarwyddwr Cynorthwyol y Gweithlu, drosolwg i'r aelodau o'r eitem hon gan atgoffa'r aelodau o nifer yr ymatebion a gafwyd i'r broses ymgysylltu ac ymgynghori fel y nodwyd yn eitem 1.4 o'r adroddiad. Trafodwyd y strategaeth yn fanwl yng nghyfarfod mis Tachwedd o'r Pwyllgor Gwella, yng nghyfarfod y tîm arweinyddiaeth Gofal Cymdeithasol Cymru ac mewn grŵp llywio gydag Addysg a Gwella Iechyd Cymru (AaGIC).

ii.   Mae eitem 1.9 o'r adroddiad yn awgrymu'r camau nesaf sy'n cynnwys trafodaeth ym Mwrdd AaGIC ddydd Iau nesaf, cyfarfod grŵp llywio ddydd Llun i drafod adborth o'r cyfarfod hwn o'r Bwrdd ac i lywio'r trafodaethau gyda Bwrdd AaGIC. Bydd y strategaeth ddrafft yn cael ei hanfon i Lywodraeth Cymru gyda llythyr ategol yn rhestru'r galluogwyr sy'n hanfodol i lwyddiant y strategaeth a'r broses o'i gweithredu.

iii.   Rhoddodd PM sylwadau i'r Bwrdd yn dilyn y drafodaeth yn y Pwyllgor Gwella ym mis Tachwedd. Nododd PM fod trafodaeth gadarnhaol wedi ei chynnal ar y drafft yng nghyfarfod y Pwyllgor. Mae'r adborth wedi'i gynnwys a'i addasu yn y drafft sy'n cael ei ystyried yn y cyfarfod heddiw. Mae rhai newidiadau wedi'u gwneud er mwyn sicrhau bod mwy o effaith ar y cychwyn, a chafwyd awgrym i gynnwys galluogwyr yn y llythyr ategol, gan sicrhau bod y camau nesaf yn gliriach a bod newidiadau i'r iaith. Awgrymodd PM fod angen cynnwys y galluogwyr a'r heriau yn y strategaeth hefyd, ac a allem fod yn gliriach ynglŷn â cham 3 y strategaeth.

iv.   Atgoffodd Sue Evans, y Prif Weithredwr, yr aelodau mai dyma'r tro cyntaf i ni lunio strategaeth ar y cyd fel hon, sy'n golygu bod angen i ni gyfaddawdu o bosibl ar yr union eiriad. Mae yna gydnabyddiaeth glir hefyd fod yn rhaid tynnu sylw at y prif alluogwyr a gallai'r rhain newid yn ystod cyfnod 10 mlynedd y strategaeth, wrth i'r cyd-destun cyfredol newid.

v.   Hysbysodd Sarah McCarty, Cyfarwyddwr Gwella a Datblygu, yr aelodau y bydd angen parhau i ystyried y ffordd y bydd y strategaeth derfynol yn cael ei chyflwyno a'i chyfathrebu i'r sector, drwy ddefnyddio teulu o bosibl i ddisgrifio'r newidiadau yr hoffem ni eu gweld a thrwy ddefnyddio dull digidol i edrych ar fanylion y strategaeth.

vi.   Nododd Sarah McCarty ei bod yn bwysig ein bod yn adeiladu ar fomentwm y broses ymgysylltu a'n bod yn glir ynghylch canlyniadau'r gweithredu, gan sicrhau ar yr un pryd y gellir mesur camau gweithredu a'u bod yn sylweddol.

vii.   Nododd Sarah McCarty y prif alluogwyr y byddwn yn cyfeirio atynt yn y llythyr ategol:

- Dysgu gan eraill – yn cynnwys o fewn y sector;
- Arweinyddiaeth system gyfan yn ofynnol wrth symud ymlaen;
- Amodau a thelerau'n gysylltiedig â llesiant gweithwyr cyflogedig;
- Arferion comisiynu;
- Data a gwybodaeth;
- Eglurder ar berchnogaeth a gweithredu'r strategaeth;
- Nid yw hon yn strategaeth sy'n niwtral o ran cost - bydd angen ail-gyfeirio adnoddau neu gael adnoddau newydd er mwyn gwireddu'r uchelgais.

viii. Nododd Sue Evans y dylid sicrhau mai prif bwyntiau'r llythyr ategol yw amodau a thelerau, perchnogaeth y strategaeth, adnoddau gofynnol a chadw momentwm.

ix.   Gofynnodd y Cadeirydd am sylwadau gan aelodau ar y strategaeth ddrafft. Roedd y sylwadau'n cynnwys:

- PM Mewn perthynas â chomisiynu – mae angen i'r sector fod yn glir ar y materion, mae mater comisiynu addysg yn cael ei grybwyll ond nid mater comisiynu gwasanaethau a dylid cynnwys hyn; mae angen newid Cam 3 er mwyn ei wneud yn ystyrlon a chadarn; cytunodd PM i e-bostio ystyriaethau pellach at Jon a Sarah; **GWEITHREDU**
- Nododd JK y dylai'r adran sy'n sôn am uchelgais gynnwys y prif alluogwyr a nodwyd.
- Nododd KH ein bod angen i'r is-bennawd gynnwys yr ymdeimlad o uchelgais - e.e. un sector, un gweithlu. Awgrymodd JK fod 'gwireddu uchelgais Cymru iachach i ddarparu system ddi-dor gyda gweithlu di-dor';
- Nododd TP y dylai lefel yr ymgysylltu a gafwyd yn ystod y broses ddrafftio roi hyder i ni fod y strategaeth yn berthnasol, a dylid llongyfarch y tîm ar y gwaith ymgysylltu a'i nodi;
- Nododd DH yr angen i gadw golwg ar waith Cyngor Partneriaeth y Gweithlu ar y cynnig am fanc o weithwyr gofal cymdeithasol, tebyg i'r hyn a welwyd mewn byrddau iechyd;

- SB – ni ddylid colli'r ymdeimlad o frys o ran y materion sy'n effeithio ar y sector ar hyn o bryd o ran recriwtio a chadw staff;
- CC – mae angen bod yn gliriach os cyfeirir at y gweithlu yn y strategaeth gan sicrhau bod y sector gwirfoddol a'r trydydd sector yn cael eu cynnwys;
- EB - mae angen i'r canlyniadau ar gyfer y rhai sy'n gweithio yn y sector fod yn glir yn y strategaeth, gan ystyried hynny o safbwynt gweithiwr cymdeithasol. Nid oedd EB yn teimlo bod y strategaeth yn berthnasol iddi hi fel y mae. Nododd Sarah McCarty y bydd yna gynlluniau gweithredu ar gyfer pob thema o'r strategaeth, gan gynnwys gwaith manylach ar gyfer rhai proffesiynau. Er enghraifft, byddem yn defnyddio'r gwaith cyfredol y mae Gofal Cymdeithasol Cymru eisoes yn ei arwain ar anghenion dysgu Gweithwyr Cymdeithasol Cymwys ar gyfer y dyfodol fel un o'r cynlluniau gweithredu;
- Nododd DB yr angen iddo fod yn bartneriaeth gwirioneddol gyfartal rhwng Gofal Cymdeithasol Cymru ac AaGIC gyda'r adnoddau i gyfateb;
- Nododd AH yr angen i geisio canfod beth fydd yn wahanol er mwyn sicrhau nad yw dinasyddion yn gweld y rhaniad yn y system. Mae'r strategaeth yn gyfle i ddarparu'r hyn rydym wedi bod yn ei drafod ers blynyddoedd a dyma ddylai fod yr uchelgais; mae angen i'r broses o'i gweithredu fod yn glir unwaith y mae Llywodraeth Cymru wedi rhoi awgrym o'r camau nesaf;
- Nododd RWJ yr her o sicrhau cydbwysedd yn y strategaeth nid yn unig o ran unigolion ond o ran y sefydliad dros y 10 mlynedd, gan y gallai'r strategaeth fod â goblygiadau anferthol iddynt;
- Roedd JK yn teimlo bod angen i'r Asesiad o'r Effaith ar Gydraddoldeb gael crynodeb ar lefel uwch gyda materion wedi'u hamlygu, proses liniaru a chamau gweithredu; hefyd nid oes unrhyw sôn am absenoldeb tadolaeth ac absenoldeb mabwysiadu.

x. Trafododd y Bwrdd rôl hanfodol Llywodraeth Cymru i'r strategaeth hon a thrafodwyd cadarnhad o ran perchnogaeth y strategaeth. Er y byddem am i'r sector ddarparu'r strategaeth, nododd y Cadeirydd y byddai angen iddi gael ei pherchnogi a'i chefnogi gan fod gymaint o'r galluogwyr a'r materion polisi sydd o fewn rhodd Llywodraeth Cymru i fynd i'r afael â nhw ochr yn ochr â strategaethau eraill. Mae angen darparu'r strategaeth fel rhan o fframwaith cyfannol sy'n seiliedig ar systemau wrth fwrw ymlaen â'r gwaith.

xi. Yn dilyn y drafodaeth, fe wnaeth y Cadeirydd grynhoi prif bwyntiau'r drafodaeth fel a ganlyn:

- Mae ymarfer ymgynghori ac ymgysylltu gwirioneddol wedi'i gynnal;
- Gallai'r strategaeth elwa o is-bennawd;
- Mae angen mireinio'r strategaeth mewn mannau, ei gwneud yn fwy bwriadol a sicrhau bod yr iaith yn iawn;
- Sicrhau bod cwmpas y gweithlu'n glir yn y strategaeth;
- Cyfeirio at alluogwyr yn y strategaeth fel y gall pobl weld hynny gyda'r manylion sydd wedi'u cynnwys yn y llythyr ategol;
- Bod yn glir ynghylch y brys i weithredu oherwydd heriau recriwtio a chadw staff a'r bylchau cynyddol yn y gweithlu;
- Mae'n rhaid i'r strategaeth hon fod yn wahanol er mwyn sicrhau bod yr uchelgais yn cael ei gwireddu;

- Yr angen i fod yn glir ynghylch disgwyliadau o ran rôl Llywodraeth Cymru a'r angen i'r sector berchnogi'r strategaeth;
- Nid yw hon yn strategaeth ynysig ond mae angen iddi integreiddio ag eraill;
- Os yw'r uchelgais yn cael ei gwireddu yna gall fod yna oblygiadau ehangach ar gyfer strwythurau sefydliadol;
- Mae angen i'r llythyr ategol fod yn glir ynghylch y prif bwyntiau o ran amodau a thelerau, perchnogaeth ac adnoddau digonol ar gyfer comisiynu;
- Mae angen egluro'r cynlluniau gweithredu yn fwy clir unwaith y mae bwriad Llywodraeth Cymru'n hysbys
- Mae angen ailysgrifennu'r adran ar asesiad o'r effaith ar gydraddoldeb fel y gellir ei chyflwyno i gynulleidfa gyhoeddus;
- O ran prif negeseuon y strategaeth hon a'r broses o'i chyfathrebu, mae angen gwneud mwy o waith unwaith y byddwn yn deall bwriadau Llywodraeth Cymru;
- Mae angen cyfathrebu'n ôl i'r sector gan gydnabod y meysydd a godwyd yn y strategaeth gan y sector.

xii. Nododd Sarah McCarty ein bod yn rhannu papurau'r bwrdd cyhoeddus gyda'r sector fel ffordd o'u hysbysu o'r datblygiadau yn y tymor byr hyd nes y byddwn yn gwybod amserlen Llywodraeth Cymru ar gyfer y camau nesaf.

xiii. Nododd Sue Evans fod y llythyr ategol a anfonwyd i Lywodraeth Cymru gyda'r strategaeth yn cael ei lanlwytho i'r porth unwaith y bydd yn cael ei anfon. Byddwn yn disgwyl am drafodaeth gan Fwrdd AaGIC wythnos nesaf cyn pennu a fydd y llythyr yn ddogfen gyhoeddus ategol.

xiv. **Dirprwyodd** aelodau'r bwrdd gymeradwyaeth o'r strategaeth derfynol a'r llythyr ategol i'r Prif Weithredwr i'w gyd-drafod ag AaGIC.

xv. Gadawodd Cadeirydd y Bwrdd y cyfarfod ac ymgymerodd Joanne Kember â rôl y Cadeirydd.

Er gwybodaeth:

6. **Prif negeseuon gan y Prif Weithredwr a'r Cyfarwyddwyr**

i. Gofynnodd y Cadeirydd i Sue Evans dynnu sylw'r aelodau at unrhyw ddatblygiadau allweddol.

ii. Nododd a derbyniodd yr Aelodau y wybodaeth ddiweddaraf ganlynol gan Sue Evans:

- Ddoe cynhaliwyd ail gyfarfod y rhanddeiliaid ar ddyfodol rôl gwaith cymdeithasol yng Nghymru, ac mae'r grŵp yn ystyried hefyd y potensial am broffil swydd cenedlaethol a hyfforddiant i ôl-raddedigion. Bydd gwaith y grŵp yn cael ei drafod yng nghyfarfod ADSS Cymru ym mis Ionawr er mwyn sicrhau perchnogaeth ac i ofyn am gytundeb ar ddull cenedlaethol.
- Mae gan Gronfa Her yr Economi Sylfaenol 12 o brosiectau llwyddiannus ym maes gofal cymdeithasol, bydd cymuned ymarfer yn cael ei sefydlu ac mae yna ddiddordeb mewn sefydlu is-gymuned ar gyfer y prosiectau gofal cymdeithasol.

- Bydd SE a Chadeirydd y Bwrdd yn cyfarfod y Comisiynydd Plant ddydd Gwener i drafod ei hadroddiad blynyddol sy'n cynnwys rhai argymhellion ar gyfer Gofal Cymdeithasol Cymru.
- Mae Cathryn Thomas yn crynhoi ystyriaethau cychwynnol aelodau staff a'r aelodau a fynychodd cynhadledd Gwelliant Cymru ym mis Tachwedd a byddant yn cael eu rhannu drwy'r Pwyllgor Gwella.
- Ddydd Llun, roedd y tîm Arweinyddiaeth yn bresennol mewn sesiwn ddatblygu wedi'i hwyluso er mwyn deall yn well hoffterau ac anghenion datblygu ei gilydd drwy ddefnyddio MBTI ac adborth 360. Mae hyn yn rhan o'n hymrwymiad i barhau i ddatblygu ein hunain er budd y sefydliad.
- Mynychodd SE gyfarfod o'r Bwrdd Comisiynu Cenedlaethol ddydd Mawrth a rhoddodd gyflwyniad ar RISCA a gafodd dderbyniad da iawn.

iii. Rhoddodd Jo Oak y wybodaeth ddiweddaraf am gofrestru gweithwyr gofal cartref. Nododd yr aelodau fod yna dros 10,000 wedi cofrestru, a bod galwadau ffôn wedi'u trefnu gyda'r awdurdodau lleol hynny lle mae'r nifer sydd wedi cofrestru'n isel.

iv. Nododd yr aelodau y wybodaeth ddiweddaraf ganlynol gan Sarah McCarty:

- Cymwysterau, mae rhai'n weithredol ac eraill yn dal i gael eu datblygu, mae trafodaethau wedi cychwyn ynghylch y ffordd rydym yn symud o ddatblygu i ychwanegu gwerth wrth gydweithio â'r consortiwm yn y dyfodol.
- Cafwyd trafodaethau amrywiol gyda'r rhai sy'n datblygu cynllun clinigol cenedlaethol y GIG. Nid yw'n ymwneud ag ymarfer clinigol yn y fformat traddodiadol ond yn hytrach mae'n ystyried llwybrau felly mae'r cwmpas yn newid a gwerthfawrogir yr angen i ymgysylltu â'r sector gofal cymdeithasol er mwyn gwireddu ei uchelgais.
- Cafwyd cyfarfod â Gwelliant Cymru am weithio yn y dyfodol a'r agweddau y dylid canolbwyntio arnynt e.e. y rhannau o'r system lle mae iechyd a gofal cymdeithasol yn croesi e.e. gofal heb ei drefnu. Byddwn yn datblygu Memorandwm Cyd-ddealltwriaeth rhwng y ddau sefydliad ynglŷn â'r ffordd yr ydym yn cydweithio. Cafwyd trafodaethau am y cynnig o wella gallu a'r hyn y byddai angen ei ddatblygu er mwyn i hynny droi'n gynnig sy'n cael a'i addasu i fodloni gofynion gofal cymdeithasol.

7. Y Wybodaeth Ddiweddaraf gan Gadeiryddion y Pwyllgor

i. **Archwilio a Risg –** Nododd Rhian Watcyn Jones drafodaethau ar adroddiad archwilio mewnol ar reolaethau TG a gafodd sicrwydd sylweddol; diwygio'r gofrestr risg strategol sy'n cynnwys mwy o fanylion nag yn y gorffennol, a chafwyd y wybodaeth ddiweddaraf am raglen bontio'r blynyddoedd cynnar a gofal plant.

ii. **Pwyllgor Gwella -** Nododd Peter Max y bu trafodaethau ar adroddiad diwedd blwyddyn RhDGGCC, trafodaeth fanwl ar strategaeth ddrafft y gweithlu a bod yna drafodaeth barhaus ar y sgwrs ar dystiolaeth a gwella o sesiwn mis Hydref o'r Bwrdd. Nododd PM hefyd fod Jenny Williams wedi mynychu'r cyfarfod fel cynrychiolydd ADSS Cymru a gyfetholwyd. Roedd Jenny wedi cyflwyno briff defnyddiol ar y blaenoriaethau a'r pynciau llosg ar gyfer Cyfarwyddwyr yng Nghymru.

iii. **Rheoleiddio a Safonau -** Nododd Simon Burch y cafwyd sesiwn fyfyrio strategol ar waith y Cyngor Nyrsio a Bydwreigiaeth drwy bwyso a mesur materion unigol addasrwydd i ymarfer mewn cyd-destun ehangach; bu craffu ar y cynllun wrth gefn ar gyfer cofrestru gweithwyr gofal cartref; a chafwyd trafodaeth ar raglen waith rheoleiddio.

8. Effeithiolrwydd y cyfarfod

i. Gofynnodd y Cadeirydd gyfres o gwestiynau i'r aelodau o ran effeithiolrwydd y cyfarfod.

ii. Roedd yr aelodau'n **cytuno** fel a ganlyn;

- eu bod yn glir ynghylch y gofynion arnynt o'r hyn a oedd yn y papurau
- nid oeddent yn teimlo bod yna bapurau lle byddai gwybodaeth gefndirol neu ddeunydd darllen ychwanegol wedi bod yn ddefnyddiol
- roedd y Bwrdd wedi mynd drwy'r prif eitemau mewn dull effeithlon
- roedd yr holl eitemau ar yr agenda a ystyriwyd yn amserol a pherthnasol ac roedd yr aelodau wedi bod yn glir ynghylch y penderfyniadau a wnaed.

Dyddiad y cyfarfod nesaf:

Dydd Gwener 31 Ionawr 2020, Swyddfeydd Gofal Cymdeithasol Cymru, Caerdydd

CYFARFOD / MEETING	Cyfarfod Bwrdd	
	PREIFAT / PRIVATE	**CYHOEDDUS / PUBLIC**
	☐	✕
DYDDIAD / DATE	31.01.2020	
EITEM AGENDA AGENDA ITEM	5	
TEITL / TITLE SCW/20/02	**Cynllun Busnes 2019-20: Diweddariad chwarter 3**	
AWDUR / AUTHOR	Sue Evans, Prif Weithredwr	
CYFRANIADAU GAN/ CONTRIBUTIONS FROM:		
PAPURAU CEFNOGOL / SUPPORTING PAPERS	Atodiad 1 - Cynnydd y Cynllun Busnes: Diweddariad 9 mis - sylwebaeth perfformiad Atodiad 2 - Adroddiad Cyllideb am y cyfnod hyd at 31 Rhagfyr	
GWEITHGAREDD CYNLLUN BUSNES / BUSINES PLAN ACTIVITY	Holl weithgareddau'r Cynllun Busnes	

GWEITHRED / ACTION REQUIRED	CYMERADWYAETH / APPROVAL	DARPARU LLYW / PROVIDE A STEER	DARPARU SICRWYDD / PROVIDE ASSURANCE	TRAFODAETH / DISCUSSION	CRAFFU / SCRUTINISE
	✕	☐	☐	☐	✕

ARGYMHELLIAD / RECOMMENDATION	Gofynnir i aelodau graffu a chymeradwyo'r cynnydd yn erbyn y Cynllun Busnes 2019 - 2020 yn y cyfnod naw mis. Gofynnir i'r Aelodau gymeradwyo gymeradwyo ychwanegu un gweithgaredd newydd i'r Cynllun Busnes.
PRIF BWYNTIAU; MATERION ALLWEDDOL I DYNNU SYLW ATYNT; CWESTIYNAU I'W YSTYRIED MAIN POINTS; KEY ISSUES TO DRAW	Ceir diweddariad ar gynnydd yn erbyn yr holl amcanion yn atodiad 1 gan gynnwys adrodd ar eithriadau o weithgareddau melyn a choch.

TO ATTENTION; QUESTIONS TO CONSIDER	
ASESIADAU EFFAITH / IMPACT ASSESSMENTS	N/A

Cynllun Busnes 2019-20: Diweddariad chwarter 3

1. Pwrpas yr adroddiad a'r argymhelliadau

1.1 Mae'r adroddiad hwn yn rhoi'r cynnydd naw mis yn erbyn ein cynllun busnes yn 2019-20.

1.2 Ceir diweddariad ar gynnydd yn erbyn yr holl amcanion yn atodiad 1 gan gynnwys adrodd eithriad a'r weithgareddau melyn a choch. Gofynnir i'r Aelodau ystyried a chymeradwyo'r cynnydd yn erbyn y Cynllun Busnes 2019 - 2020 yn y cyfnod naw mis.

1.3 Gofynnir hefyd i'r Aelodau gymeradwyo ychwanegu un gweithgaredd newydd i'r Cynllun Busnes:

Gweithgaredd	Amserlen
Adolygiad o gynnig Gwella, Arloesi, Data a Thystiolaeth Gofal Cymdeithasol Cymru	Ebrill 2020

1.4 Mae hwn yn ddarn newydd o waith sy'n dilyn trafodaethau gan y Bwrdd a'r Pwyllgor ar adolygu ein cynnig gwella, arloesi, data a thystiolaeth.

2. Cyd-destun

2.1 Mae'r Cynllun Busnes 2019 - 20 yn nodi ein hamcanion, ein gweithgareddau a'n cyllideb ar gyfer y flwyddyn sy'n deillio o'r weledigaeth a nodir yn y Cynllun Strategol. Dyma'r offeryn y mae ein Bwrdd a Llywodraeth Cymru yn ei ddefnyddio i fonitro ein perfformiad wrth gyflawni'r targedau a osodwyd.

3. Perfformiad yn erbyn y cynllun busnes ar ôl 9 mis

3.1 Dyma statws cyffredinol cynnydd Gofal Cymdeithasol Cymru yn erbyn gweithgareddau ar ôl naw mis:

	Gweithgareddau	Ar y trywydd iawn	Angen cymorth ychwanegol	Pryderon mawr	I ddechrau
Gweithgareddau	66	47	18	1	-
% ar ol 9 mis		**72%**	**27%**	**1%**	**-**

4. Rôl y Bwrdd

4.1 Dau o bedwar cyfrifoldeb y Bwrdd, fel y nodir yn y Fframwaith Llywodraethu, yw i:

- sicrhau bod gweithgareddau Gofal Cymdeithasol Cymru yn cael eu cynnal yn effeithlon ac yn effeithiol
- monitro perfformiad i sicrhau bod Gofal Cymdeithasol Cymru yn cyflawni ei nodau, ei amcanion a'i dargedau perfformiad yn llawn.

4.2 Felly, wrth adolygu'r wybodaeth perfformiad 9 mis, gan gynnwys y gyllideb a gwybodaeth risg, dyma rhai cwestiynau i'r Bwrdd eu hystyried:

- I ba raddau mae'r naratif yn rhoi syniad i chi o gynnydd?
- A oes unrhyw fylchau yn y wybodaeth sydd ei hangen arnoch?
- A yw'r Dangosyddion Perfformiad Allweddol yn darparu'r dystiolaeth i ateb y cwestiynau rydych chi am eu gwybod?
- Pa oblygiadau sydd gan hyn ar weithredu'r cynllun busnes yn y dyfodol?

Business Plan Progress: 9 months update – performance commentary

1. What is in this report?

This report provides an overview of progress against our Business Plan 2019/20.

It is set out to include:

1. The relevant strategic objective
2. An overview of the indicators used to support the objective
3. The 'what we will be doing statements' are given a colour to represent the following:

   Green: On track: performance progressing as expected
   Amber: Requires additional improvement/development
   Red: Concerns on progress made against what is expected

4. The performance commentary then provides an overview of this objectives performance on what we have said we will do.
5. Further detail on amber/red activities is then provided.
6. Strategic risks: where there are strategic risks associated to the objective these are included. The strategic risk register is considered and endorsed at each Audit and Risk Committee. The following is the scoring of these risks in accordance with our risk management policy:

   Risk scoring:

   L: Low;   M: Medium;   H: High;   E: Extreme

		Impact				
		1	**2**	**3**	**4**	**5**
Likelihood	**1**	1	2	3	4	5
	2	2	4	6	8	10
	3	3	6	9	12	15
	4	4	8	12	16	20
	5	5	10	15	20	25

Heat map of performance against strategic objective and high level activities: each quarter 2019 - 2020

	Q1	Q2	Q3
Strategic Objective 1			
• Promote the Codes of practice and develop practice guidance	🟩	🟩	🟩
• Develop and maintain the Register	🟧	🟧	🟧
• Maintain standards through our fitness to practise processes	🟩	🟥	🟧
• Regulate qualifying and post-qualifying Social Work and develop process for regulating Social Care Training	🟩	🟩	🟩
Strategic Objective 2			
• Working with you	🟩	🟩	🟩
• Being accountable for decisions	🟩	🟩	🟩
Strategic Objective 3			
• Support the sustainability of the workforce by developing and implementing an attraction, recruitment and careers framework	🟩	🟩	🟩
• Support and promote the use of the Welsh language within the sector	🟩	🟩	🟧
Strategic Objective 4			
• Establish a 4-year transition programme plan	🟥	🟩	🟩
Strategic Objective 5			
• Investing in national training and development programmes	🟩	🟩	🟩
• Developing and delivering national training programmes	🟧	🟩	🟩
• Develop and maintain qualifications and apprenticeship frameworks	🟧	🟩	🟩
• Support implementation of induction standards across the social care, childcare and early years sectors	🟩	🟩	🟧
Strategic Objective 6			
• Identify and share good practice and support innovation	🟩	🟩	🟩
• Develop workforce strategies to meet future needs	🟩	🟧	🟧
Strategic Objective 7			
• deliver the Care and Support at Home in Wales strategic plan	🟩	🟩	🟩
• develop and implement improvement plan for dementia care	🟩	🟩	🟩
• develop and implement improvement plan for children who are looked after	🟩	🟩	🟩
• support the shift to outcome focused social care practice	🟩	🟧	🟩
Strategic Objective 8			
Support social care improvement in Wales through implementation of the improvement framework	🟩	🟩	🟩
Strategic Objective 9			
Lead with partners the implementation of the 2019/20 Social care research and development strategy	🟧	🟧	🟧
Strategic Objective 10			
Lead with partners the implementation of the 2019/20 Social care research and development strategy	🟩	🟩	🟩

Strategic Objective 1
We will make sure the social care workforce is fit to practise through our regulatory role by maintaining professional standards and assuring high-quality accredited training

Performance Indicators	QTR 1	QTR2	QTR 3	Comparator / Target
Processing times of applications*	2.9 days	2.3 days	4.5 days	5 days
No of domiciliary care workers registered	2840	4875	10,184	14,500 (end of year)
No of Fitness to Practise cases open (cumulative)	158	150	149	150 (previous reporting period)
No. active cases open longer than 18 months	11.4%	14.6%	14% (21 cases)	Less than 5%
No of cases referred to the Care Standards Tribunal	0	0	2	0 (last quarter)
No of regulatory final hearings held	2	9	10	9 (last quarter)

* from complete form being received to registration being granted/renewed

Performance Commentary
We will -

• Promote the Codes of practice and develop practice guidance	GREEN
• Develop and maintain the Register	AMBER
• Maintain standards through our fitness to practise processes	AMBER
• Regulate qualifying and post-qualifying Social Work and develop process for regulating Social Care Training	GREEN

As previously reported, whilst we continue to meet our internal targets for developing and maintaining the register, the status is amber and will remain so until the end of the year in recognition of our reliance upon the actions of others to make the process of extending the register to new groups a success. We are reassured by the progress made to date with over 60% of the domiciliary care workforce now registered. Most other registration targets are on target, other than us having more than 300 open applications at any one time. It should be noted that this target is more relevant to a period of steady maintenance of the Register and the numbers open are a sign of the increased volumes coming through as part of domiciliary care worker registration.

We continue to ensure the workforce is fit to practice through our investigatory and hearings process as the amount of hearings being held this year looks set to double from last year, which means we are over budget for hearings, due both to the amount and complexity of final hearings being heard. Fitness to practise cases lasting over 18 months remain above target. Our programme of regulation will explore ways in which we might expedite cases within the parameters of our regulatory rules, however we and other regulators recognise that some delays are inevitable due to reliance on partners completing their processes and providing us with relevant information. Two appeals were made by registered persons during this quarter against interim suspension orders imposed. The care standards tribunal upheld the panel's decision for ne, whilst the other is awaiting their consideration.

Exception report – Amber / Red activities			
Business plan activity	**Narrative**	**QTR 3**	**QTR 4 forecast**
Raise awareness of the Code of Professional Practice amongst the registered workforce	A successful supplier has been appointed for work to develop our awareness of how well the Code is used and embedded in practice. A survey has been drafted and tested and focus groups are being organised.	Amber	Green
Maintain an accurate Register	The majority of targets continue to be met. The target for form processing is within 5 days and, although they have increased since the last quarter due to the higher volumes received, applications are being processed on average within 4.5 days and renewals within 2.3. 98% of case conferences were held within 3 days and all decisions were sent within 7 days. We have received and registered over 3 times as many applications during this quarter compared to last (8,717 applications this quarter, compared to 2,865 last quarter and 5,973 registered compared to 1,905 last quarter). Our target is to have no more than 300 open applications at any one time although it should be noted that this target is more relevant to a period of steady maintenance of the Register. Due to the number of domiciliary care worker applications received this quarter we now have 2,038 applications in progress. 685 of these have yet to be processed by the team.	Amber	Amber
Extend the Register to domiciliary workers on a mandatory basis by April 2020	We received and processed many more domiciliary care worker applications than we expected during this quarter. We now have over 10,000 registered domiciliary care workers, and consistently receive between 100 and 150 applications every day. On average we are registering over 500 domiciliary care workers each week. At the start of the year we planned and predicted that we'd receive 6,000 applications by the end of this quarter, but due to the high level of engagement and support we've given to the sector, as well as the setting of an application target date of the 13 January, we've received 12,140 applications. During this quarter we held 41 surgeries. We are no longer holding registration surgeries due to the need to prioritise the processing of applications.	Amber	Amber
Communicating registration and qualification requirements for voluntary registration of	Confirmation of these requirements have been delayed due to proposals within our 'registration is changing consultation' which if implemented will impact upon phase 3 managers. Following analysis of consultation responses, decisions will be made on requirements and will be communicated towards	Amber	Green

phase 3 managers (advocacy, adult placement, adoption and fostering services managers)	the end of 2019/20 beginning of 2020/21.		
Undertake the investigation of allegations against social care professionals	1. 149 fitness to practice cases open at 31/12/19 2. 21 cases open over 18 months (14% of total cases open)		

Strategic risks	Inherent score	Residual score
If we don't refresh and reform our regulatory processes, then the additional resources required will undermine our organisational stability and undermine work across our objectives, as well as missing the opportunity to link regulation with improvement more closely. If our changes are not supported by the sector and Welsh Government policy, we could struggle to deliver effective change and destabilise the sector.	Red (20)	Yellow (10)

Strategic Objective 2
We will be an effective and transparent organisation by working with you and being accountable for our decisions

Key Performance Indicators	QTR 1	QTR 2	QTR 3	Comparator / Target
Staff engagement levels	72%	72%	72%	80%
Staff sickness levels	2.84%	2.68%	3.77%	3%
Timely laying of Statutory Annual Accounts	July 2019	July 2019	July 2019	August 2019
Internal audits receive substantial assurance	N/A	N/A	80%	80%
ISO 27001 Reaccreditation awarded	N/A	Standard maintained	Standard maintained	Maintain standard
Uptime of planned network availability	99.9%	100%	100%	99%

 * Average days lost per employee

Performance Commentary	
We will	
• Working with you	
• Being accountable for decisions	

The Budget position at 31 December 2019 shows a surplus position but is still projected that we will be within the 2% cash limit at the end of the financial year. Discussions are still ongoing with Welsh Government to obtain additional funding to endure a balanced budget in 20-21.

The overall sickness absence rate is currently 3.77% for the organisation. If we disregard long term absences it is 1.97%. A minimal rise from 1.83% at the end of quarter 2. Our target for the year was to remain at 3% or less, so we are currently within that target range. Our turnover rate for Quarter 3 is 5.6% so our turnover rate for the year to date is 10.56% (under the 15% target).

In the last quarter we have produced plans in relation to how we support our staff and systems through our people plan and our ICT plan. These feed into our organisational improvement plan and will continue to do so in 20/21.

Exception report – Amber / Red activities			
Business plan activity	Narrative	QTR 3	QTR 4 forecast
Develop and deliver an organisational improvement plan	Staff Partnership Council and Leadership group reviewed progress on delivering year 1 of our organisational improvement plan. During the next quarter we will be developing the plan further for 2020/21 based on findings from a number of sources such as our customer journey mapping, findings from Internal Audit reviews, accreditations (such as IiP), digital awareness away day. There are 8 activities that haven't been fully scoped but have all been identified for 2020/21 organisation improvement programme. There are at least half of the activities which are		

continuous which, again, are identified either within the organisation improvement programmes or other programmes for 2020/21		

Strategic risks	Inherent score	Residual score
If we do not keep the sector engaged in the work of Social Care Wales then we start to lose credibility and not deliver our overall ambition, as we cannot achieve this in isolation. The sector is not engaged in our role and remit.	Amber (15)	Yellow (10)
If we do not demonstrate how we are contributing to making a positive difference to the care sector, then we will lose credibility. We are unable to manage the expectations of the sector, stakeholders (including Welsh Government) and the public.	Yellow (10)	Green (5)
If we don't have increased resources to meet what is expected from Government term of office, then we will not be able to deliver the expected standards.	Red (20)	Red (20)
If we don't manage competing Welsh Government priorities and ensure that any new work is within our scope and purpose then we could result in over committing our resources to deliver, extend our remit beyond our scope and lose our identity and unique purpose.	Red (20)	Yellow (10)
If we don't remain engaged with 'A Healthier Wales' and maintain key relationships with Welsh Government and critical stakeholders (HEIW, PHW etc) then this could impact on key deliverable priorities resulting in social care not being rebalanced within the ambition of 'A Healthier Wales' and lose confidence if we do not deliver against expectations.	Red (20)	Yellow (10)

Strategic Objective 3

Supporting the sustainability of the workforce by
- developing and implementing an attraction, recruitment and retention careers framework,
- produce and promote Welsh Language resources to support employers and the workforce,
- developing and implementing an attraction, recruitment and retention careers framework, produce and
- promote Welsh Language resources to support employers and the workforce

Key Performance Indicators	QTR 1	QTR 2	QTR 3	Comparator / Target
We Care Campaign: Monitor and report on social media activity & website traffic				End of year:
Social media (Facebook, Twitter & Instagram)				
Number of direct posts by WeCare Wales	59	258	176	600
Number of engagements	2,568	7116	10,106	30,000
Website unique visitors	5,413	7,376	15,093	45,000
Number of active care ambassadors				
Number of Ambassadors classed as active	32		The scheme is currently under review to refine processes and to look to build strong links with the regions in utilising ambassadors	43 (end of March19)
Number of events requested	21			
Number of events attended	4			
Number of different ambassadors attending events	4			
Work Welsh Pilot				
baseline assessments	250	250	250	250
face to face courses	110	112	120 completing	120

Performance Commentary	
We will -	
• Support the sustainability of the workforce by developing and implementing an attraction, recruitment and careers framework	🟩
• Support and promote the use of the Welsh language within the sector (This is linked to the relaunch of the revised Mwy na Geiriau plan)	🟧

Work in relation to the WeCare Wales campaign continues apace with a four week programme of activity taking place in November and December - further plans are being confirmed not only for the final campaign in March but 2020/2021 to ensure momentum. Further work with the regions is required to ensure that progress towards sustainability as we approach year 3 of the programme.

Work on the re-focussing of the We Care ambassadors continues but progress is slow for a variety of reasons including capacity within the team and, capacity within the regions to take a more proactive role. However an action plan is being drawn up so that a clear direction can be agreed both nationally and regionally that makes effective use of existing resources and equally agrees a way forward as to how the volume and effective reach of ambassadors can be increased and improved respectively.

As can be seen there are some issues emerging on the work welsh programme in terms of numbers but work is being undertaken to ensure that this is rectified. It is fair to say that this is reflective of some circumstances outside of the control of the team. This will continued to be monitored to ensure where possible that targets are met.

Exception report – Amber / Red activities				
Business plan activity	Narrative	QTR 3	QTR 4 forecast
Monitor and develop an ambassadorial service	The scheme is currently under review to refine processes and to look to build strong links with the regions in utilising ambassadors. Promotion of scheme and recruitment continues. Rebranding underway, creating biographies etc. Meeting arranged for new year with regional connectors to link the scheme with their activities.	🟧	🟧
Extend Work Welsh for wider group of learners (phase 2)	There were two classes which had 20 registered in each but the employer pulled out a few days before the classes were meant to start. We have now had more interest and the numbers will have been made up and will start in January. The Centre are aware of this situation.	🟧	🟧
Deliver our leadership commitments as set out in More than just Words	Desktop research on existing data started to inform the production of a report by the end of March 2020 which will include identifying numbers of bilingual workers and learners; identifying and signposting the sectors to existing resources to support working bi-lingually.	🟧	🟩

Strategic Objective 4
Take forward an enhanced role as a strategic workforce delivery partner for Welsh Government in relation to the early years and childcare workforce

Key Performance Indicators	QTR 3	Comparator / Target
Plan for year 1 activities agreed with Welsh Government	August 2019	June 2019
Initial stakeholder workshop(s)	Workshops held - June	July 2019

Performance Commentary	
We will -	
• Establish a 4-year transition programme plan	

Audit and Risk Committee received an update on the progress of the programme at the Committee in November. A transition project initiation document has been completed and has been agreed by the Executive Management Team, programme board and Welsh Government.

Second stakeholder group planned for the 15th Jan to finalise benefit mapping and approaches to engagement. A progress update report will be shared and discussed with Audit and Risk Committee on 13 February 2020.

Strategic Objective 5
Improve the quality and management of social work, social care, early years and childcare learning, development, qualifications and training influencing, investing and developing national training and development programmes

Key Performance Indicators	QTR 3	Comparator / Target
Social Care Wales Workforce Development Programme (SCWWDP) Grant	End of year report completed	End of Year report by July Mid-Year report by November
Eligible students receive a bursary with a placement provided	194 bursaries awarded to new students in academic year 2019 to 2020	100%
Management and leadership development programmes for: Director; Assistant Director of Social Services, Middle Managers; Team Managers	Report uploaded to Members Portal	Report produced September & March
Level 2 and 3 qualifications available Revised qualification framework available on-line Level 4/5 mandatory and specialist qualifications developed and submitted for approval	Completed Completed July 2019	September 2019 September 2019 June 2019
No. of Apprenticeship certifications completed within 10-day period	100%	100%

Performance commentary	
We will -	
• Investing in national training and development programmes	🟩
• Developing and delivering national training programmes	🟩
• Develop and maintain qualifications and apprenticeship frameworks	🟩
• Support implementation of induction standards across the social care, childcare and early years sectors	🟧

Social Care Wales Workforce Development Programme (SCWWDP) annual report for 2018/2019 performance shared with the regional workforce leads after sign off from Improvement Committee. Mid year monitoring reports for 2019/2020 showed no deviance away from plans submitted and plans in place to ensure full grant spend by financial year end. Grant letter and associated forms issued on schedule on 2 December with a return date of February 2020.

Work continues on the teach out plan for the remaining students on the Continuous Professional Education and Learning (CPEL) framework with the alliance as discussion continue on the options for the post qualifying framework. There is still significant commitment to and delivery of other post qualifying awards across all Local Authorities and regions including programmes such as Approved Mental Health Professionals (AMHP), Best Interest Assessment, Practice Learning and a range of post qualifying management awards.

National Development Programmes: all on track and to be reported against for end Quarter 4.

National Safeguarding Procedures were launched by the Deputy Minister. Some refining needed in terms of accessibility issues for the App. Work continues to develop the aligned training resources for distribution as a train the trainer model for Quarter 4.

Exception report – Amber / Red activities			
Business plan activity	**Narrative**	**QTR 3**	**QTR 4 forecast**
Maintain existing and consider development of a revised approach to the CPEL framework	1. Teach out board meeting held with the Alliance with data of current learner status submitted 1. Contract meeting held with lead officer from Alliance 2. Stakeholder meeting held in December to discuss next steps re: the definition of Social Work		
Develop safeguarding training resources on new national procedures	In terms of the training resources, an adjustment has had to be made to the delivery timetable to accommodate an early start by the North Wales workforce and safeguarding arrangements. Forward view -further planning meetings will take place before end January 2020 which will enable us to reassess the budget underspend currently coming in at approximately £30k.		
Support the implementation of the induction framework for childcare and early years	4 workshops (April) arranged. Guest speakers confirmed. Draft programme done. Planning meeting booked. Dates will be circulated end of February.		
Support Learning for workforce development for the early years and childcare sector	No submissions for tender received. Alternative arrangements are being discussed and deliberated.		

Strategic risks	Inherent score	Residual score
If Welsh Government remove, or significantly reduce the funding for Level 2 apprenticeships, then it will reduce the amount of funding to support the achievement of qualifications in the sector. This will have an impact on the ability to provide learning and increase qualification levels of the workforce.	Red (20)	Yellow (10)
If the qualifications are not fit for purpose, then they will not meet the requirements for high quality care and support in the social care and early years sector.	Amber (15)	Yellow (10)

Strategic Objective 6
Support the workforce to improve practice in line with social care legislation and evidence by Identifying and sharing good practice and support innovation and developing workforce strategies to meet future needs

Key Performance Indicators	QTR 3	Comparator / Target
Accolades launched	Completed	September
National Social Care Conference held	Completed	September
Workforce strategy launched	N/A	November 2019

Performance commentary	
• Identify and share good practice and support innovation	■ (green)
• Develop workforce strategies to meet future needs	■ (amber)

Workforce Strategy signed off by boards of Social Care Wales and Health Education and Improvement Wales (HEIW) in December 2019 and published as draft strategy and update to the sector on both organisations websites. Plans to share the links with the sector in the New Year with a note of thanks to all those that have contributed to the engagement and consultation phases of the strategy development. The publication of the actual strategy now lies with Welsh Government with this approach shared with and agreed with Board as appropriate.

Leadership Component: We are finalising a targeted work programme which will see us respond to the collecting of intelligence regarding leadership and management arrangements across the 22 by the end of March.

Exception report – Amber / Red activities			
Business plan activity	**Narrative**	**QTR 3**	**QTR 4 forecast**
Develop a leadership strategy with HEIW and Academi Wales for health and care	A series of meetings are in place to develop the relationship between HEIW and Social Care Wales are in place, along with opportunities to join from the 5 nations leadership conference workshops. The focus of the work has been reported at the Health and Social Care Workforce Strategy steering group and received its support.	■ (amber)	■ (amber)

Strategic Objective 7
Leading and supporting improvement

Key Performance Indicators	QTR 3	Comparator / Target
Care and Support at home implementation plan completed	Work on track	100% of our activities identified in the implementation plan completed
Leading the Dementia Learning and Development (DLDG) group	Completed	Mapping activity completed
	Work on track	Targeted engagement
	Work on track	Resources developed to support the sector in using the framework consistently
Improvement programme for children who are looked after specified and monitored.	Work on track	Phase 2 plan agreed Research report produced and disseminated June 2019
Improve knowledge and understanding on balancing rights, responsibilities and risk in Children's and Adults services to support outcomes practise	Completed	Legal position and principles agreed - June
	Work on track	Regulatory statement agreed - September
	Work on track	Roll out - December

Performance Commentary	
We will	
• deliver the Care and Support at Home in Wales strategic plan	█
• develop and implement improvement plan for dementia care	█
• develop and implement improvement plan for children who are looked after	█
• support the shift to outcome focused social care practice	█

Care and Support at Home: there has been much reviewing work done to consider particularly the work of the subgroups for this programme. The work on commissioning will come to a natural conclusion in terms of its focus and will be absorbed into the agenda for the National Commissioning Board (NCB). Members of this sub group will be available for the NCB to consult as and when necessary. The community resilience work is being considered for a shift in leadership and we are currently discussing whether the School for Social Care Research in Swansea are best placed to lead this work from April 2020; building on their Small is Beautiful DEEP work. Plans in place for workshop in February on this issue.

Dementia Care: work is progressing well and on track with Welsh Government expectations. The big driver for this year's work is to understand the current training landscape and broker agreement for moving forward which will see consistency on the content and quality of training being delivered.

Current arrangements are very diverse not only across health boards but also across departments and disciplines.

Children being Looked After: we are agreeing plans with Care Inspectorate Wales (CIW) for the delivery of 3 joint CIW/Social Care Wales workshops from review intel along with a residential childcare conference. We continue with membership of the Welsh Government Ministerial Advisory Group.

Outcome Focused Practice: we are making good progress with plans to embed the principles of this new model of practice with colleagues across Social Care Wales. Similarly agreement has been reached to deliver a resource for good practice in Case Recording along with refreshing our Care Council for Wales guide on Good Supervision. Both these have been warmly welcomed by the partners. These are being written from the sector wide perspective. Work on agreeing the training initiative with NHS Delivery Unit, Improvement Cymru and HEIW continues to be challenging as pressures for the NHS (operational and political) continue to dominate thinking.

Exception report – Amber / Red activities				
Business plan activity	**Narrative**	**QTR 3**	**QTR 4 forecast**	
Develop the workforce in delivering outcomes focused training to health and social care multi-agency teams in hospitals in partnership with HEIW	We continue to work towards delivery of this ambition. We continue to have complete support and commitment from Improvement Cymru and the NHS Delivery Unit in terms of the need for the approach. We are revising the presentation of the work considering the new data/evidence and the support materials and are in negotiations with senior colleagues as to how to best re-present the proposal. The aim is for this to be presented in the next quarter.			

Strategic Objective 8
Establish effective approaches to service improvement and work with you to decide future priorities

Key Performance Indicators	QTR 3	Comparator / Target
Publish report	July	June
Report on progress of implementation	On Members Portal	Quarterly

Performance Commentary	
We will -	
• Support social care improvement in Wales through implementation of the improvement framework	GREEN
• Review of Social Care Wales Improvement, Innovation, Data and Evidence offer	NEW
The social care wales improvement framework, and social care research and development strategy are in place, and Social Care Wales has an established offer in relation to its new functions. However, following previous Board development days and discussions we are taking the opportunity to review our offer in light of our new functions (particularly data, evidence and supporting and leading service improvement) to consider how the sector can be best supported to realise the ambitions of the Social Services and Well-being (Wales) Act and Healthier Wales. We have appointed a critical friend to work with us on this, and will be undertaking an intensive piece of work, which will include engagement with the sector in order to put forward conclusions and future options to the Board in April.	

Strategic Objective 9
Deliver national research and development strategy that support policy and practice

Key Performance Indicators	QTR 3	Comparator / Target
Publish implementation plan	Delayed - July	June
Targets completed in implementation plan	Report available next quarter	100%

Performance commentary	
We will -	
• Lead with partners the implementation of the 2019/20 Social care research and development strategy	

Discussions with Health and Care Research Wales are ongoing regarding the funding and resourcing of the Social Care Research and Development Strategy. Meanwhile, the following progress can be reported for Quarter 4:

- SCIE has recruited three local authorities and a number of Welsh Government stakeholders to our research project to shape how we best support the sector with research and evidence. The workshops are scheduled for January and February, and recruitment of additional local authorities continues.
- The SCIE project to develop learning and recommendation from the pilot of joint induction training with Hywel Dda is underway, and initial data collection has begun.
- On behalf of Welsh Government, we have commissioned SCIE to conduct research into what local authorities are delivering in terms of Information, Advice and Advocacy.
- SCIE is also proposing some work to help Health Technology Wales, in partnership with Social Care Wales, to review and improve their topic review processes to make them more friendly to social care.
- Following discussions with NHS Wales Informatics Services, we have set up a Social Care Subgroup to support Workstream 3 (Improvement and Innovation) of Welsh Government's National Data Resource programme. The inaugural meeting was in December and we used it to sign off the Invitation to Tender for the scoping of the National Data Strategy for Social Care which will issued in January.

Exception report – Amber / Red activities			
Business plan activity	Narrative	QTR 3	QTR 4 forecast
Lead with partners the implementation of the 2019/20 Social care research and development strategy	We kicked off a series of meetings with Health and Care Research Wales to re-visit and refresh the Research and Development Strategy. We are meeting with Health and Care Research Wale in January to discuss and agree our respective roles on its implementation.		
Scope and develop an approach for a	The outstanding actions on this point are sitting with the Wales School for Social Care Research and		

research prioritisation process for Wales (Focus Area 3 of the Social care research and development strategy 2018-2023)	Knowledge and Analytical Services at Welsh Government. Research prioritisation also forms part of the discussions with Health and Care Research Wales, given the importance of clarifying research funding.	🟧	🟧
Explore, develop and implement a plan to establish and improve channels for communicating with the sector about research and evidence	SCIE has initiated the 'Using evidence in social services and social care' project. Recruitment of local authorities commenced at the end of October, and SCIE are in the process of setting up workshops with three authorities in January and February. They have also set up a workshop with stakeholders in Welsh Government. In parallel, the Wales School for Social Care Research has also commenced a project to understand what is happening in local authorities in terms of research activity - this will be carried out through a survey in Quarter 4.	🟧	🟧
Maintain the relationship and funding arrangements with SCIE	SCIE is currently working with us on four separate projects: • Using evidence in social services and social care (update in the row above) • Learning from the pilot of joint induction training by the Hywel Dda Regional Partnership Board - this was commenced in Quarter 3 and is jointly funded with Health Education and Improvement Wales. • Review of the provision of Information Advice and Assistance in Wales - we have commissioned this project on behalf of Welsh Government. SCIE has provided a proposal and costs and the project will commence in the next quarter • Review of Health Technology Wales's processes to make them more 'social care friendly' - this is a small project, currently at the planning stages	🟧	🟩

Strategic Objective 10
Use data and evidence to improve services by delivering a national social care data set

Key Performance Indicators	QTR 1	QTR 2	QTR 3	Comparator / Target
Social care dataset Total Page views per month:	April - 2,197 May - 1,182 June - 1046	July - 1,254 Aug - 1,750 Sept - 1,624	Oct - 1,638 Nov - 2,145 Dec - 3,645	Baseline data

Performance Commentary Business plan activity QTR 3 We will -	
• Lead with partners the implementation of the 2019/20 Social care research and development strategy	

We have had a number of positive developments for our data offering in Quarter 3:

- We re-named and re-launched the National Social Care Dataset with Data Cymru. Now called the National Social Care Data Portal to better reflect its content, the offering has a new look and feel and it is now easier for users to find data. The new Data Portal has been well-received, with positive feedback on social media and via email, and its use continues to rise.
- Data Cymru is continuing to work on improvements and enhancements to the Data Portal.
- Work is continuing on improving and enhancing the Daffodil Cymru data projections.
- We have re-commissioned Data Cymru to collect data on the social work and social care workforces from local authorities across Wales.
- We have organised a workshop for workforce managers across Wales to explore sustainable and user-friendly approaches to future data collection.

Budget Report for the period to 31 December 2019

This is the third budget monitoring quarterly report for the financial year 2019-20. The report covers income and spend for the first nine months to 31 December 2019. The report is based on a total annual budget of £20,903,000. This is financed from £19,796,000 Grant in Aid, £862,000 registration fee income, £60,000 Apprenticeship certification income and £176,000 additional funding for work for the Welsh Language skills of employees in the social care sector (Work Welsh) and £9,000 of funding carried forward from 2018-19 in relation to the Safeguarding App project.

The total annual budget includes additional funding of £214,800 to be received from Welsh Government as reported at the six months point.

A high-level summary of performance for the first nine months is reported below and a more detailed report is also attached. -

Financial Summary to 31 December 2019

	Annual Budget Core	Actual YTD	Budget YTD	Variance	Predicted Outturn
	£'000	£'000	£'000	£'000	£'000
Income	20,903	11,330	11,231	99	20,934
Expenditure					
Grants Programme	11,546	4,915	4,902	(13)	11,328
Workforce Regulation	2,935	2,168	2,178	10	3,078
Improvement and Development	2,365	1,413	1,514	101	2,313
Early Years and Childcare	287	171	195	24	287
Strategy,Research, Data and Bus Support	3,770	2,490	2,647	157	3,802
Totals	20,903	11,157	11,436	279	20,808

Income Analysis

Income	Annual Budget	Actual YTD	Budget YTD	Variance	Predicted Income
	£'000	£'000	£'000	£'000	£'000
Grant In Aid	19,796	10,500	10,500	0	19,796
Safeguarding App Funding	9	0	0	0	9
Apprenticeship Certificate Income	60	64	45	19	80
Registration Fee Income	862	664	586	78	862
Work Welsh	176	100	100	0	176
Other Income	0	2	0	2	12
Total Income	20,903	11,330	11,231	99	20,934

£99k of Income has been received greater than budgeted in the first nine months of the financial year. This predominately relates to applications from domiciliary care workers being ahead than predicted and a significant number of payments received from these workers in advance of processing their application. The predicted income has been increased by £31k and relates to higher activity for the apprenticeship certification work and sponsorship for the Accolades to be held in April 2020.

Expenditure Analysis

As at the end of December we are currently reporting a £279K expenditure underspend against budget. The areas that contribute to the largest proportion of the underspend are the Strategy, Research, Data and Business Support (£157k underspend) and the Improvement and Development budget (£101k underspend).

Expenditure	Annual Budget	Actual YTD	Budget YTD	Variance	Predicted Outturn
	£'000	£'000	£'000	£'000	£'000
Grants Programme					
SCWWDP	7,149	3,254	3,037	(217)	7,149
People Using Services and Carers	63	34	34 -	0	67
Regional Facilitation	329	329	329	-	552
Student Funding	2,311	855	928	73	2,140
PLOF	1,224	382	421	39	1,200
Social Work Training	335	50	50	-	85
SfCD	11	11	11	-	11
Research	123	-	92	92	123
Total	**11,546**	**4,916**	**4,902**	**(13)**	**11,327**

o The £13k overspend in the Grants Programme budget is made up of a significant overspend in the Social Care Wales Workforce Development Programme budget of £217k but reduced by overspends in other parts of the Grants Programme budget. Other than the Student funding budget all underspends/overspends are a matter of timing. The Student Funding budget underspend to date reflects the lower enrolment numbers in respect of new students requiring bursaries with only 194 new bursaries being awarded of the 227 that we budgeted for. Enrolment in relation to returning students is in line with budget and therefore the reduction in the predicted outturn figures by £171k relates to first year students. In addition, please note the outturn changes in the Regional Facilitation and Social Work Training budget lines which reflects the decision to repurpose £223k of the unallocated budget in relation to the Continuing Professional Education and Learning budget to alleviate pressures within the sector in relation to training and support costs.

Expenditure	Annual Budget	Actual YTD	Budget YTD	Variance	Predicted Outturn
	£'000	£'000	£'000	£'000	£'000
Workforce Regulation					
Administration	165	120	120	1	184
Hearings	354	364	271	(93)	544
Projects	90	38	77	39	90
Salaries	2,325	1,647	1,709	62	2,261
Total	**2,935**	**2,168**	**2,177**	**10**	**3,078**

o The Workforce Regulation budget to date is broadly breaking even. An overspend of £93k in the Hearings budget is neutralised by underspends in the other Workforce Regulation budgets particularly the Salary budget. The Salaries underspend primarily relates to the additional salary budget for the extension of the registration of domiciliary care workers not being required in full due to the significant progress being made in the registration of the domiciliary care workforce. We now predict that the Salary budget will be underspent by £64k at the end of the financial year.

o The hearings budget is overspent due to higher levels of activity to date (twenty-three final hearings) with cases becoming more complex. The outturn figure has been increased by £190k to reflect this overspend and future high activity. We are now forecasting in excess of 30 final hearings against a budgeted 23. For comparison only 18 final hearings were held in 2018-19 and 13 at the nine-month point. Further analysis is provided below. Therefore, overall, we are predicting an overspend of £143k in the Workforce Regulation budget.

Expenditure	Annual Budget	Actual YTD	Budget YTD	Variance	Predicted Outturn
	£'000	£'000	£'000	£'000	£'000
Improvement and Development					
Administration	67	33	42	10	46
Projects	765	300	325	25	835
Salaries	1,534	1,080	1,146	66	1,433
Total	**2,365**	**1,413**	**1,514**	**101**	**2,313**

o The Improvement and Development budget is underspent by £101k primarily due to delays in recruitment into vacant posts. We are predicting an underspend of £101k in the Salaries budget at the end of the financial year but the overall budget will be only underspent by £52k as there is an overspend predicted in the projects budget. This relates to additional investment in the We Care Campaign.

Expenditure	Annual Budget	Actual YTD	Budget YTD	Variance	Predicted Outturn
	£'000	£'000	£'000	£'000	£'000
Early Years and Childcare					
Administration	11	8	8	0	11
Projects	50	38	18	(20)	100
Salaries	226	125	170	45	176
Total	**287**	**171**	**195**	**25**	**287**

o The Early Years and Childcare has a significant underspend of £45k in salary costs due to delays in appointing to the Transition Programme Manager and Support Officer post. However, the intention is that this budget will be fully spent at the end of the financial year through additional programme spend.

Expenditure	Annual Budget	Actual YTD	Budget YTD	Variance	Predicted Outturn
	£'000	£'000	£'000	£'000	£'000
Strategy and Business Support					
Premises	512	355	350	(5)	528
Governance	163	99	124	25	140
Communications	154	63	96	33	135
Carreg and IT	386	275	288	12	454
Finance & Grant Admin	13	4	10	6	6
Human Resources	85	53	57	4	76
Intelligence and Data	144	37	47	10	169
Projects	198	31	93	62	228
Salaries	2,116	1,573	1,582	9	2,068
Total	**3,770**	**2,490**	**2,647**	**157**	**3,802**

o Strategy and Business support shows an underspend of £157k. The underspends are a matter of timing and are now we are predicting an overspend of £32k at the end of the financial year.

At the end of the financial year we are predicting a net underspend of £126k. We are now predicting £20,934,000 income to be received against £20,808,000 of expenditure. At the end of the last financial year we utilised 1.5% of our 2% allowable limit. Based on latest cash projections and based on no further increases in our net underspend position we are still predicting that our cash position will be within our 2% limit at the end of the financial year. In addition, there is potential that our registration income will be greater than budgeted if the domiciliary care workforce is greater than the 16,000 which the budget was based upon. This would necessitate us to approach Welsh Government to approve an increase in our 2% limit.

Financial Summary to 31 December 19

Income	Annual Budget	Actual YTD	Budget YTD	Variance	Predicted Income
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Sub-total	**11,546**	**4,916**	**4,902**	**(13)**	**11,327**
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Communications	154	63	96	33	135
Carreg and IT	386	275	288	12	454
Finance & Grant Admin	13	4	10	6	6
Human Resources	85	53	57	4	76
Intelligence and Data	144	37	47	10	169
Projects	198	31	93	62	228
Salaries	2,116	1,573	1,582	9	2,068
Sub-total	**3,770**	**2,490**	**2,647**	**157**	**3,802**
Total Expenditure	**20,903**	**11,157**	**11,436**	**279**	**20,808**

2018-19 (9 Months to December)
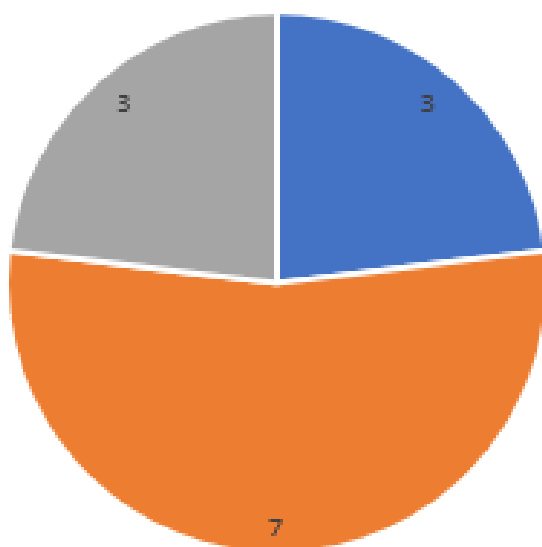
Average Cost of a Hearing	£ 14,820
Number of Hearings	13

Key to Colours	● 1 Day	● = 2-3 Days	● = 4+ Days

2019-20 (9 Months to December)
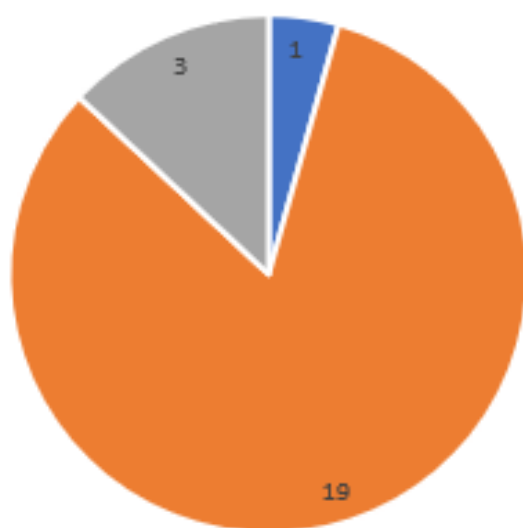
Average Cost of a Hearing	£ 16,956
Number of Hearings	23

CYFARFOD / MEETING	Cyfarfod Bwrdd	
	PREIFAT / PRIVATE	**CYHOEDDUS / PUBLIC**
	☐	☒
DYDDIAD / DATE	31.01.2020	
EITEM AGENDA AGENDA ITEM	6	
TEITL / TITLE SCW/20/03	**Gwaith Cymdeithasol yng Nghymru**	
AWDUR / AUTHOR	Sarah McCarty, Cyfarwyddwr Gwella a Datblygu	
CYFRANIADAU GAN/ CONTRIBUTIONS FROM:	Jon Day, Cyfarwyddwr Cynorthwyol y Gweithlu Hywel Dafydd, Cyfarwyddwr Cynorthwyol Rheoleiddio Jacky Drysdale, Rheolwr Gwella a Datblygu Jayne Cross, Rheolwr Rheoleiddio Hyfforddiant Lucy Treby, Rheolwr Gwella a Datblygu Esyllt Crozier Rheolwr Gwella a Datblygu Grwpiau Rhanddeiliaid Eitem a drafodwyd yn flaenorol yn y: Bwrdd – Ebrill 2018, Ionawr 2019, Hydref 2019 Cyfarfodydd mewnol 1/05/2019, 15/05/2019 a 21/06/2019 a thrafodaethau ag EMT a'r grŵp arweinyddiaeth. Gweithdy rhanddeiliaid 17/09/2019, 11/12/2019 trafodaeth ag arweinydd gweithlu a phenaethiaid gwasanaethau ADSSC 10/09/2019	
PAPURAU CEFNOGOL / SUPPORTING PAPERS	Wedi ei dderbyn yn flaenorol ar gyfer y drafodaeth yng nghyfarfod y Bwrdd mis Hydref 2019: 1. Gwaith Cymdeithasol: proffesiwn sy'n werth ei Ddatblygu? Papur trafodaeth am ddyfodol gwaith cymdeithasol yng Nghymru (Medi 2019) 2. Datblygiad Proffesiynol Gweithwyr Cymdeithasol: gweithdy bwrdd crwn ar gyfer rhanddeiliaid 17 Medi 2019: Prif Themâu a Chamau Gweithredu 3. Crynodeb gweithredol: adroddiad terfynol o werthusiad annibynnol Fframwaith Dysgu ac Addysg Proffesiynol Parhaus (DAPP) Medi 2019	

GWEITHGAREDD CYNLLUN BUSNES / BUSINESS PLAN ACTIVITY	Amcan strategol 5: Gwella ansawdd a rheolaeth gwaith cymdeithasol, gofal cymdeithasol, y blynyddoedd cynnar a dysgu, datblygiad, cymwysterau a hyfforddiant gofal plant drwy: • Llywio a buddsoddi mewn rhaglen hyfforddi a datblygu cenedlaethol a'i datblygu				
GWEITHRED / ACTION REQUIRED	CYMERADWYA ETH / APPROVAL	DARPARU LLYW / PROVIDE A STEER	DARPARU SICRWYDD / PROVIDE ASSURANCE	TRAFODAETH / DISCUSSION	CRAFFU / SCTRUTINI SE
	☒	☐	☐	☒	☐
ARGYMHELLIAD / RECOMMENDATION	Y Bwrdd i **drafod** y wybodaeth a'r data diweddaraf mewn perthynas â gweithwyr cymdeithasol yng Nghymru, ac ystyriaethau ar gyfer camau nesaf. **Cytuno** na fydd rhaglen 'DAPP' newydd neu'r hyn sy'n cyfateb yn cael ei datblygu tan fod yna eglurder ar anghenion a dull y sector.				
PRIF BWYNTIAU; MATERION ALLWEDDOL I DYNNU SYLW ATYNT; CWESTIYNAU I'W YSTYRIED **MAIN POINTS; KEY ISSUES TO DRAW TO ATTENTION; QUESTIONS TO CONSIDER**	Mae'r broses o aros yn ein hunfan a myfyrio ar y fframwaith DAPP wedi arwain at drafodaeth a phryderon pellach ynglŷn ag ymrestru ar raglenni gradd mewn gwaith cymdeithasol, ac am recriwtio a chadw staff profiadol ym maes gwaith cymdeithasol, sy'n gallu ymateb i'r heriau o gynnig ymarfer sy'n canolbwyntio ar ganlyniadau i blant, teuluoedd ac unigolion yng Nghymru. Mae gweithdy bwrdd crwn ar gyfer rhanddeiliaid wedi nodi'r angen i ystyried y weledigaeth ar gyfer a'r diffiniad o weithwyr cymdeithasol cymwys yng nghyd-destun Deddf Gwasanaethau Cymdeithasol a Llesiant (Cymru) a Chymru Iachach. Mae gwaith allweddol yn mynd rhagddo ar ymchwilio i'r weledigaeth ar gyfer Gwaith Cymdeithasol yng Nghymru a'r diffiniad ohono, ac mae datganiad drafft wedi'i drafod gan grŵp cyfeirio rhanddeiliaid a bydd yn cael ei rannu'n ehangach yn gynnar yn 2020 er mwyn cael adborth. Unwaith y mae'r gwaith hwn wedi'i gwblhau, gallwn gydweithio â'r sector er mwyn ystyried y cymorth sy'n ofynnol gan y proffesiwn Gwaith Cymdeithasol yn wyneb themâu blaenoriaeth strategaeth y gweithlu, a bydd angen i hyn gynnwys ailystyried addysg a dysgu ar ôl cymhwyso, a'r modelau mwyaf priodol o gefnogi hyn. Yn y pen draw, y bwriad yw sicrhau bod y gwaith hwn yn cyd-fynd â'r broses o gynllunio i roi strategaeth y gweithlu ar waith.				

ASESIADAU EFFAITH / IMPACT ASSESSMENTS	I'w gwblhau unwaith y bydd gennym gynigion ynglŷn â'r ffordd ymlaen.

Gwaith Cymdeithasol yng Nghymru

1.   Cyd-destun

1.1   Ym mis Ionawr 2019, bu Bwrdd Gofal Cymdeithasol Cymru yn ystyried dulliau posibl ar gyfer y ffordd ymlaen i gefnogi Dysgu ac Addysg Proffesiynol Parhaus (DAPP) Gweithwyr Cymdeithasol yng Nghymru. Roedd hyn yn dilyn canfyddiadau sawl gwerthusiad, gan awgrymu bod dull newydd yn ofynnol. Mae canlyniadau gwerthusiad annibynnol diweddaraf y rhaglen DAPP yn parhau i amlygu hyn. Gan ystyried yr ymagweddau niferus at DAPP cyn hyn ar gyfer gweithwyr cymdeithasol yng Nghymru, nid oedd y tîm Rheoli Gweithredol am ruthro i ganfod atebion.

1.2   Yn unol â dewis 3 o'r adroddiad gwerthuso[1], gofynnwyd i gydweithwyr ar draws maes Gofal Cymdeithasol Cymru i oedi a myfyrio. Ar ôl ystyried data a gwybodaeth allweddol, nodwyd pryderon ehangach, er enghraifft graddau ymrestru ar raglenni gradd gwaith cymdeithasol, a recriwtio a chadw staff profiadol ym maes gwaith cymdeithasol, sy'n gallu cynnig ymarfer sy'n canolbwyntio ar ganlyniadau i blant, teuluoedd ac unigolion yng Nghymru.

1.3   Crynhowyd y materion cyfredol mewn papur trafod. Nod y papur trafod hwn oedd llywio ystyriaethau o'r hyn a ddylai fod ar gael i weithwyr cymdeithasol yng Nghymru, er mwyn cynnal gweithlu medrus ac arbenigol iawn, sy'n gallu darparu'r ymarfer gorau i unigolion, plant, teuluoedd a gofalwyr yng Nghymru.

1.4   Mae'r materion amrywiol a nodwyd yn mynd y tu hwnt i gwmpas Gofal Cymdeithasol Cymru, a chynhaliwyd gweithdy bwrdd crwn ym mis Medi 2019 ar gyfer rhanddeiliaid er mwyn ymchwilio i faterion gyda chydweithwyr o bob cwr o Gymru.

1.5   Gellir crynhoi prif faterion a thrafodaethau'r gweithdy hwn dan dair prif thema yn cynnwys:

- ***Neges pwy sy'n gyson? - Arweinyddiaeth:*** roedd hyn yn cynnwys ystyriaeth bod yna ddiffyg arweinyddiaeth a chanllawiau proffesiynol cyffredinol ar gyfer gweithwyr cymdeithasol yng Nghymru sydd ar waith mewn proffesiynau neu wledydd eraill, er enghraifft y Prif Swyddog Nyrsio, a Phrif Weithwyr Cymdeithasol mewn rhannau eraill o'r DU.

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[1] Mewn gwerthusiad annibynnol nodwyd opsiwn 3 fel: cyfri stoc gyda phartneriaid er mwyn deall anghenion y sector a'r pwysau sydd arno a'r ffordd orau y dylai Fframwaith DAPPPEL – ac yn enwedig rhaglenni Ymarferydd Profiadol, Uwch Ymarferydd ac Ymgynghorydd Gwaith Cymdeithasol – fwrw ymlaen yn y dyfodol.

- ***Beth yw pwynt gwerthu unigryw gwaith cymdeithasol? Diffiniad Cymru o waith cymdeithasol,*** roedd hyn mewn ymateb i leihau rôl gweithwyr cymdeithasol o bosibl a sicrhau bod cryfderau unigryw a chyfraniad gweithwyr cymdeithasol i unigolion, teuluoedd a chymunedau'n cael ei gydnabod.

- ***Amodau a thelerau***: roedd yr ystyriaethau'n canolbwyntio ar rai ffactorau allweddol - cyflog, amodau a chydraddoldeb o ran parch (gyda dull cenedlaethol yn cael ei awgrymu); llesiant yn y gwaith a dysgu a datblygu

1.6
Y cam blaenoriaeth cyntaf a nodwyd oedd ymchwilio i'r weledigaeth ar gyfer Gwaith Cymdeithasol yng Nghymru yng nghyd-destun Deddf Gwasanaethau Cymdeithasol a Llesiant (Cymru) a Chymru Iachach a'r diffiniad ohoni. Sefydlwyd is-grŵp, a gafodd ei gynnull gan Gofal Cymdeithasol Cymru, i ddatblygu hyn. Roedd hwn yn gam pwysig, ac angenrheidiol cyn i ni fedru ystyried anghenion dysgu a datblygu, a dulliau eraill i gefnogi gweithwyr cymdeithasol yng Nghymru. Cafodd cyfranogwyr y gweithdy bwrdd crwn ar gyfer rhanddeiliaid eu hailymgynnull cyn y Nadolig er mwyn helpu i ystyried a datblygu'r diffiniad hwn.

1.7
Mae yna nifer o themâu yn dod i'r amlwg wrth i ni ystyried gwaith cymdeithasol, er enghraifft llesiant y gweithlu, arweinyddiaeth, recriwtio, sy'n cael eu nodi hefyd ar draws strategaeth y gweithlu iechyd a gofal cymdeithasol. Mae strategaeth drafft y gweithlu'n nodi, yng ngham 31, yr angen i "Ddatblygu cynlluniau'r gweithlu ar gyfer grwpiau proffesiynol allweddol" a gwaith cymdeithasol yw un o'r proffesiynau a nodwyd.

1.8
Fel y cyfryw, bydd angen i ni ystyried unrhyw gynllun datblygu sy'n dod i'r amlwg ar gyfer gwaith cymdeithasol, yn wyneb strategaeth y gweithlu, sy'n cael ei ystyried gan Weinidogion ar hyn o bryd. Bydd angen datblygu'r cynllun a ddaw i'r fei mewn partneriaeth a bydd angen iddo fod yn seiliedig ar ymgysylltu ac ymgynghori ehangach. Bydd gwaith cymdeithasol yng Nghymru'n cael ei drafod gydag ADSS Cymru ar 24 Ionawr.

2.   Goblygiadau o ran adnoddau

2.1   Mae portffolio rhaglen y rheolwr gwella a datblygu yn cynnwys gwaith cymdeithasol. Fel rhan o'n cynllun busnes ar gyfer 2020/21 a'r broses o weithredu strategaeth y gweithlu, bydd angen i ni lunio ar y cyd gynllun gweithredu gyda'r sector i gefnogi cynnydd y materion a nodwyd. Bydd angen costio hyn fel rhan o'r broses ddatblygu hon.

2.2   Mae'n annhebygol y bydd gennym fodel cadarn ar gyfer dysgu a datblygu ar ôl cymhwyso yn y dyfodol, yn ystod y flwyddyn ariannol hon neu'r flwyddyn ariannol nesaf - felly bydd angen dod o hyd i gymorth blynyddol gwerth £250,000 ar gyfer gweithwyr cymdeithasol tra bod y gwaith hanfodol hwn yn mynd rhagddo. Mae'r Bwrdd eisoes wedi cytuno, yn amodol ar gadarnhau'r gyllideb, i ddefnyddio rhywfaint o'r gyllideb hon i gynyddu dros dro yr

adnoddau sydd ar gael drwy grant Gofal Cymdeithasol Cymru i ranbarthau ar gyfer Rhaglen Datblygu'r Gweithlu i gefnogi'r gwaith hanfodol o ddenu, recriwtio a chadw staff. Gwelwyd tanwariant gyda bwrsarïau gwaith cymdeithasol hefyd.

3. Ystyriaethau risg

3.1 Mae Bwrdd Gwaith Cymdeithasol Cymru eisoes wedi trafod pryderon am y risg i enw da o newid y fframwaith DAPP cyfredol gyda phedwerydd fframwaith nad yw'n diwallu anghenion y proffesiwn gwaith cymdeithasol sy'n newid drwy'r amser.

3.2 Mae yna fwlch posibl yn y ddarpariaeth ar gyfer dysgu a datblygu ar ôl cymhwyso os nad ydym yn parhau gyda darpariaeth DAPP - mae hwn yn cael ei liniaru wrth i fyfyrwyr cyfredol DAPP barhau i gael cefnogaeth, ac wrth i gyflogwyr a gweithwyr cymdeithasol gael mynediad at ddysgu ar ôl cymhwyso sydd wedi bod y tu allan i'r fframwaith DAPP erioed e.e. dyfarniad addysgu ymarfer; asesydd budd pennaf ac ymarferydd iechyd meddwl a gymeradwyir yn ogystal â rhaglenni datblygu ar gyfer rheolwyr tîm a rheolwyr canol. Gydag unrhyw ddatblygiadau yn y dyfodol, byddem am ystyried y cysylltiad rhwng y rhaglenni hyn ag unrhyw hyfforddi a dysgu ehangach ar ôl cymhwyso.

4. Ymgysylltu

4.1 Cynhaliwyd dau weithdy trafod bwrdd crwn ar gyfer prif randdeiliaid ym misoedd Medi a Rhagfyr 2019. Cafwyd ystyriaethau cyn y cyfarfod yn enwedig gydag ADSSC a Phenaethiaid rhwydweithiau Gwasanaethau Oedolion a Phlant. Bydd y gwaith hwn yn cael ei drafod gyda grŵp Arweinyddiaeth ADSS Cymru ar 24 Ionawr, sy'n bartneriaid allweddol wrth ystyried ac ymateb i'r prif faterion a nodwyd yn 1.5, yn enwedig y materion sy'n gysylltiedig ag amodau a thelerau gweithwyr cymdeithasol sy'n gyfrifoldeb i awdurdodau lleol unigol.

4.2 Sefydlodd is-grŵp y bwrdd crwn weledigaeth a diffiniad drafft o Waith Cymdeithasol yng Nghymru. Cafodd hyn ei ystyried yn nigwyddiad bwrdd crwn mis Rhagfyr 2019 ac mae'n cael ei fireinio ar hyn o bryd yn wyneb adborth. Bydd angen cynnal rhagor o waith ymgysylltu ar y diffiniad hwn. Ystyrir bod y gwaith cyffredinol hwn yn ei gyfnod cwmpasu ac ymchwilio o hyd, ac er mwyn bwrw ymlaen ag unrhyw ymatebion sy'n ymwneud â holl rychwant y materion a nodwyd hyd yma yn y gwaith hwn, bydd angen dull partneriaeth cadarn. Bwriedir cynnal y gweithdy nesaf ar gyfer rhanddeiliaid ddiwedd mis Chwefror 2020.

4.3 Bydd angen ystyried a chynllunio cynllun ymgysylltu a chyfathrebu ehangach wrth i'r gwaith hwn fynd rhagddo.

5. **Effaith**

5.1 I'w hystyried wrth i'r trafodaethau fynd rhagddynt.

Social work: a profession worth developing?

A discussion paper about the future of social work in Wales

Questions for discussion

- What is the vision of the social work profession of the future? What stopped Garthwaite's recommendations embedding?

- What is the unique knowledge, skills and expertise of the social worker? What should the relationship between statutory social work, wider services, and individuals, children and families be in an integrated service model?

- How do we develop flexible and effective approaches to career pathways? Who can help do this?

- What are the opportunities to develop social work in the future?

Purpose of paper

This paper has been produced as a consequence of Social Care Wales pausing and reflecting on the Continued Professional Education and Learning (CPEL) framework for social workers, it's purpose, process, and any future design. This work in exploring post qualification learning in social work has indicated other areas of the profession in Wales that need focus and attention. This paper will describe emerging concerns about enrolment on social work degree programmes, as well as the recruitment and retention of experienced social workers in Wales. This indicates challenges in building a sustainable, competent workforce who can offer excellent outcome focussed practice to children, families and individuals in Wales.

What should the role of social work be?

Social workers engage and work with a range of individuals and families and in a myriad of situations across the world.

> 'Social work is a practice-based profession and an academic discipline that promotes social change and development, social cohesion, and the empowerment and liberation of people. Principles of social justice, human rights, collective responsibility and respect for diversities are central to social work. Underpinned by theories of social work, social sciences, humanities and indigenous knowledge, social work engages people and structures to address life challenges and enhance wellbeing.

> The above definition may be amplified at national and/or regional levels'[2].

We know that individuals, children and families value good social work and the positive impact this has on society in the short, medium and long term cannot be underestimated[3]. For some, social work's main function must be enabling individuals to achieve their potential and reach their goals in life (Ruch, 2005; Ferguson, 2007; Dominelli, 2010; Munro, 2011; Romeo, 2014), with effective, purposeful relationships being pivotal in this. However, what the role of social work should be in delivering better outcomes is contested, although National Occupational Standards offer some role definition in Wales.[4]

In 2014 Mark Drakeford described 'The magnificent 7 characteristics of social work' (see appendix 1) which describe the uniqueness of the role

> 'position[ing] social workers very clearly as brokers in the system, working with other services alongside, and speaking up for, their users. We need to create relationships of equality with people who use services; where we recognise what we do and also the expertise of those people who use services'[5].

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[2] Definition was approved by the IASSW General Assembly and IFSW General Meeting in July 2014. http://www.iassw-aiets.org/global-definition-of-social-work-review-of-the-global-definition/
[3] Care Inspectorate Wales & Health Inspectorate Wales Thematic Reviews https://hiw.org.uk/sites/default/files/2019-06/190207joint-thematic-review-community-mental-health-en.pdf & https://careinspectorate.wales/190619national-overview-report-relation-care-experienced-children-and-young-people-wales
[4] https://socialcare.wales/nos-areas/social-work
[5] https://www.basw.co.uk/media/news/2014/oct/magnificent-seven-characteristics-social-work

However, within adult and children's services in the UK, there has been 'a proliferation of managerial organisational rules' (Evans, 2013 p.739), leading to social work that is more focussed on complying with these standards, as opposed to focussing on relationship based practice. Performance measures are predominantly numbers based, driving practice and often leaving little room for professional judgement; e.g. there must be a child protection visit fortnightly regardless of whether it is helpful to either family or professional on that day. This shifts focus from intervention with service users and direct practice to performance targets and leads to social workers getting 'stuck in the treacle of the rules other people have made up for them'[6], losing the ability to 'work alongside individuals and families and listen empathically to their needs and concerns. By supporting and understanding an empathic way of working we can really understand and respond more effectively to the warning signs of emotional and physical distress'[7].

The challenges in delivering good social care are well documented, as is the impact of ongoing austerity on social care generally[8]. Social work's main responsibilities and functions in assessing and delivering care and support plans, are impacted by this. Social workers and supervisors are routinely working beyond the expectations of their job descriptions and contractual obligations.

A recent UK wide study of social workers found that most social workers (no matter what work area or type of employer) work approximately 10 hours a week over their contracted hours and there appears to be an acceptance of this (Ravalier, 2018). Linked to this are the threats and physical abuse often aimed at social workers[9], the high risk nature of the work and prevalent blame culture if a worker makes a mistake[10], and the highly charged nature of the role of a social worker emerges. In Wales 55% of survey respondents were considering leaving their role in the next 18

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[6] Munro, E. 2011. The Munro Review of Child Protection: Final Report - A Child Centred System.
Isabelle Trowler, Chief Social Worker for Children and Families "Care Proceedings in England: the Case for Clear Blue Water"

[7] Lyn Romeo, Chief Social Worker for adults, https://www.communitycare.co.uk/2018/11/20/taking-prevention-approach-core-bread-butter-social-work/

[8] https://www.walesonline.co.uk/news/wales-news/everyone-agrees-social-care-crisis-15811448

[9] https://www.basw.co.uk/resources/insult-and-injury-exploring-impacts-intimidation-threats-and-violence-against-social

[10] https://www.communitycare.co.uk/2019/01/31/blame-and-shame-in-social-work-is-not-just-about-media-headlines/

months, with working conditions in all 4 nations in the UK being 'extremely poor' (Ravalier, 2018).

Professions and professionals are constantly developing knowledge and one set of rules or practice standards will not be sufficient for all situations[11]. There is a debate as to whether a series of tasks defines social work or whether there is a more complex interaction of knowledge, skills and experience. The proliferation of other roles (advocacy, community connecters, social prescribers, family support workers etc) whose remit is to form relationships and offer 'direct work' with individuals, children and families arguably impacts on the unique function of social work. The result of this is to perpetuate a workforce that does not have the power, permission, confidence, or in some cases, ability and skills, to work to the principles of the Social Services and Well-being Act, and achieve the vision of 'A Healthier Wales[12]'.   Social work's main function then becomes accountability and case management rather than facilitation of change, with social workers spending 80% of their time recording[13]. This unintentional de-skilling of social work impacts directly on individuals, children and families, in that social workers must form effective relationships to fulfil a core part of their role in the development of care and support plans, facilitating change resulting in good outcomes.

> 'Is an expert social worker one who can take action, one who can articulate what action was taken, or one who can articulate what action should or would be taken?'[14]

Accountability is crucial, and it may be that we are content for this to be the predominant part of the social work role. If this is the case then we have to accept that this undermines social workers' ability to work 'with' and not 'to' individuals, leading to a workforce that spends a disproportionate amount of time recording, and a profession that is ultimately deskilled in the relationship based practice that has

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[11] Fish, D. & Coles, C. (2000) Seeing Anew: Understanding Professional Practice as Artistry IN Davies, C., Finlay, L. & Bullman, A. Eds (2000) *Changing Practice in Health and Social Care* London: Sage Pubs

[12] https://gov.wales/sites/default/files/publications/2019-04/in-brief-a-healthier-wales-our-plan-for-health-and-social-care.pdf

[13] https://www.basw.co.uk/resources/80-20-campaign-final-report-2018

[14] Fook, J., Ryan, M. & Hawkins, L. (1997) Towards a theory of expertise. *British Journal of Social Work* 27, pp. 399 - 417

been a traditional part of the role, and is most valued by individuals, children and families.

Social Work in Wales

On 1st April 2019 there were 6,263 social workers registered in Wales, with 3,806 having a social work caseload (the reminder have some form of management role, not currently practicing or working outside of Wales), and 72% of those work in local authorities[1]. Workforce planning data tells us that the number of 'whole time equivalent' posts in local authorities is 3,591 or a total headcount of 3, 898[15]. This means that there are a large number of registered social workers who are not directly delivering services to individuals, children and families in local authorities in Wales, and the differences in these numbers have been consistent in recent years and does highlight that registration is valued even by those not directly practicing. There will be some employed in third sector organisations, other bodies (i.e. Cafcass Cymru) or working independently but this seems high and this disparity between the numbers of registered social workers, and those working as described may be worth exploring further.

The available posts to social workers employed by children services has decreased by 0.1%, but recruitment is difficult as in actuality there has been a decrease in children's services social workers employed by 2.1%. On the other hand the number of posts available in local authority for adult services has decreased by 0.6%, but actual workers employed has risen by 3.4%.

We also know that turnover is 11% in adult services, and vacancies[16] at 6%, and agency staff usage at 2%. Turnover is 15% in children services, 12% of posts are vacant, with agency staff usage at 4%. Some authorities are using agency staff for over 30% of vacant posts[17], some do not use agency staff at all, but are carrying higher numbers of vacancies, and some have no vacancies at all. Care should be taken when interpreting these statistics due to potential differences in reporting and may benefit from further investigation.

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[1] https://socialcare.wales/cms_assets/file-uploads/Social-workers-factsheet-ENG.pdf
[15] https://socialcare.wales/cms_assets/file-uploads/Social_Worker_Workforce_Planning_2017_18_eng.pdf
[16] This may include vacancies that are frozen as well as those actively being recruited to.
[17] Workforce planning data 2017/18

The numbers of students applying for training has decreased significantly this year[18]and this is marked in traditional qualification courses. The Open University do not seem to have the same issues and this may be linked with flexibility, fees or other reasons unknown. Only one university is fully subscribed, but at this point we would hope that they would all be oversubscribed as individuals inevitably withdraw prior to enrolment. Coupled with evidence that newly qualified social workers are struggling with the requirements of the role[19], and the ability of the established workforce to practice in an outcome focussed way, a concerning picture begins to emerge, both about workforce capability, capacity and numbers. All of this impacts on individual workload, resulting in a need to work harder and longer, leading to dissatisfaction, stress with the issues described and impacting on social workers ability to offer outcome focussed practice.

Sadly in Wales, this picture of a stressed diminishing workforce is nothing new. In 2005, following concerns about the social work workforce, ADSS Cymru commissioned a report *'Social Work in Wales: A Profession to Value. The report of the ADSS-led multi-agency group on the recruitment and retention of local authority social workers in Wales'* led by Tony Garthwaite[20]. At that point, sickness, staff turnover (15%), vacancies (14.8%) and use of agency workers were all high. Concerns about the expectations of the role were also evident:

> 'Increased scrutiny, joint reviews, inspections and publicly available annual performance evaluations are moving local authorities towards increased target setting often based on process indicators. This is contributing to a shift in the emphasis of the social work role from direct contact with clients. Social workers and their managers are expressing concern about increased levels of bureaucracy in their roles which do not necessarily translate into improved outcomes for service users and carers'.

Garthwaite made 41 recommendations, linked to:

- Roles and responsibilities

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[18] Figures correct on 19 July 2019. Subject to change

[19] Social Work Task Force, 2009. Building a safe confident future: The final report of the social work task force November 2009.

Balancing risks, rights and responsibilities in Child Protection - Round Table Discussion 29 July 2019

[20] Available on request.

- Recruitment and retention
- Training and staff development
- Pay, benefits and working conditions

He recommended local authorities took a collaborative approach to social work development, based on the underlying principle of a 'Wales Social Services', as opposed to 22 local authorities all competing with each other for the same pool of workers. He recommended a national pay scale, and job descriptions. Pay would be linked to post qualification learning thereby developing an expert skilled workforce with the right balance of expertise to lead the delivery of excellent care for individuals, children and families. Most of these recommendations were not adopted, or were tried but have not embedded; for example, pay grades linked to CPEL and consistent job descriptions. Pay has increased for social workers but this still varies between local authorities, and services. Opportunities to explore this option were not taken up and possible solutions such as pay scales being augmented by a city uplift or weighting.

There are many similarities between Garthwaite's description of social work in Wales then and now, and arguably improvements have not been made. It could be that there is now cause for increased concern as there was not a shortage of enrolments on social work degree courses in 2005. Papers have been written about the pressure on social workers since at least 1984[21], and it could be said that the 'golden age' of things being better before does not seem to be true. It could be that the challenges described here should be accepted as being part of social work.

However, Wales has a clear vision of placing individuals, children and families at the heart of practice, enabling them to have voice and control, working towards what matters to them (Social Services and Wellbeing (Wales) Act 2014). If we really want to see change in outcomes for individuals, children and families then we must not accept this status quo, but robustly seek to develop the social work profession and the critical role in delivering high quality, modern practice.

Who is responsible for social work development?

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[21] The first traceable article dates back to 1984

In the UK there is no one organisation that can be said to 'lead' the social work profession. In England there are Chief Social Workers for adults and children's services[22], Northern Ireland has a Chief Social Work Officer[23], and Scotland has a Chief Social Work Advisor[24], all of whom are appointed by governments, and have specific responsibility for social work. Wales has no clear equivalent but does have a Director of Social Services for Welsh Government[25], but the role holds no exclusive remit for social work. Similarly, Social Care Wales aims to lead and support improvement in Wales by creating an environment of working together and developing new relationships across the Welsh public service [26], but this is not exclusive to social work and covers many other roles in social care. In Wales there are a wide range of organisations with an interest in social workers as a group in the social care workforce, including Association of Directors of Social Services Cymru, and Social Care Wales, but there is no body that can be said to be only representing social workers in Wales

All social workers across the UK need to register with their regulatory body, and there are voluntary membership based organisations for social workers, the most prominent being the British Association of Social Workers, who are 'the independent voice of social work. We champion social work and help members achieve the highest professional standards.'[27]

In seeing social work as a profession, the demands to meet targets and statutory requirements puts the onus on social workers to evidence the added value that they bring to society[28]. We must explain the knowledge base of the profession, what makes a social worker expert and where the expertise comes from, but this is problematic when there is no one lead organisation carrying out this function nor with a remit for specifically for social work's development as a profession.

A Bachelors or Masters degree is required in order to become a qualified social worker, which is commensurate with other professions demanding a high level of

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[22] Lyn Romeo and Isabelle Trowler.

[23] Sean Holland

[24] Iona Colvin

[25] Albert Heaney

[26] https://socialcare.wales/about/strategic-and-corporate-plan

[27] https://www.basw.co.uk/about-basw

[28] Dominelli, L. (2010) Globalization, contemporary challenges and social work practice. International Social Work, 53 (5), pp. 599 - 612

education for entry to the profession. This places the professional at the centre of their own professional development, reflected in the Codes of Professional Practice, which expects professionals to 'make sure they have the knowledge and skills to do their job well'[29]. It is also a regulatory requirement that social workers complete a minimum period of post qualification learning, further reinforcing that the individual is responsible for their own development. However, we have seen that it can be challenging for workers to engage with ongoing learning needs when the crucial support of employers is variable (see appendix 2: Social Care Wales – Discussion paper. The ongoing professional learning and development of social workers).

We also know that employers of social workers are working within a wider system that brings pressures of capacity. This challenges the ability and desire to recognise and prioritise the need for social work development as services 'fire fight', and inevitably in this context post qualification learning and development can be neglected. However, where learning programmes are valued and seen as essential to job roles, they are more successful and do embed learning in social work.

Given the haziness of who is responsible for leading the social work profession in Wales (the individual, the organisation, ADSS Cymru, WLGA, Welsh Government, Social Care Wales, BASW) it is unsurprising that Garthwaite's recommendations did not embed, as CPEL frameworks have not. However if we want a social work workforce in Wales that can rise to the challenge of offering expert practice and delivering better outcomes with the individuals and communities of Wales these wicked issues need to be resolved. While recognising the challenges in prioritising professional development, failing to prioritise it only creates problems in the future, as supply and capacity for excellent social work will not be met.

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[29] https://socialcare.wales/fitness-to-practise/codes-of-practice-and-guidance

Appendix 1 –

The magnificent seven characteristics of social work[30]

24 October 2014

Wales' Minister for Health and Social Services and former social worker Mark Drakeford outlined what he believes are the key characteristics of social work at BASW Cymru Social Work Awards ceremony:

1) Social work is a profession characterised by a determination to get alongside the vulnerable individuals and families it works with.

2) It is a profession that understands the structural forces that so often shape people's lives. The social in social work is there for a reason. It is there because social work understands the individual dilemmas and distresses we see in people's lives are not there because of some personality trait; they are there because so often structural forces have shaped the opportunities or lack of opportunities these people have faced.

3) We respond to those needs in a genuinely non-judgmental way. Almost all those who come into contact with social work have lived lives in which the conditions that affect them lead to be judged by other people. Whether they have a mental health condition, an issue of substance misuse, they struggle to look after their children or they find themselves in old age unable to look after themselves in the way they would like to, all of these are conditions which, in our society, bring the attention of other people to your door and it is often of the fiercely judgmental kind.

4) Social work needs to be different to that. It needs to be focused on the strengths and assets of people, not the problems they have. Everyone has strengths. Everyone has assets even when they are submerged and frustrated. The job of social workers is to find those strengths and bring them to the surface.

5) Social work is always infused with a sense of optimism about the chance of improvement. However gradual, however fragile, even in the most difficult and challenging of circumstances, if we don't believe things can get better for the people

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[30] https://www.basw.co.uk/media/news/2014/oct/magnificent-seven-characteristics-social-work

we work with how can we expect them to invest in the efforts that they need to make?

6) It ought to be a condition of social work that it acts wherever possible to support families in their efforts to look after their own children rather than removing their children from those efforts. And that it is dedicated to promoting independence among older people rather than creating dependency.

7) To do that, social work needs to be reconnected to the principles that determine advocacy which were hammered out in some of the darker days of social work in the 1980s. Those principles position social workers very clearly as brokers in the system, working with other services alongside, and speaking up for, their users. We need to create relationships of equality with people who use services; where we recognise what we do and also the expertise of those people who use services. We look at the things we provide and the things individuals provide and by combining them we get the best outcomes of all.

Appendix 2

Social Care Wales – Discussion paper

The ongoing professional learning and development of social workers

"*Social workers encounter ongoing expectations to serve new populations experiencing emerging social problems. At the same time, they experience pressures to engage in evidence-based and culturally-responsive practices and are required to be accountable for outcomes in environments of shrinking public resources. Therefore, it is essential for social workers to be lifelong learners".*[31]

Purpose of paper

Social Care Wales is in the process of reflecting on how to best support the ongoing professional learning and development of social workers in Wales, including specific programmes associated with the formal Continuing Professional Education and Learning (CPEL) framework for social workers in Wales. This review is intended to ensure that there is an opportunity for all qualified social workers in Wales to continue their professional education and learning beyond consolidation[32], and enhance the experiences of the people they support.

The last intake onto the full current CPEL programmes was in September 2018, when it was agreed that a period of pause and reflection would mean there would be no new intake onto CPEL programmes from 2019 except for individual modules from within the framework. This pause has indicated concerns about social work more widely in terms of recruitment and retention.

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[31] Lifelong Learning in Social Work: A Qualitative Exploration with Social Work Practitioners, Students, and Field Instructors Portland State University PDX Scholar
[32] The Consolidation Programme is not part of this review and there are no further changes planned for these programmes beyond those being introduced as a result of the recent review.

This discussion paper is intended to inform development and maintenance of a highly skilled, expert workforce able to deliver best practice to individuals, children, families and carers in Wales.

Current context of social work

The purpose of this paper is to explore the post qualifying programmes available to social workers in Wales currently. However, in our regulatory role we have anecdotal evidence that the issues facing social workers in accessing post qualification learning, discussed later in this paper, may be representing wider emerging concerns about the social work profession in Wales as a whole. Enrolment on Social Work undergraduate and master's degrees has declined year on year over the past 4 years. We have also seen an increase in churn of workers across agencies.

The Garthwaite report published in 2005 "Social Work in Wales A Profession to be Valued", recommended *'solutions are based on the following requirements:*
> *• A new strategic approach to recruitment / retention founded on collaboration, not competition*
> *• A re-launch of social work as a profession, maximising the impact of new registration requirements*
> *• An improvement in social workers' pay*
> *• An improvement in the managerial and employer supports to social workers*
> *• An acceptance by social workers of their personal responsibility to perform and conduct themselves as true professionals*
> *• A shift in thinking about how to increase practice learning opportunities*
> *• A change in the contribution of regulators and inspectors to the causes, effects and solutions to the problems of staff shortages*
> *• Sufficient funding to implement the changes needed'*

This report contributed and shaped future discussions and developments for Social Work in Wales. In the last decade or so, there has been considerable attention given throughout the UK to the recruitment and retention of social workers. However, the

extent to which the recommendations of this report have been adopted in Wales is unclear.

In Wales, the ongoing professional learning and development of social workers has involved key organisations including:

> Welsh Government,
>
> Welsh Local Government Association (WLGA),
>
> Social Care Wales (SCW)
>
> Association of Directors of Social Services Cymru (ADSSC)

working in partnership with staff and professional representative bodies, such as UNISON and BASW, and universities.[33]

Do social workers need continued professional education and learning?

Wales has seen momentous change in legislation over the past 5 years impacting on social work practice and expectations, including the Social Services and Well Being (Wales) Act 2014, The Regulation and Inspection of Social Care (Wales) Act 2016, The Wellbeing of Future Generations Act 2015, and expected changes to mental capacity legislation. These changes have heavily influenced social work practices; requiring practitioners to update their knowledge, expertise and skills to embed outcome focussed practice, and enabling them to be current in the application of the new legislation. A minimum of 90 hours continued professional development is needed every 3 years to re-register as social workers and it is argued that continued learning is an essential requirement of any profession and professional[34].

- **What is the current context of CPEL?**

Social Care Wales (in the previous guises of Care Council for Wales (CCfW) and Central Council for Education and Training in Social Work) has implemented 3 versions of a continued professional learning and education (CPEL aka PQ) framework since the 1990's to support the learning and development of social

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[33] A report to the joint council for wales recruitment, retention and career progression of social workers in Wales

[34] Schön, D. 1983. *The Reflective Practitioner: how professionals think in action.* Harper Collins: Basic Books; Freidson, E. 2001. *Professionalism: The third logic on the practice of knowledge.* Chicago: University of Chicago Press

workers, career pathways and the recruitment and retention agenda. These have been developed with significant investment and collaboration from local authorities, professional bodies and organisations, however none have fully embedded into the professional landscape. In the current context the CPEL framework is seen as a separate framework to other post qualification awards available to social workers (i.e. BIA).

In 2009 ADSSC agreed a national career pathway was required for the social work profession, however this does not appear to have been consistently implemented across Wales, although there is evidence that it has been applied in some local authorities, this has not been consistent across Wales so has not achieve the national career framework that was its aim. CCfW worked with key stakeholders to develop and promote a framework with the aim of linking CPEL with these career pathways, and in some authorities, pay awards were also been structured in, with some linking to post qualification awards as a mandatory requirement for progression.

In 2012 the present CPEL framework was implemented by an alliance of universities across Wales. Three programmes were identified to be delivered following the completion of the mandatory consolidation award. These were:
- Experienced Practitioner Programme (EPP)
- Senior Practitioner Programme (SPP)
- Consultant Social Worker Programme (CSWP)

When a social worker qualifies in Wales, they must complete a consolidation programme in the first 3 years prior to re-registration. Social workers in Wales can undertake the above CPEL programmes or modules once they have completed 2 years post qualifying practice. Candidates were advised to access the programme most relevant to their post and position. However, the Consultant programme required 5 years post qualified practice to have been completed prior to commencement.

The current CPEL framework has been evaluated in a number of ways since its inception:

- 2016 The Hawliau report was commissioned by Cardiff University to look at the issues of attrition and identify issues which could be actioned to improve the completion rate for CPEL
- 2018 Daisy Bogg was commissioned by SCW and recommendations for changes to the framework came from this report
- Cordis Bright has evaluated and monitored the CPEL framework throughout.[35]

Key findings of these reports found that there were strengths of the current programmes:

- National programmes for learning were valued
- Individuals with a preference for academic leaning were more likely to complete
- excellent content
- relevance to practice
- accessible to all social workers
- research focus.

As part of its regulatory role SCW monitors and evaluates social work education and has directly met with CPEL students across Wales, which, combined with feedback from the above reports indicated a number of concerns about the CPEL programmes:

- number of people enrolling on the programmes annually declined from 110 to 71 over the five years, increasing the cost per person.
- attrition rates were unacceptably high '*The EP Programme has the lowest average completion rate, of 20%. For SP and CSW programmes, the average completion rates are 40% and 46% respectively[36]*'. The high attrition rate means that the cost per person increases.
- content and relevance of the programmes to job roles (particularly CSW) were poorly communicated and understood

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[35] Reports available from Social Care Wales
[36] Cordis Bright evaluation report 2019

- lack of contribution from employers, both financially and in course design contributed to lack of 'buy in'

- the 2 year programmes were too long

- Workload pressures and work life balance contributed to the high attrition rates

- Lack of ownership for social work and it's development as a profession at a strategic level

- Lack of urgency

- Insufficient study time

- Not valued or embedded in the same way as TMDP, MMDP, BIA, AMHP, and PE[37] award

These are other examples of programmes that were fully funded initially, then shared between grant funding centrally and core LA funding and ultimately absorbed within SCWWDP/core LA funding, as they became sustainable. It is worth noting that this is comparable with CPEL funding although CPEL has never been mainstreamed in the same way.

Funding for the CPEL Framework has been consistently available "The provision of funding for post-qualifying Continued Professional Development (CPD) by Social Care Wales is relatively unique in comparison with the majority of professions reviewed in the health and education sectors" (Care Council for Wales 2017). In many health professions, additional academic qualifications are self-funded through savings or loans, and other forms of post-qualifying CPD with a cost attached, are paid for through organisational training budgets. There are no financial penalties should social workers not complete the CPEL award and this training does not impact on local authority employer or individual budgets[38].

The evaluations above found that the unreasonably high attrition rates did not represent value for money. This was because funding was available annually for 100 places so if every person completed, would result in places being £3000.

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[37] TMDP – Team manager develop programme; MMDP – middle manger development programme; BIA – best interest assessor; AMHP – approved mental health practitioner; PE – practice educator

[38] Social Care Wales has compared different frameworks across professionals and internationally. Report available on request.

However, as enrolment and retention rates decrease the cost per head increases, as the Alliance was paid a fixed sum.

- **Comparison/analysis of different routes of learning?**

The other foremost qualifications and programmes that comparisons can be made with are:

- The Team Manager Development Programme (TMDP)
- The Middle Manager Development Programme (MMDP)
- The Approved Mental Health Practitioner Programme (AMHP) Reserved function (RF)
- The Best Interest Assessor (BIA) to change to Approved Mental Capacity Professional training (RF) when MCA is enacted
- The Practice Educator Award (PE) role required by Social Work Degree Partnerships

There is recognition these other qualifications are being achieved and have successfully embedded in to post qualification learning in social work. Exploration, comparisons and contrasting is required to establish why these are successful.

Please refer to appendices for full comparisons:
1. Overview of the numbers of students enrolled and completing all learning routes
2. Comparison and overview of courses
3. Overview of numbers enrolled and completing regionally

Daisy Bogg reports:

The Team Manager Development Programme costs the same as the EPP, SPP and CSW programmes, it takes half the time to complete and provides three times the number of face to face contact time for the same number of academic credits at the same cost per place. The Middle Management Development Programme (MMDP) which is also a level 7, 60 credit University Award comprises of seven taught days, Academic Advisor support sessions totalling twelve hours of 1-1 support and six hours of individual management coaching sessions. This course costs £4,000 which

is possibly reflective of the cost of providing a much higher level of individual support rather than group teaching. Generally speaking the Approved Mental Health Practitioner Courses, which are also level 7 and 60 credits, include a higher level of face to face contact that the EPP, SPP and CSW Programmes and costs approximately £2,000 per place[39].

The level of self-directed study is a strongly perceived barrier to the completion of the EPP, SPP and CSW courses, however [appendix 2] *indicates that these courses actually have a lower requirement for both the total number of days and self-directed learning, over a longer period of time than either the TMDP and MMDP, both of which have higher completion rates.[40]*

There is evidence through the reports and again from meetings with social workers that these other routes are valued and prioritised above the CPEL framework in some specialist areas. The only one however that is mandatorily linked to job role is AMHP, although this may change when the mental capacity legislation is enacted.

- **Barriers to engagement with any programme?**

The British Association of Social Workers (BASW) have recently (2019) addressed issues of social work education and linked these with pay and conditions:

"We must listen to and hear, the direct experiences of social workers, some of which has come through in recent forum responses.

- *Having time to study – case-load reduction – linked to feeling valued*
- *Commitment of managers*
- *Incentives/benefit of undertaking post-qualifying study - pay or progression*
- *Importance of internal motivation of social workers and not just a service need*
- *Be meaningful – need for clearer links to practice/registration requirements/social work identity*
- *Importance of reflective supervision*

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[39] Comparisons of costs of course should be viewed with caution. In terms of costs between CPEL and BIA/AMHP/PE is that these attribute other costs i.e. practice assessment both in terms of training practice assessors, paying long arm PA's or paying in house PA's. This bumps up the overall unit cost for each award and would impact on the cost per head per award

[40] Daisy Bogg Options Appraisal Report

- *National pay scale"*[41]

Although caution is needed in making comparisons of the intakes to programmes and learners, in appendix 3 we can see that some regions have higher enrolments on all programmes (e.g Gwent) and less attrition (e.g Cwm Taf) and some have higher dropout rates (e.g. West Wales). We do not know the reasons for the varied uptake geographically.

It can be argued that the manager development programmes and practice educator award are directly required for operational and business objectives, and the progression of social workers may depend on these qualifications in some organisations. However, there are no clear reasons why this would be different for the experienced or senior practitioner programmes as these too are connected to established job roles (not necessarily so for the CSW programme). We wonder if the arguments discussed above related specifically to the CPEL framework regarding workloads, self-perpetuate a social work perception of 'we don't have time'. While we recognise the pressures that people face, and that contemporary social work has faced significant austerity measures, with complexity of the work increasing, we can see from the comparisons that there are differences in traction, and perceptions and engagement with programmes that cannot be explained just in terms of workloads and capacity.

- **What helps?**

Some key themes which were captured in the social work forums for CPEL which took place in 2018 were:

- Social workers wish to see a coherent framework of advanced knowledge and skills at a post qualifying level – they are not convinced of the value of collecting 'random' CPD points
- There is interest in the development of professional post qualifying awards
- Some social workers value academic awards
- Social workers value mentors and mentorship skills to support learning

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[41] Review of CPEL Allison Hulmes – Registered Social Worker National Director for Wales BASW Cymru

- Employer 'buy in' and support is critical. This includes reasonable study time and recognition of additional qualifications in career and pay structures
- The content of learning must be relevant and keep pace with new developments. Delivery models must use modern technology.
- 'Bite sized' learning which can be accessed flexibly is the most practical approach.

Conclusion/Questions for discussion

Who is driving the ongoing professional development and learning of social workers in Wales? Is this the responsibility of individual professionals or employers?

Does social work in Wales need a national framework for the ongoing professional learning and development of social workers? If so, what should it do?

What has led to some programmes embedding more than others transcended the struggles with workloads, austerity etc? What are the reasons for the difference in geographical uptake?

If it is needed, how can a framework be developed that becomes firmly established within the social work profession? Whose responsibility is this? How long should we give it to embed, and how do we 'sell' it?

What should it look like and how do we ensure the profession 'owns' a robust framework, supporting a workforce with a diverse range of specialist skills and knowledge leading to best practice?

Appendix 1:

Overview of the numbers of students enrolled and completing all learning routes[42]

Programmes	Numbers on programmes	Numbers enrolled	Numbers achieving	Numbers withdrawing	Numbers carrying forward
EPP	60	37	21	16	60
SPP	38	36	13	13	48
CSW	25	9	4	10	20
Enabling Practice 6/7 Practice Educator award	110	99	73	10	126
BIA	26	26	12	4	36
AMHP	29	27	22	4	30
Step Up to Management	35	71	5	1	100
TMDP	52	51	26	4	73
MMDP	26	21	17	1	29
Working with deaf and blind	5	1	5	0	1
Totals	406	378	198	63	523

Appendix 2: Programme comparison. To be read in conjunction with the Daisy Bogg report.
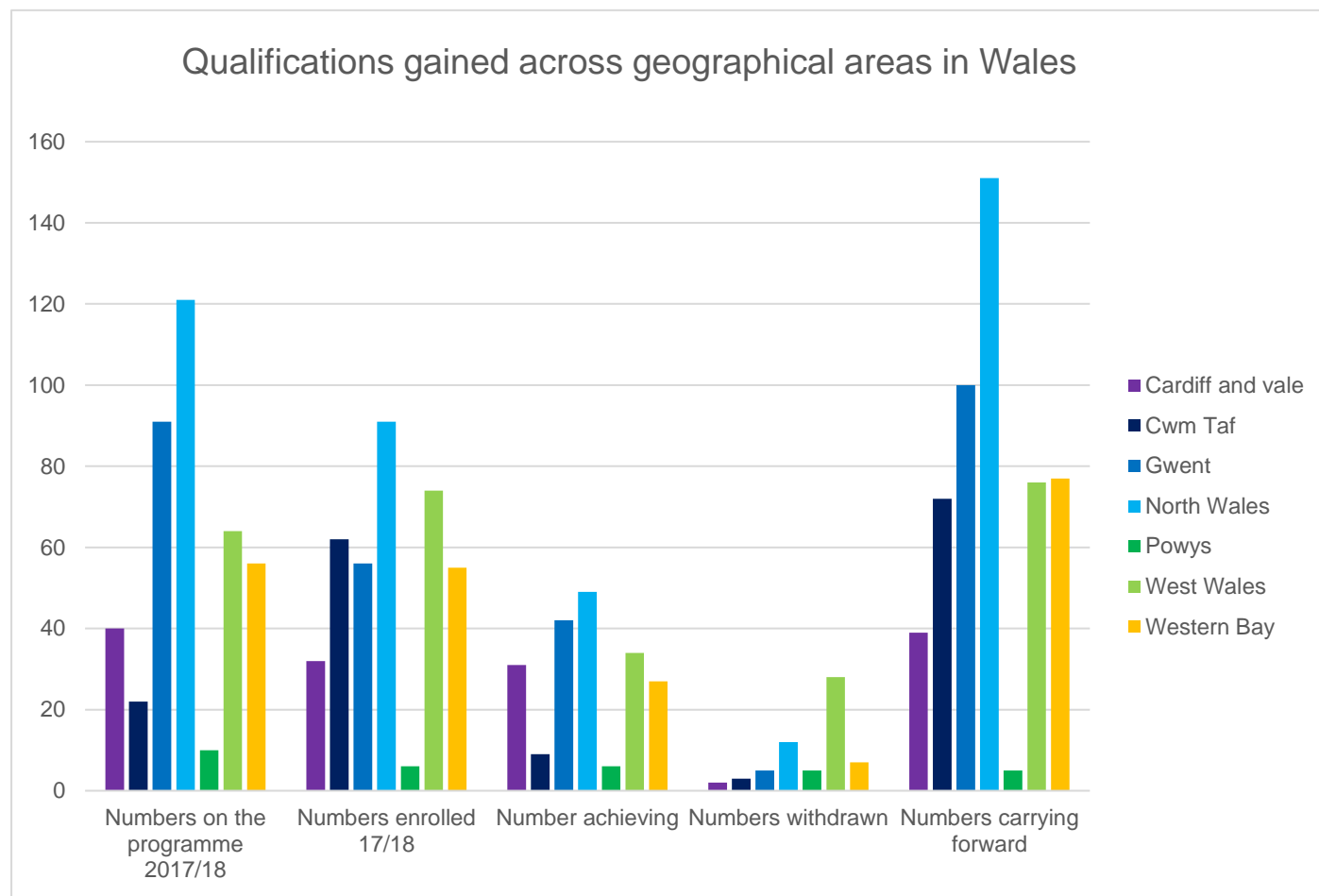
Programme	Date of Inception	Programme Length	Total cost of programme if all places filled and completed (2017)	Total taught Days	Recommended study days (provided by employer)	Private study days	Assignment requirements	Credit Award
EPP	2012	2 Years	£3,000	8 – as in DB report 2 + 13.5 (online and flexible) – Uni information	Recommended 1.5 days for assignments in year 1 (total no.) 4 days in year 2	5.5 and 29 'practice' days 'normal work applying and reflecting on learning'	Yr 1 - 1 assignment -1000 words Yr 2 - 1 research study (4 assignments – 4000 words total	60 Levels 6/7
SPP	2012	2 Years	£3,000	2 + 16.5 online	Recommended 3.5 for assignments 4 days for the 2nd year		Yr 1 - 2 assignments –– 2000 words total Yr 2 – research study – 3000 words	60 Levels 6/7
CSW (Modular)	2012	2 Years	£3,000	2 + 16.5 online	4 days for assignments	6.5 and 31 'practice days'	Yr 1 – Assignments x 2 – total Yr 2 – Assignments x 2	60 Levels 6/7

CSW (Dissertation route)	2012	3 Years	£3,000		2.5 days	No information	10,000 dissertation	Level 7
TMDP		1 Year	£3,000	13 sessions	3	Assignment 1 2500-3500 words 66 hours self-study Assignment 2 3000-4000 words 36 hours self-study Assignment 3 2000-3000 words 68 hours self-study	Module 1 – assignments; Module 2 - work-based project Module 3 - case-study & presentation	60 Level 7
MMDP		1 Year	£4,000	7 + 3 1:1	3	Assignment 1 2500-3500 word 66 hours self-study Assignment 2 2500-3500 40 hours self-study Assignment 3 3000-4000 words 74 hrs self-study	3 assignments	60

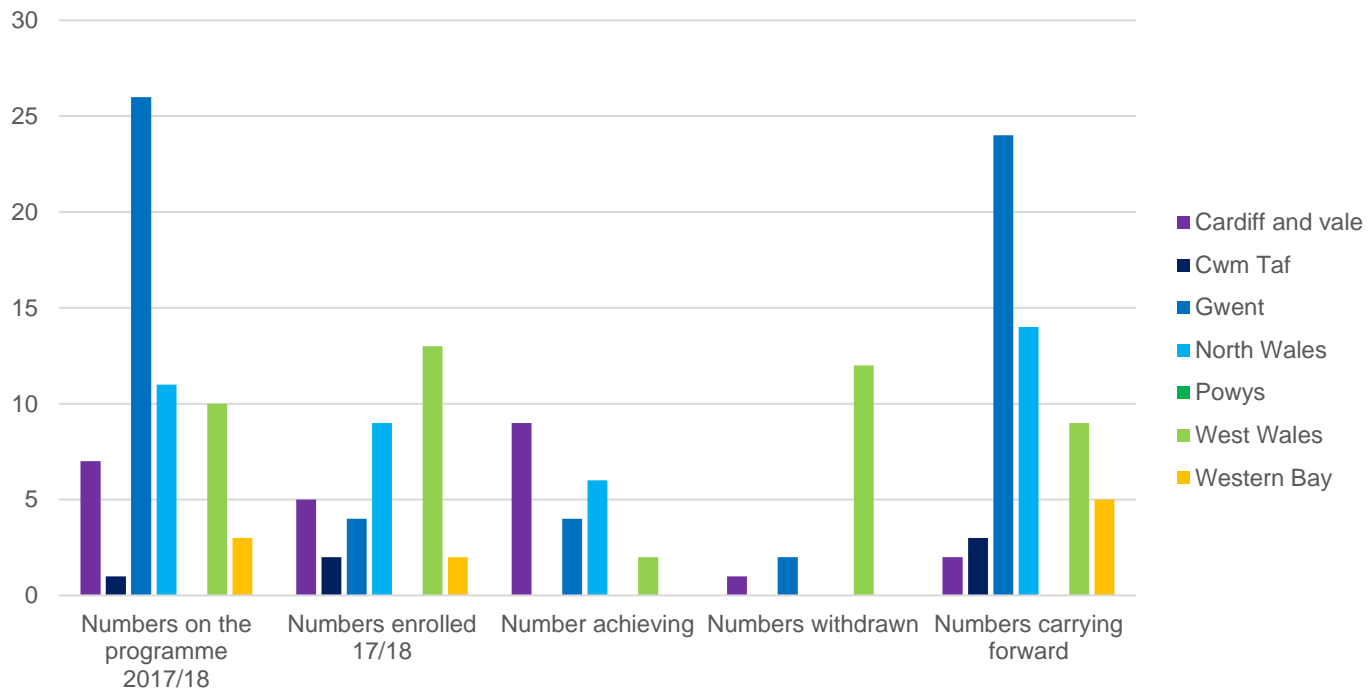|							
BIA North Wales		6 – 12 months		5	2		Assignment – 3000 words Observations x 2 DoLS hypothetical form completion	20 Level 7
BIA South Wales					2 days		Portfolio	20 Level 7
AMHP North Wales (Chester)	2007 (prior to this was ASW)	N Wales - 18 months	£2,300 variable	3 weeks taught 90,day placement	Recommended 17 study days including portfolio building	Handbook references 600 hours	Law exam, 3 assignments placement portfolio	60 Level 7
AMHP South Wales	2007 (prior to this was ASW)	S - Wales – 12 months	£5,350	17 taught sessions	Study days are negotiable with LA partners to the programme.	600 hours PRTL	4 assignments Placement Portfolio required	60 Level 7
Practice Educator		1 Year	£975	6	3	300 hours PRTL	2 assignments 1 portfolio	30 Levels 6/7

Appendix 3 –

Overview   of   numbers   enrolled   and   completing   regionally[43]
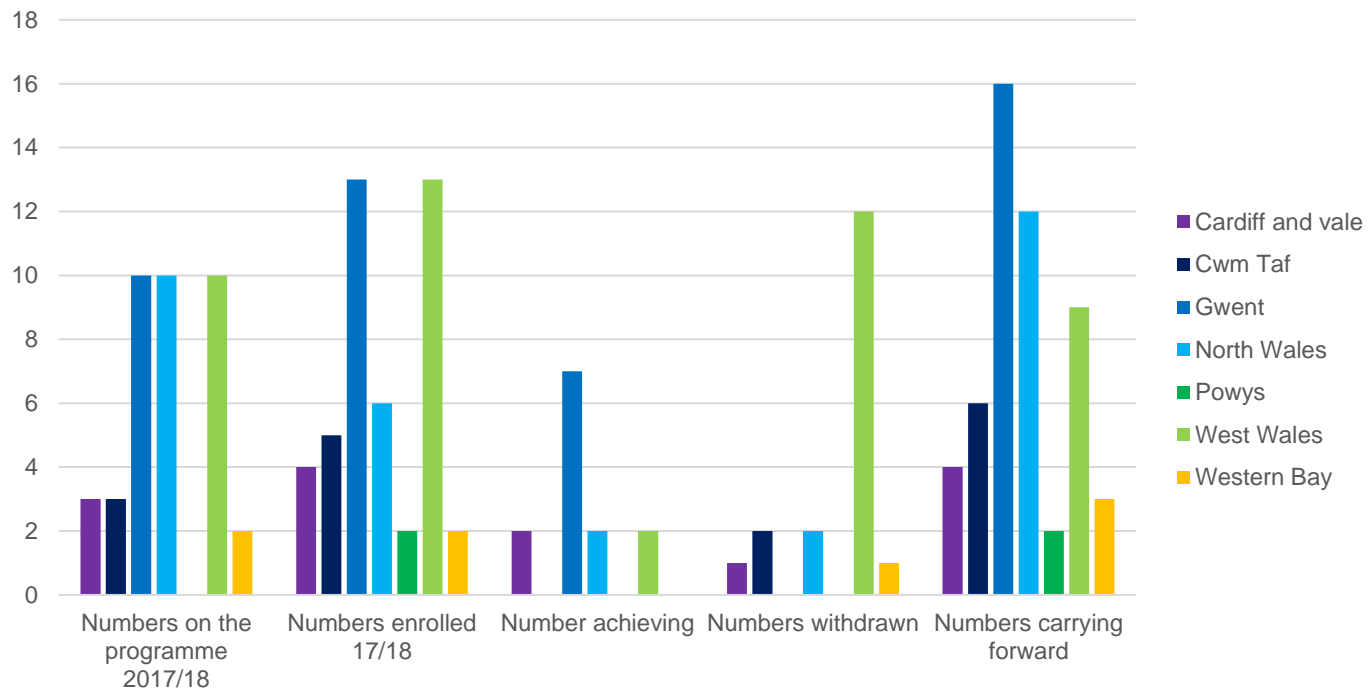

Qualifications gained across geographical areas in Wales
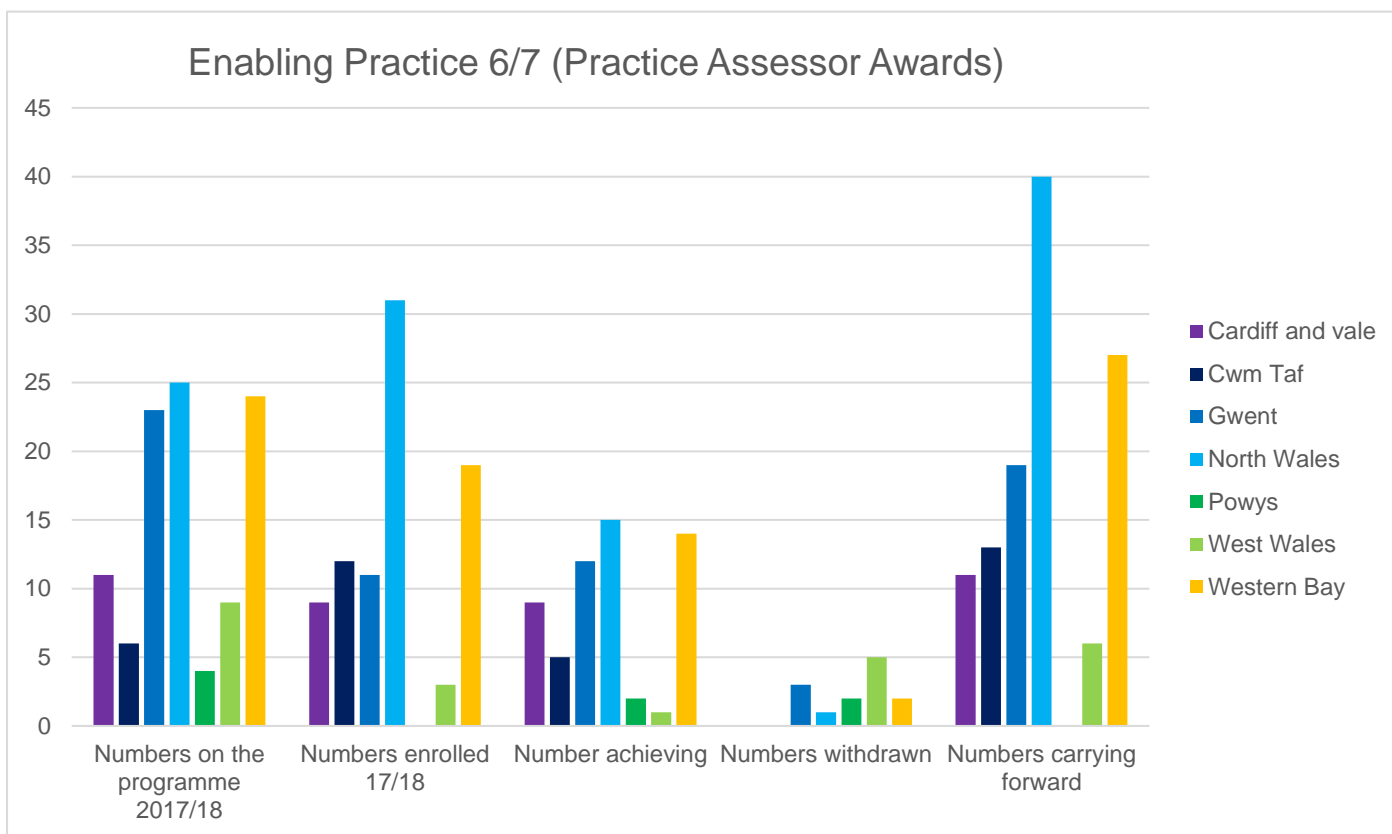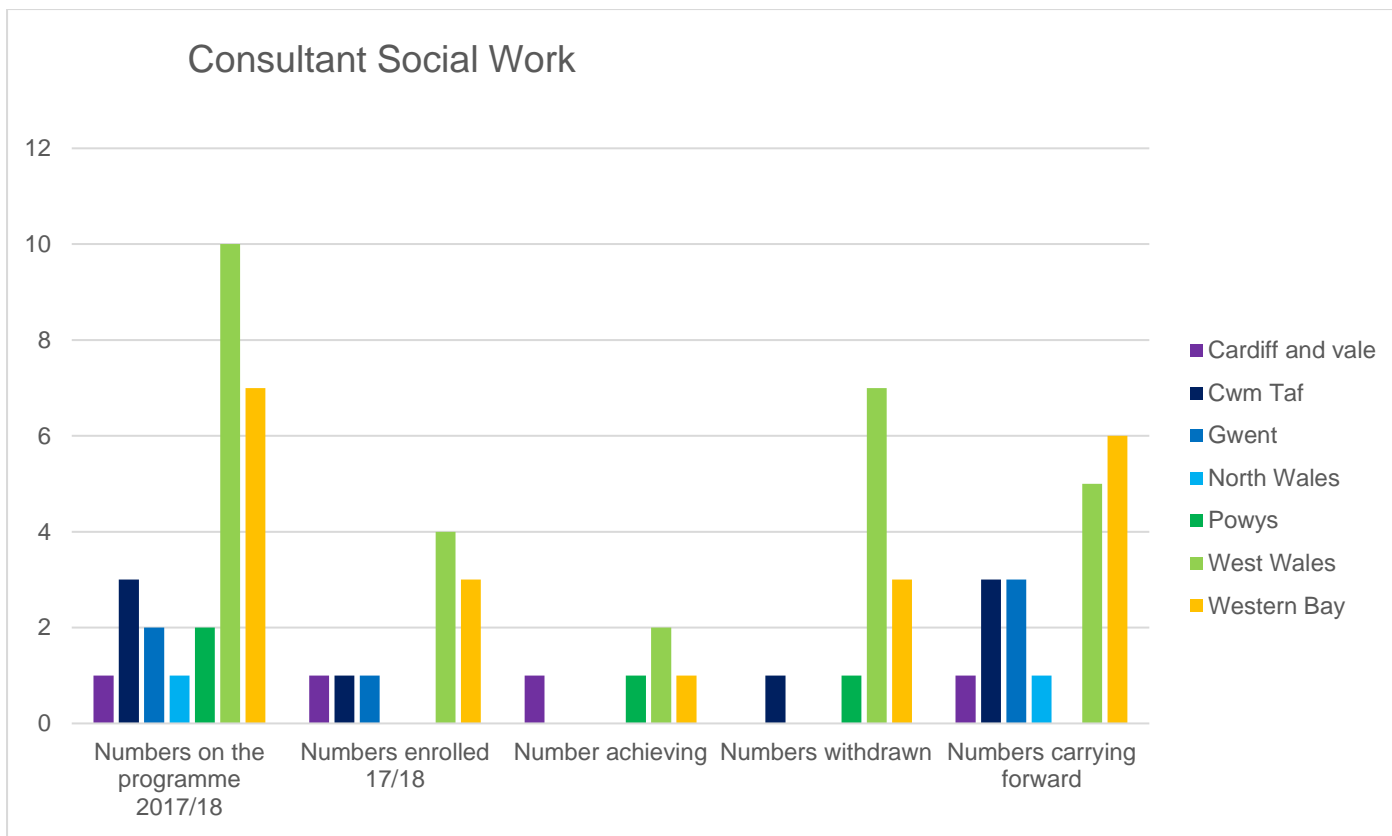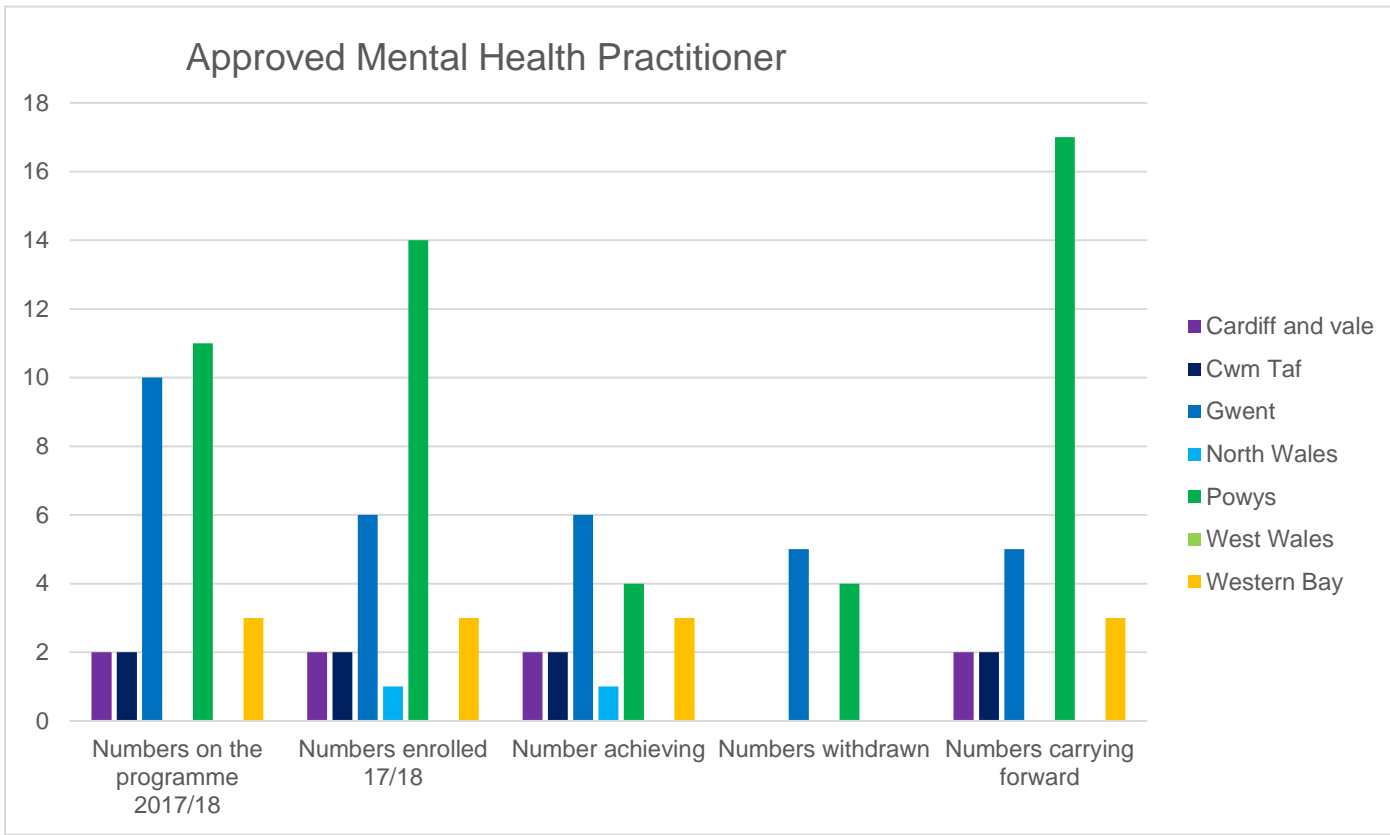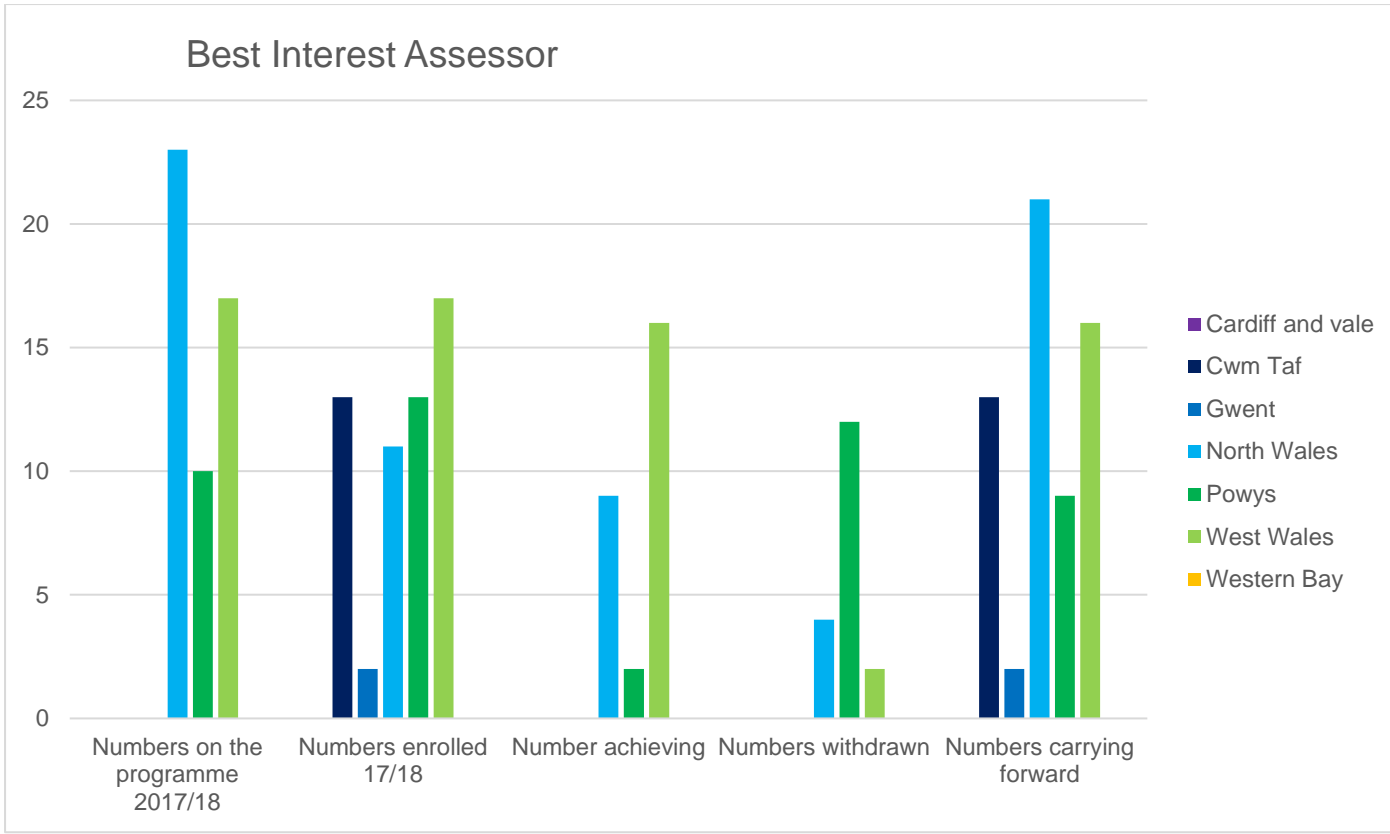

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[43] Scroll down for charts of same data

Experienced practice in social work

Legend: Cardiff and vale, Cwm Taf, Gwent, North Wales, Powys, West Wales, Western Bay

Categories: Numbers on the programme 2017/18, Numbers enrolled 17/18, Number achieving, Numbers withdrawn, Numbers carrying forward

Senior Practice in Social Work
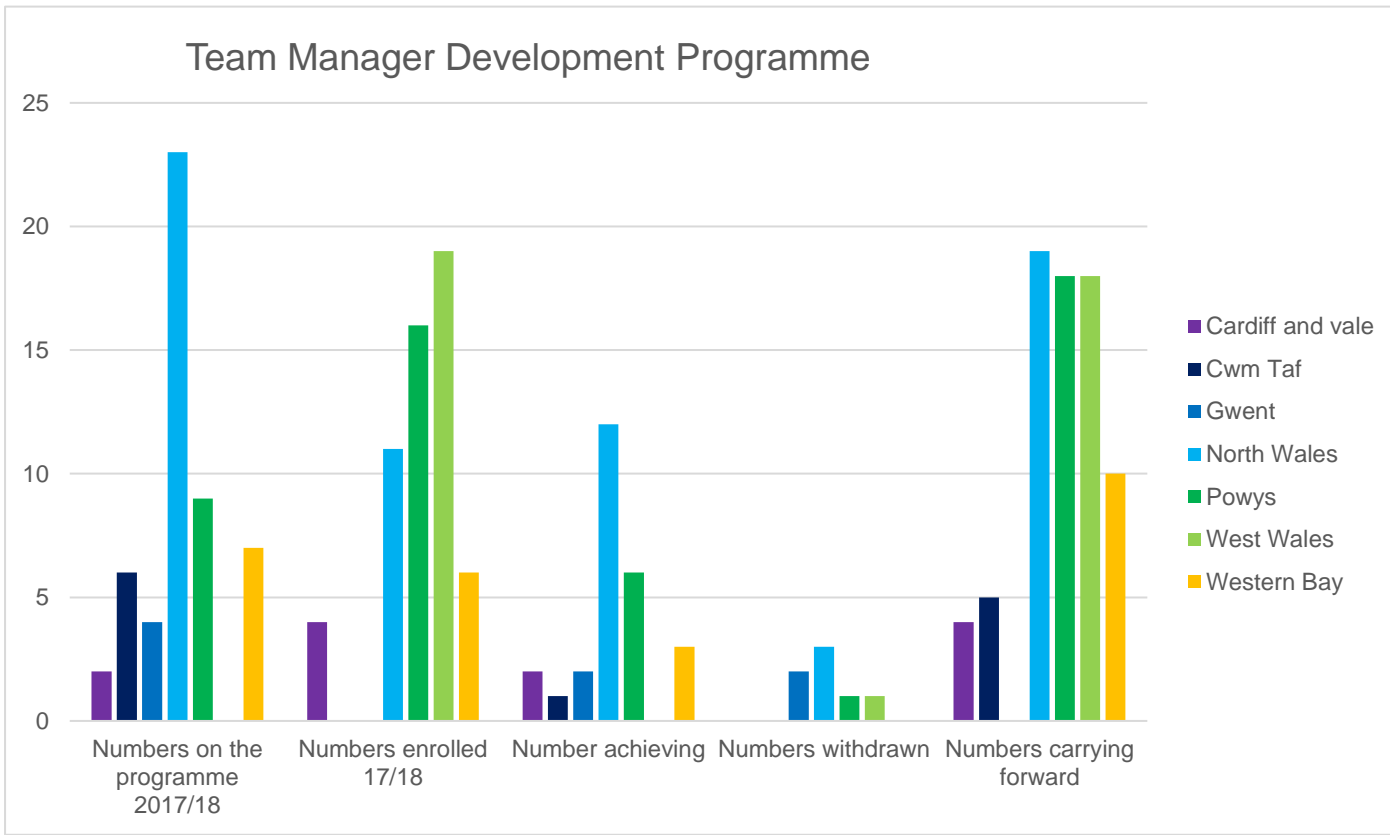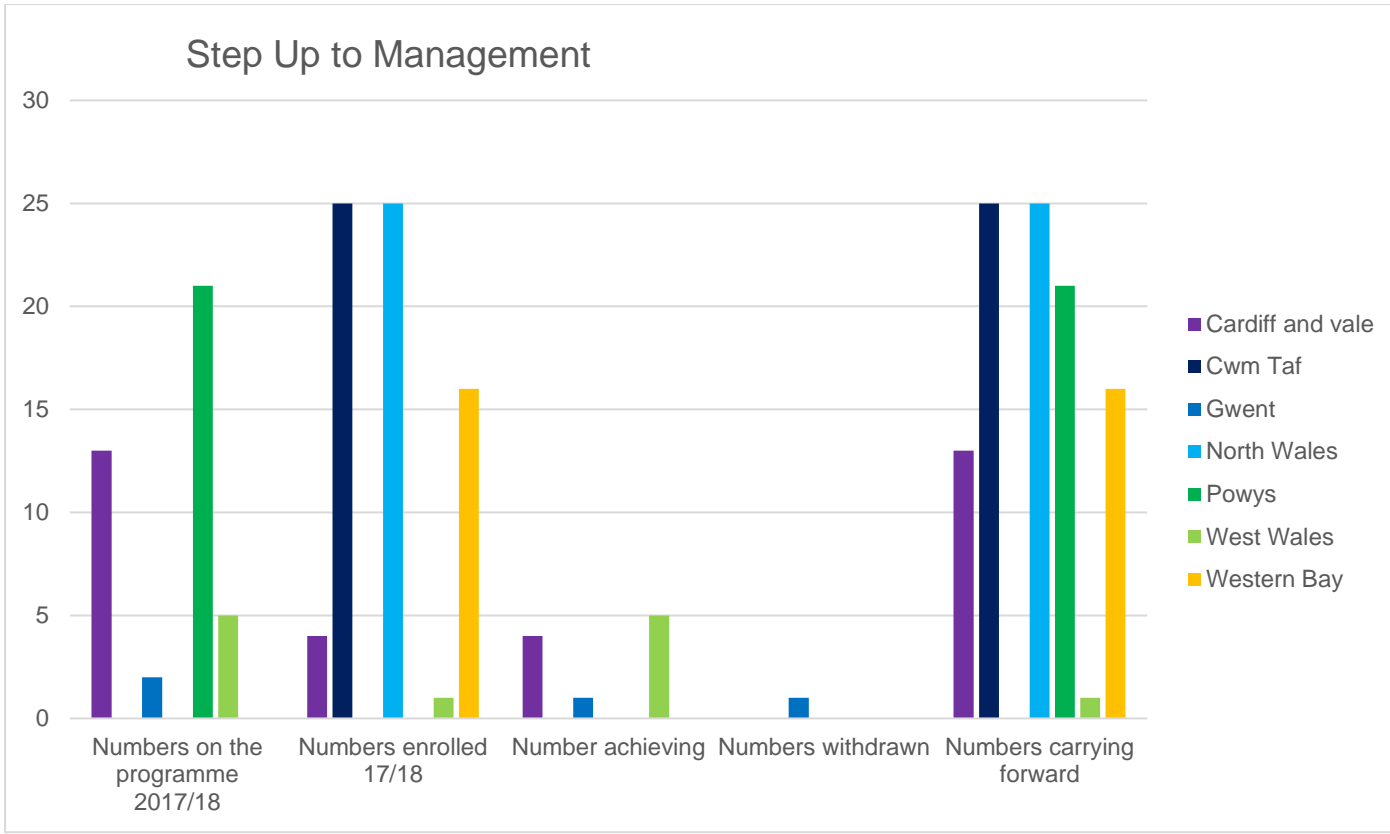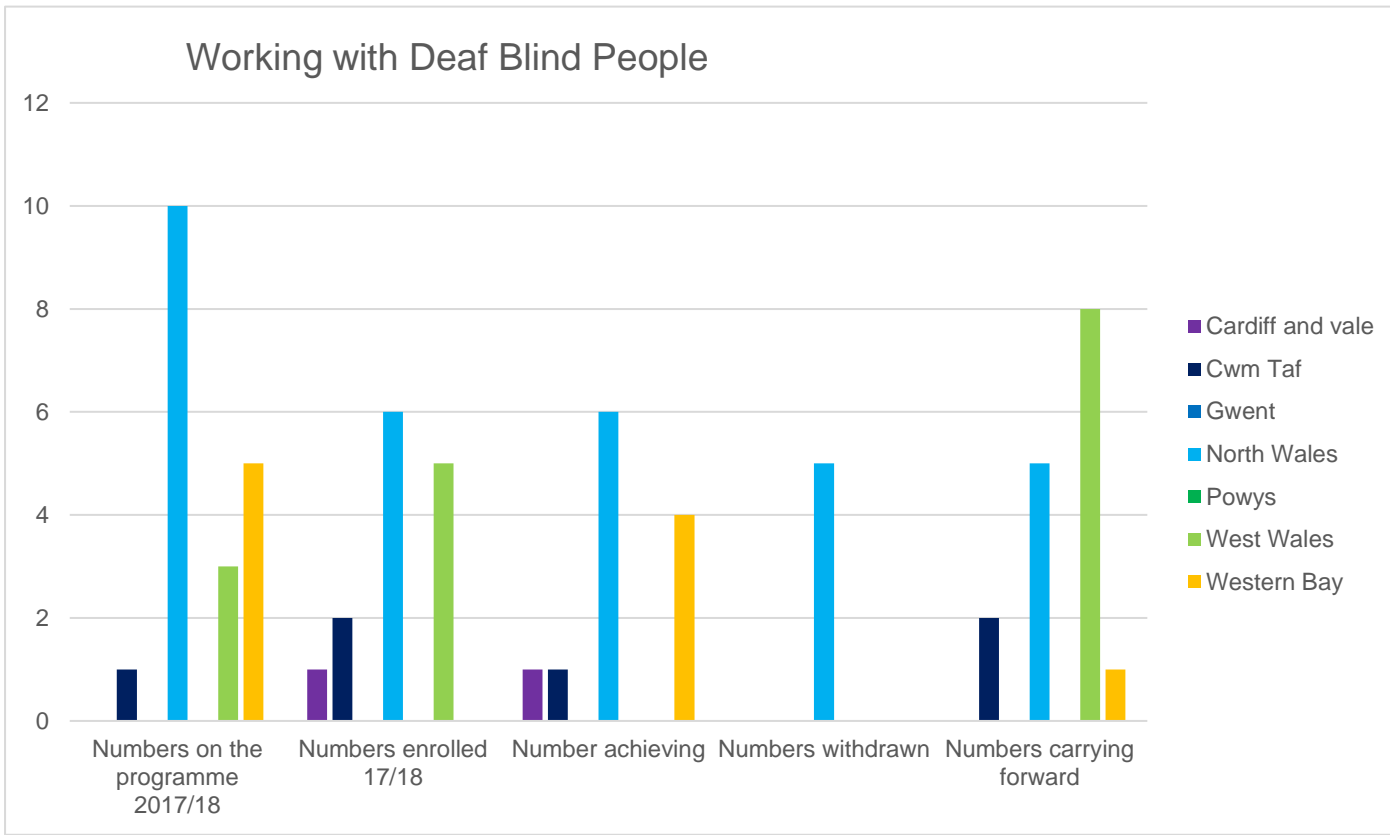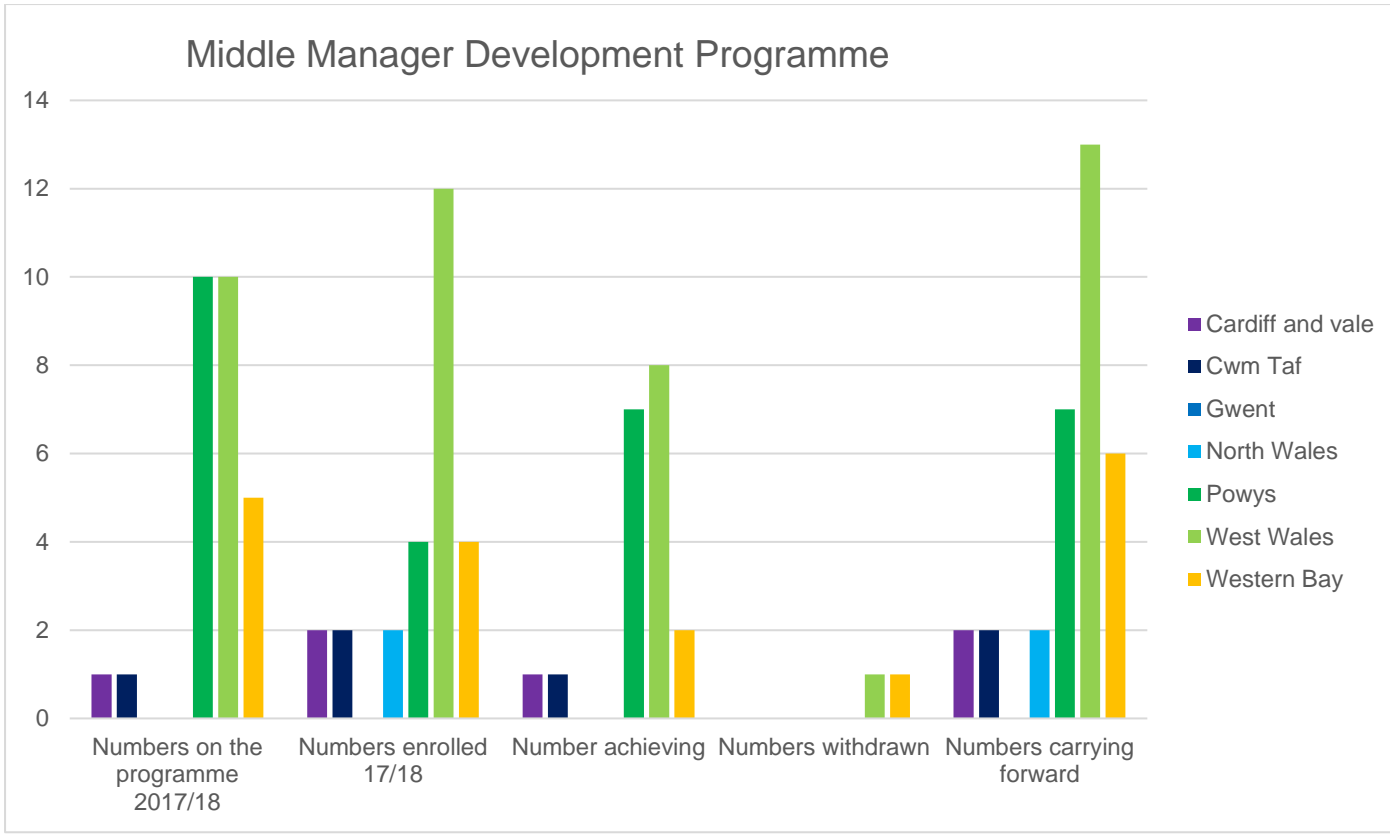
Legend: Cardiff and vale, Cwm Taf, Gwent, North Wales, Powys, West Wales, Western Bay

Categories: Numbers on the programme 2017/18, Numbers enrolled 17/18, Number achieving, Numbers withdrawn, Numbers carrying forward

Consultant Social Work

Enabling Practice 6/7 (Practice Assessor Awards)

Best Interest Assessor

Approved Mental Health Practitioner

Step Up to Management

Team Manager Development Programme

Middle Manager Development Programme

Working with Deaf Blind People

	Numbers on the programme 2017/18	Numbers enrolled 17/18	Number achieving	Numbers withdrawn	Numbers carrying forward
North Wales					
EPP	11	9	6	0	14
SPP	10	6	2	2	12
CSW	1	0	0	0	1
Enabling Practice 6/7 (Practice Assessor Awards)	25	31	15	1	40
BIA	23	11	9	4	21
AMHP	11	14	4	4	17
Step Up to Management	21	0	0	0	21
TMDP	9	16	6	1	18
MMDP	10	4	7	0	7
Working with Deaf Blind People	0	0	0	0	0
Total	**121**	**91**	**49**	**12**	**151**
Cardiff and Vale					
EPP	7	5	9	1	2
SPP	3	4	2	1	4
CSW	1	1	1	0	1
Enabling Practice 6/7 (Practice Assessor Awards)	11	9	9	0	11
BIA	0	0	0	0	0
AMHP	2	2	2	0	2
Step Up to Management	13	4	4	0	13
TMDP	2	4	2	0	4
MMDP	1	2	1	0	2
Working with Deaf Blind People	0	1	1	0	0
Total	**40**	**32**	**31**	**2**	**39**
Cwm Taf					
EPP	1	2	0	0	3
SPP	3	5	0	2	6
CSW	3	1	0	1	3
Enabling Practice 6/7 (Practice Assessor Awards)	6	12	5	0	13
BIA	0	13	0	0	13
AMHP	2	2	2	0	2
Step Up to Management	0	25	0	0	25
TMDP	6	0	1	0	5

MMDP	1	2	1	0	2
Working with Deaf Blind People	0	0	0	0	0
Total	**22**	**62**	**9**	**3**	**72**
Gwent					
EPP	26	4	4	2	24
SPP	10	13	7	0	16
CSW	2	1	0	0	3
Enabling Practice 6/7 (Practice Assessor Awards)	23	11	12	3	19
BIA	3	2	3	0	2
AMHP	6	5	6	0	5
Step Up to Management	1	6	1	0	6
TMDP	15	10	4	0	21
MMDP	5	4	5	0	4
Working with Deaf Blind People	0	0	0	0	0
Total	**91**	**56**	**42**	**5**	**100**
Powys					
EPP	0	0	0	0	0
SPP	0	2	0	0	2
CSW	2	0	1	1	0
Enabling Practice 6/7 (Practice Assessor Awards)	4	0	2	2	0
BIA	0	0	0	0	0
AMHP	0	0	0	0	0
Step Up to Management	0	1	0	0	1
TMDP	3	3	2	2	2
MMDP	1	0	1	0	0
Working with Deaf Blind People	0	0	0	0	0
Total	**10**	**6**	**6**	**5**	**5**
West Wales					
EPP	10	13	2	12	9
SPP	10	4	2	7	5
CSW	9	3	1	5	6
Enabling Practice 6/7 (Practice Assessor Awards)	17	17	16	2	16
BIA	0	0	0	0	0
AMHP	5	1	5	0	1
Step Up to Management	0	19	0	1	18

TMDP	10	12	8	1	13
MMDP	3	5	0	0	8
Working with Deaf Blind People	0	0	0	0	0
Total	**64**	**74**	**34**	**28**	**76**

Western Bay					
EPP	3	2	0	0	5
SPP	2	2	0	1	3
CSW	7	3	1	3	6
Enabling Practice 6/7 (Practice Assessor Awards)	24	19	14	2	27
BIA	0	0	0	0	0
AMHP	3	3	3	0	3
Step Up to Management	0	16	0	0	16
TMDP	7	6	3	0	10
MMDP	5	4	2	1	6
Working with Deaf Blind People	5	0	4	0	1
Total	**44**	**48**	**26**	**3**	**63**

Professional Development of Social Workers: stakeholder workshop

17 September 2019

Key Themes and Actions

<u>Purpose of paper</u>

This paper describes the key themes and actions arising from a workshop hosted by Social Care Wales about the 'Professional Development of Social Workers'. The workshop was based on '*Social work: a profession worth developing? A discussion paper about the future of social work in Wales'[44],* and focussed on the following questions:

- What is the vision of the social work profession of the future? What stopped Garthwaite's recommendations embedding?

- What is the unique knowledge, skills and expertise of the social worker? What should the relationship between statutory social work, wider services, and individuals, children and families be in an integrated service model?

- How do we develop flexible and effective approaches to career pathways? Who can help do this?

- What are the opportunities to develop social work in the future?

<u>Key themes</u>

- '**Who is the consistent voice?' - Leadership**

The group discussed leadership, where social workers naturally look for professional leadership and guidance, and it was felt that social work in Wales does not have one

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[44] Available on request from Social Care Wales.

clear lead organisation or individual. In comparison with health, there is a range of Chief Health Professionals[45] representing the specific interests of the relevant profession (including doctors, nurses, dentists, allied health professionals, etc.) but no Chief Social Worker, a role that does exist in other countries. For example, England has a chief social worker for children and families and one for adults, and they advise on the values, principles and future direction of the profession. It is a critical time and there were some concerns that no one in that position is representing social work in the same way as the other professionals.

Instead, Wales has taken a more collaborative approach, which presents both opportunities and challenges. In the past (most recently post – Garthwaite), attempts have been made to standardise terms and conditions and career frameworks but these did not embed. It was felt that there was some appetite[46] to have another look at standardising job roles and terms and conditions across Wales while learning the lessons from previous attempts to achieve consistency across Wales. There is an opportunity to think about 'a national approach to collective bargaining'.

The landscape changed since Garthwaite and there are now opportunities to collaboratively develop through;

- A Healthier Wales,
- Health and social care workforce strategy,
- Potential of a Social Care Levy.

The future is heavily influenced by the integration of services and support focussed around the needs of individuals & families, and there was agreement that we needed to 'future-proof' the profession.

- **What is the unique selling point of social work? A Welsh definition of the social work role.**

The role of social workers is crucial in the development of communities and a resilient Wales, both in terms of the reserved functions in law, but also in their unique skills, expertise and values. There was some consideration that the role of social work may be being diluted by the development of other relational or direct work roles

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[45] https://gweddill.gov.wales/topics/health/professionals/cmo/?lang=en
[46] Participants of today's meeting, Solace Board meeting (attended by Sue Evans, AWHOCS & AWASH

e.g. advocates, social prescribers and community connectors etc, however, there are still many unique strengths within the social work role.

The group recognised that social work can be difficult to describe, and that 'different but complementary' values, skills and expertise needs to be captured. Distinctions need to be made between roles and the different functions, qualities and characteristics of different professionals working together to support individuals, children and families. This would enable the unique contribution of social workers to individuals, families and communities to be recognised.

- **Terms and conditions**

There was a discussion about the emerging statistical trends across social work in local authorities in Wales[47]. Turnover and use of agency staff is variable, across authorities, as it is across differing teams (e.g. usage between 0% - 30%). The average length of career for a social worker is 8 years[48]. However, it was felt that although turnover and agency use is not yet at a critical stage that could be described as a crisis, it is at a tipping point with some areas, local authorities and specialisms struggling to recruit and retain staff, impacting on services.

The importance of supervision in enabling social workers to feel supported, but also to carry out their key functions and offer case accountability was acknowledged. There may be a need to focus on what social workers can expect from their supervisors, and how supervisors can meet the needs of their team, enabling them to work effectively with individuals, children and families.

There are 2 elements in this theme:

  o pay and conditions/parity of esteem

There was some reflection on the need for a national pay scale and career framework, as well as the potential for regional recruitment. National terms and conditions would be ideal, but there are local differences recognised 'how do we recruit to those less attractive areas when everywhere pays the same?' Regional offers were thought to be too geographically close to each other to be effective. An

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[47] For details see *Social work: a profession worth developing? A discussion paper about the future of social work in Wales'*
[48]
https://www.rip.org.uk/download/272/RiP_Strategic_Briefing_social_work_retention_web.pdf#targetTe
xt=The%20average%20working%20life%20for,(Baginsky%2C%202013)3.

agreed description of what social work is could start a national conversation about terms and conditions and exploration of the possibility of consistency across all 22 local authorities. Subject to appropriate funding, this might help the third sector in the bidding/recruitment/retention and the group welcomed the possibility of starting to explore this nationally.

- o emotional wellbeing

In health, the importance of senior staff being well and emotionally healthy in order to support more junior staff has been acknowledged as being good for retention. There has been an upturn in the recruitment of GP trainees and all programmes are full. Similar intentions and actions are needed in social care. Social workers and services are experiencing huge external pressures; a BASW study[49] found that Welsh social workers were, every week working 11 hours over their contracted hours, were stressed, and attending work when ill. Some felt that this meant the quality and reliability of decisions by overworked social workers could be questioned and that to some extent services were running on goodwill, which is not sustainable.

- Learning and development

This piece of work originated from the evaluation of the CPEL framework, where concerns about attrition rates on the specific CPEL programmes had emerged, but this was not the case in other learning or development programmes.

Social work needs to be ready for the demands of social work in 2030 and so consideration is needed as to how workers and systems can be supported . Flexibility in terms of entry to qualifying programmes was seen to be important, with the numbers applying to Open University up, and the social service practitioner role acting as a helpful gateway to individuals going on to fund their qualification as a social worker. Should entry be competency-based not grade based? There could be options for looking at apprenticeship for older people, and there is also an increase in local authority sponsored students. 'Earn while you learn' schemes, as well as more traditional recruitment, were thought to be helpful in terms of recruitment to the degree programmes.

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[49] https://www.basw.co.uk/system/files/resources/Working%20Conditions%20%20Stress%20%282018%29%20pdf.pdf

In terms of ongoing learning and development, some comparisons were made with health, and their models of project-based, peer-reviewed CPD. There was some interest in exploring this further, with learning associated with specific roles also of interest. The development of specialties throughout the longevity of workers' careers was welcomed.

The tensions between the responsibilities and commitment, both in terms of funding other support to CPD between the individual professional, their employer and national bodies were acknowledged and a consistent way of approaching this was thought to be helpful. There is some scope in Social Care Wales to look at the PRTL requirements in terms of regulation as well as any future learning framework. However, this needs to come after consensus has been achieved in establishing the vision of social work in Wales for the future, as work will inevitably move towards achieving the agreed vision.

Actions – the vision of social work for the future

Social Care Wales to convene a subgroup[50] to explore the definition of Social Work in Wales – what is the job role, what do you tell people at parties you do? Group to agree options by end of November.

Social Care Wales to re-convene workshop participants in December 2019 to reflect on and agree further actions based on the sub group's work. There are then a number of other items that should be explored further by the wider stakeholder group:

- Terms and conditions – what is the advert to recruit to social work? Explore options of a possible national approach and career pathways. What could this look like on a national, regional and local level? What needs to be in place to enable this? What has been helpful before? How do we maximise existing and future opportunities e.g. WeCare?
- Leadership role – who does take overarching responsibility for social work in Wales and how to we develop a collective voice?

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[50] Social Care Wales lead, Jane Haile, Gill Paul, Julie May, Allison Hulmes

- Learning and development – what needs to be offered to enable the development of skilled expert social workers, what should the expectations be and who is responsible for workers learning and development?

There was a recognition that this work will need to involve individuals, children and families, as well as a wide range of workers to ensure any recommendations are relevant, but also to maximise 'buy-in' and embed any changes. All areas should be considered in the light of the workforce strategy to support future proofing the social work profession.

Social Care Wales

Executive summary: final report of the independent evaluation of the CPEL Framework

Introduction

This is a summary of the five year evaluation of the Continuing Professional Education and Learning (CPEL) Framework for social workers. It draws on evidence from: impact measurement tools (988 social workers and 125 managers); qualitative feedback from 65 respondents; literature reviews covering continuing professional development (CPD) in comparable professions, CPD for social workers in comparable national contexts, and improving employer buy-in to CPD; and analysis of performance monitoring data.

Impact

- Uptake of places started healthily but is now mixed. Social workers have taken-up at least 1,231 places on Consolidation Programmes. Take-up of Experienced Practice (EP), Senior Practice (SP) and Consultant Social Work (CSW) Programmes reached a peak of 133 places in 2015-16 but has since fallen year-on-year to be below the target of 100. In total, there have been 478 enrolments to EP, SP and CSW Programmes.
- There are relatively high levels of attrition. The average completion rate for the Consortium Y De Consolidation Programme was 80% and for the Porth Agored Consolidation Programme was 65%. The EP, SP and CSW programmes had average completion rates of 20%, 40% and 46% respectively. This rose to 57% and 66% if calculations were based on those who left the EP and SP Programmes respectively with some form of academic credit.
- During their engagement with the CPEL Framework, social workers improve their understanding, skills and confidence and this is sustained beyond the immediate time-frame of the programme. Improvements range from 12% to 26%. Social workers highlight that the CPEL programme has made on average a moderate contribution to these improvements. Managers of social workers draw similar conclusions.
- In turn, social workers and managers confirm that the CPEL Framework is making a positive 'moderate' contribution to supporting improved outcomes for service users.

- Overall, social workers have positive feelings about retention, career progression and career satisfaction but these feelings dampen by 1% to 8% over time of their engagement with the CPEL Framework.
- Interest in undertaking the next CPEL programme and recommending the CPEL Framework to a colleague wanes over time by between 10% and 21%.
- There is a lack of consensus about whether the CPEL Framework delivered value for money.

Levers and barrier to impact

Figure 1 summarises the levers and barriers that help to explain the level and nature of impact achieved by the CPEL Framework. The levers explain why the CPEL Framework is resulting in improved social worker understanding, skill and confidence and, in turn, how this has a positive impact on outcomes for service users and their carers. Despite this positive impact for those social workers who complete a programme, the evaluation shows mixed take-up, high attrition, and a low impact on social worker career satisfaction and progression. The barriers to impact are the main factors explaining this trend.

Figure 1: Levers and barriers to impact

Levers to impact	Barriers to impact
Coherent and cohesive, structured multi-level framework, which is unique compared to CPD for other similar professions and for social workers in other countries. CPD which is fully funded, including a central pool of resources for EP, SP and CSW programmes. This results in standardised and equitable access to post-qualifying CPD. Relevant programme content that is sufficiently flexible to meet the needs of individual participants. It encourages social workers to create time and space for reflection, and includes a valuable focus on research. A willingness to adapt the Framework and programmes in response to feedback and evaluation.	Ambitious programme time requirements, averaging 144 hours in year 1 and 300 hours in year 2. Combined with high professional workloads and non-work commitments, this is affecting social workers' ability to engage in the CPEL Framework. Despite a positive commitment to the CPEL Framework, employers face a number of competing challenges which affects their ability to support social workers to prioritise CPD and sustained engagement.

Conclusion

The CPEL Framework made a positive and sustained contribution to improvements in social worker understanding, skill and confidence. It was designed in a way that enabled social workers to apply these such that it had positive impact on outcomes for service users and their carers. Despite this, over the first five years the CPEL Framework struggled to maintain momentum on uptake and experienced relatively high attrition. This was especially the case in relation to EP, SP and CSW programmes. Some of these challenges may be overcome for the Consolidation Programme as the mandatory requirement to complete as part of ongoing registration embeds.

In parallel, social workers found it difficult to identify substantial positive impact on career satisfaction and career progression. These factors affected the ability of stakeholders to draw conclusions about value for money.

The evaluation demonstrates the importance of understanding – and taking account of – the wider environment in which CPD operates and how this can affect the scale and nature of impact despite the best intentions of all of those involved. Going forward, the main options for Social Care Wales and its partners are (1) to continue with a highly ambitious, structured CPEL Framework with the disadvantage that this is only fully benefitting a proportion of the workforce; (2) consider scaling-back the Framework which may increase reach but potentially reduce the scale and nature of impact; or (3) undertake a stock-take with partners to understand the needs and pressures of the sector and how best the CPEL Framework – and especially the EP, SP and CSW programmes – should proceed into the future.