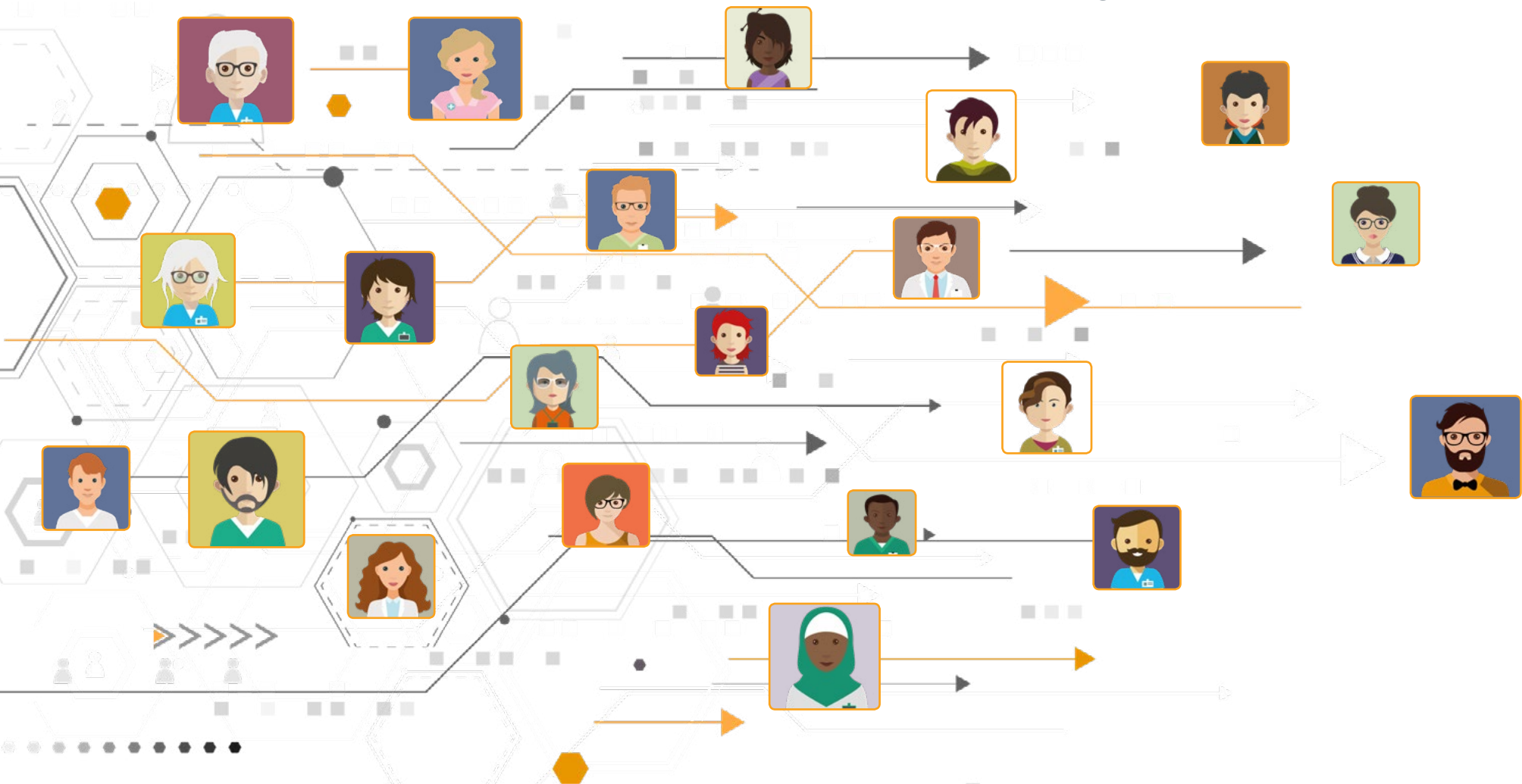


# Our workforce

## North Wales Social Care and Community Health Workforce Strategy 2018-2021



A summary



CYDWEITHREDFA GWELLA GWASANAETHAU  
GOFAL A LLESANT **GOGLEDD CYMRU**  
**NORTH WALES SOCIAL CARE AND WELL-BEING**  
SERVICES IMPROVEMENT COLLABORATIVE



**CYNGOR SIR  
YNYNYS MÔN**  
**ISLE OF ANGLESEY**  
COUNTY COUNCIL



**CONWY**  
CYNGOR BWRDEISTREF SIROL  
COUNTY BOROUGH COUNCIL

**sir ddinbych  
denbighshire**  
County Council



**CYNGOR  
Sir y Fflint  
Flintshire**  
COUNTY COUNCIL

**wrexham**  
COUNTY BOROUGH COUNCIL  
**wrexham**



**GIG  
CYMRU  
NHS  
WALES**

Bwrdd Iechyd Prifysgol  
Betsi Cadwaladr  
University Health Board

# Hello

Social care and community health services are a big part of community life. They help people who need care and support.

- They help people manage illnesses including mental illnesses.
- They help people with learning disabilities, and people with physical disabilities.
- They help children, young people, families and the elderly.
- They help people in care homes.
- They help people stay independent in their own homes.

There are **44,000** health and social care staff in North Wales. There are:



Support workers



Social workers



Community nurses that work in nursing homes



Community health workers in social care



Domiciliary carers



Carers.



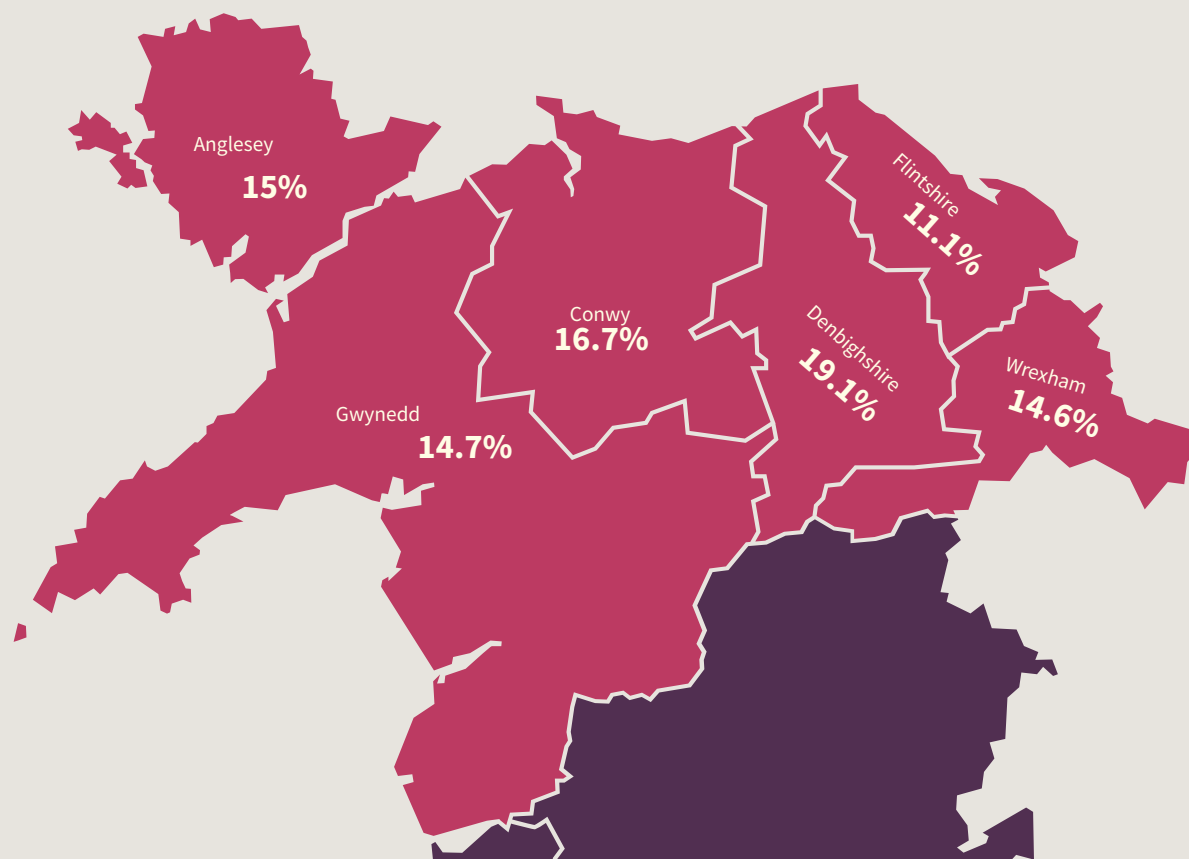
**Domiciliary care** – supports people in their own home with household tasks and personal care.

## Workforce size

The workforce has to support people now, and in the future. There are:

- **14,400** people employed by NHS Health Board
- **5,494** full time staff employed by local authorities' social care
- **369** health and social care businesses commissioning staff
- **12,000** workers in private health services like pharmacies, opticians, dental services.

A large percentage of people in each county work in Health and Social Care:



# North Wales Workforce Board (NWWB)

We make sure the social care and community health workforce is the best it can be. Our members come from:

- social care and well-being services
- Social Care Wales
- the six North Wales Councils
- universities and education
- safeguarding boards
- Betsi Cadwaladr University Health Board
- Care Forum Wales
- the Third Sector like voluntary and community organisations
- private service providers.

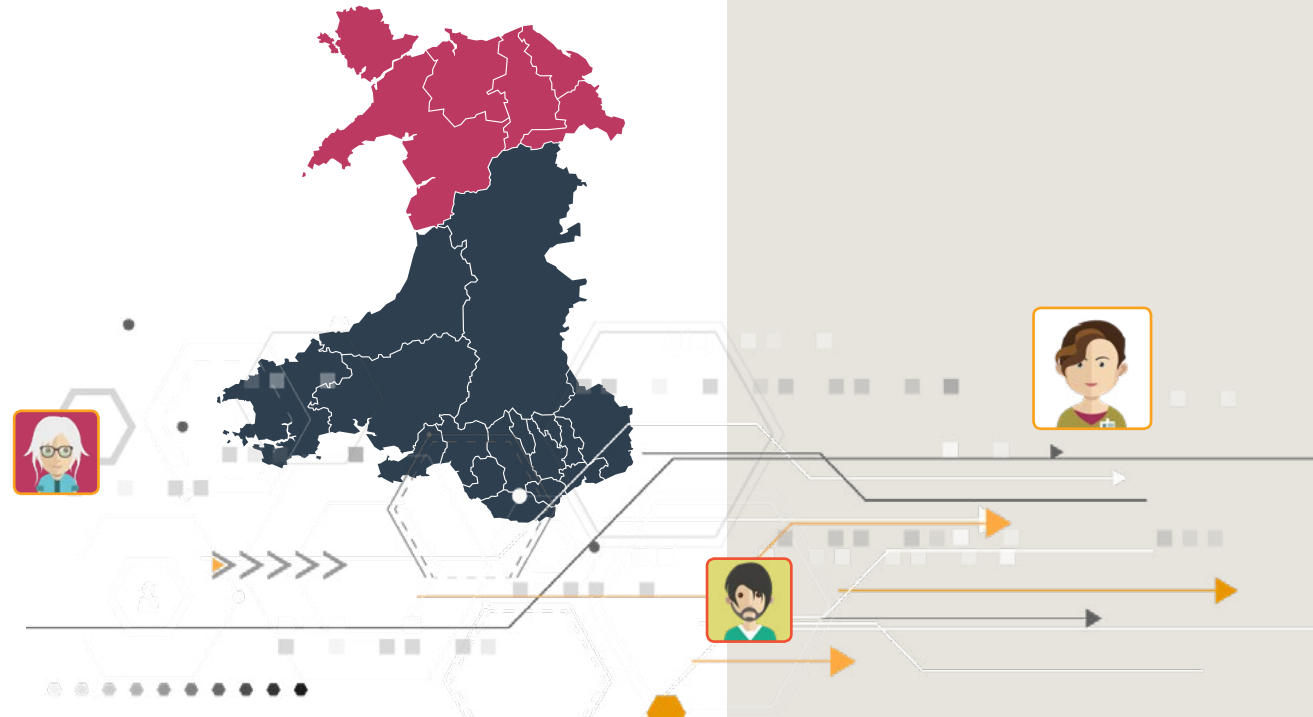
We report to the North Wales Regional Partnership Board (NWRPB). They're responsible for developing partnerships and integrated services in North Wales.

**Together we've written a new Workforce Strategy.**

## Our Workforce Strategy

This is a three-year strategy. It helps us:

- plan for the future
- work together
- face challenges
- make the most of opportunities.



## Our vision

**We're committed to working together.**

**We want a confident, engaged, motivated, and skilled workforce.**

# Reasons for the strategy

We're facing lots of different challenges.

## We have to meet more demands.

Our workforce is large and growing but they're having to do more.

- People are living longer which is good, but this brings more health and well-being issues.
- More people want care at home or in their community.
- There's an increase in children and young people needing support.
- More people need support with their mental health.

## Funding and resources.

Lots of people work in social care and community health. It's an important area of work that supports communities.

Brexit may change things. We get EU funding for the workforce training and we're not sure what will happen with this when we leave.

## The workforce has new laws to follow

**Social Services and Well-being (Wales) Act** – this sets out steps for improving the well-being of people in Wales. It has five new ways of working we must follow:



**Long term** – balancing short-term needs with long-term needs.



**Prevention** – stopping problems happening or getting worse.



**Integration** – thinking about how this plan works with other plans.



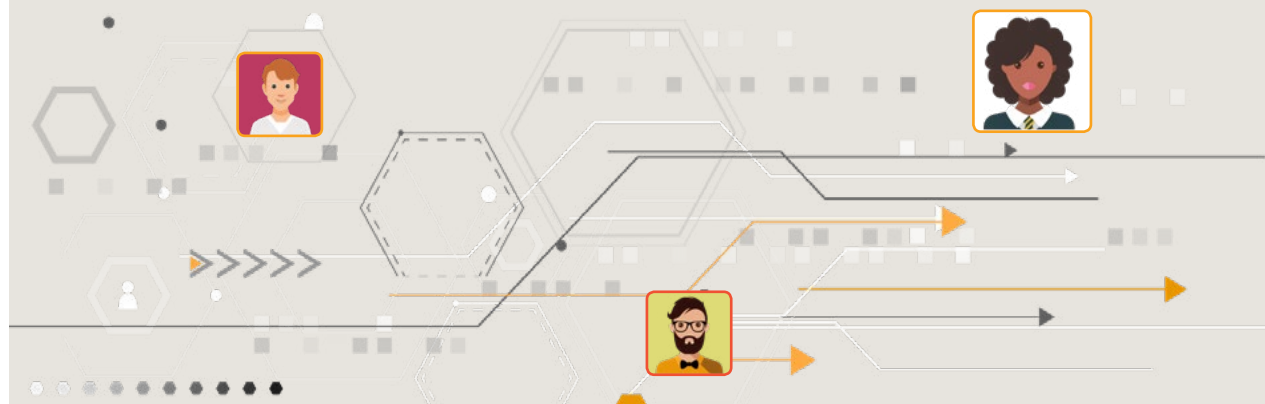
**Collaboration** – working together with other services to meet our goals.



**Involvement** – involving people so they have a say in decisions.

**Well-being of Future Generations (Wales) Act 2015** – this means services must work better together. We must think about how our decisions will affect people in the future

**Regulations and Inspections of Social Care (Wales) Act 2016** – this is about improving services and safety. It means all care workers have to be qualified and registered before they can work.



## We need to support people's needs

**i** **2017 Population assessment** – shows us how we're meeting people's needs now and what we need for the future. You can read the 2017 Population assessment here: <https://www.northwalescollaborative.wales/north-wales-population-assessment/>

The **North Wales Citizen Panel** asked people what they would expect from someone supporting them:

Honesty, reliability and consistency

Be kind, willing to help and have a sense of humour

They should be polite, caring, positive, friendly and cheerful

They should be professional, have good knowledge or be willing to learn

Be open-minded and not prejudge

Communicate well

They shouldn't promise things that aren't achievable

Work together when making decisions



## Our workforce needs to be stable

What we know is:

**Health Board has an ageing workforce:**

**17%** are **56 and over** and only **15%** of staff are **30 or under**.

**Domiciliary care staff** for adults and children numbers are falling.



**1,917** in 2014/15  
**1,682** in 2015/16



**Residential care staff** numbers are falling.



**1,008** in 2014/15  
**909** in 2015/16



**Social Workers** numbers are rising but they need training and development opportunities.



**1,294** in 2014/15  
**1,383** in 2015/16

### Registration

Care workers will need to be qualified to register under the new law. This means staff will need to access the training required.

**38%** of home care workers aren't qualified.

**36%** of the residential care workers aren't qualified.

(2016 survey)

# The strategy

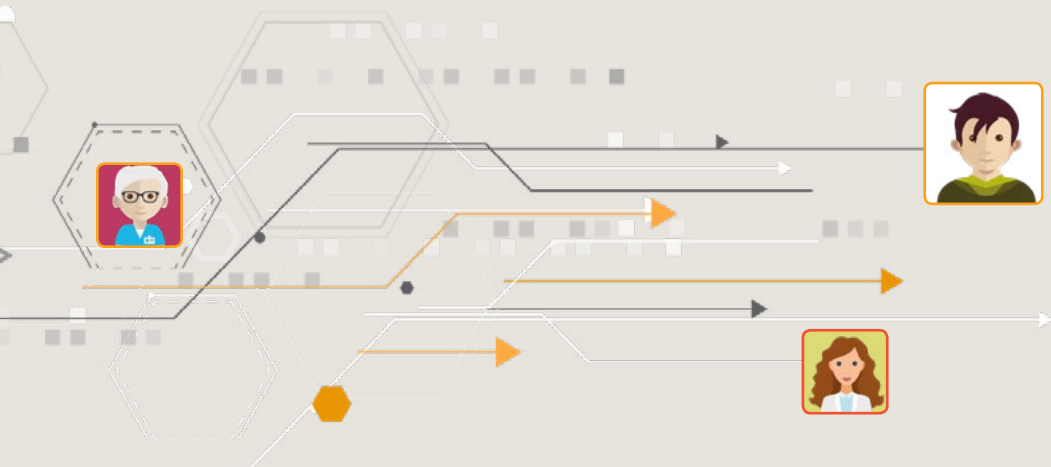
This sets out the competencies and skills we need in our workforce.

**i** **Competencies** – the ability for someone to do their job properly.

## The Golden Threads

Some skills are essential. We call these the Golden Threads. We must have:

- **Good leadership and management skills** – to make changes and develop future plans.
- **Good safeguarding skills** – to keep people safe.
- **Good Welsh language skills** – to provide services in Welsh.



## Other competencies and skills

We must have a workforce that:

- has the right skills and can work together
- can give the right information, advice and help
- can support people to take part in Community Conversations and Strength based approaches
- can identify what is needed, plan for the future and buy the right goods and services
- add to communities and bring social value
- knows when someone needs support to be heard and offer people advocacy services
- can offer services that need specialist skills.

**i** **Community Conversations** – help people have a say in what they need now and in the future. They make a big difference to planning and delivering services in a community.

**i** **Strength based approaches** – focus on what a person can do based on their skills and resources.



# The Golden threads

## Leadership and management skills

Good management and leadership skills are important. They help improve and develop services that meet people's needs. Managers and leaders need to have the skills to:

- support change
- work together with communities, services and organisations
- plan for the future
- be responsible.

We will:

- develop leadership skills
- plan the training and development of future leaders.

## Safeguarding skills

Keeping people safe is important.

The Safeguarding Board Workforce and Training group has an Action Plan. It shows what training our workforce needs.

**i The Violence against Women, Domestic Abuse & Sexual Violence (Wales) Act 2015.** This means all Councils and Health Boards must deal with this. The North Wales Regional Strategic Board is developing our regional strategy.

We will:

- be aware of safeguarding and the training our workforce needs in this area
- support a regional approach to safeguarding training.

## Welsh language skills

Different areas have more Welsh speakers than others. We must meet people's language needs wherever they live.

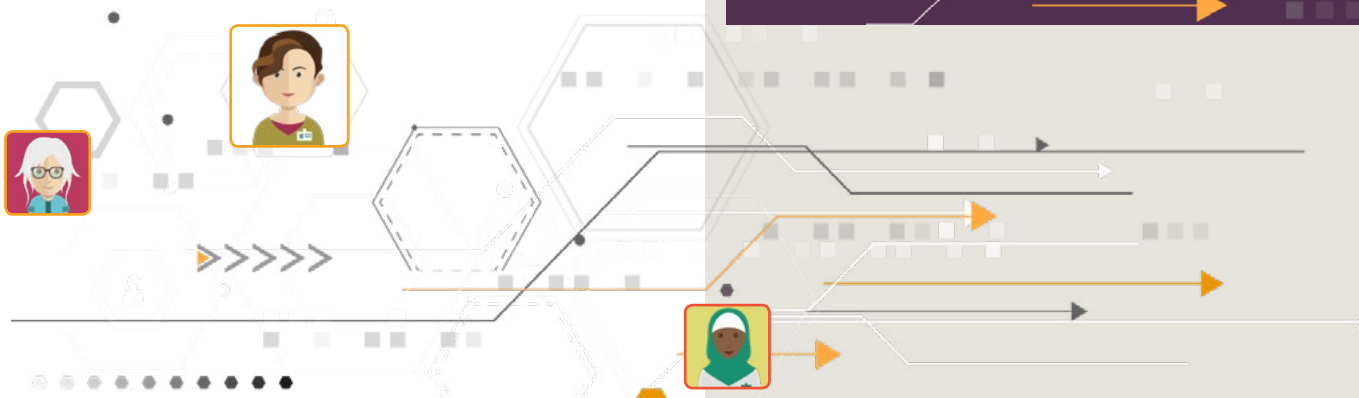
**i Active Offer** – our workforce must actively offer to provide services in Welsh.



We need to recruit Welsh speakers and help staff learn Welsh.

We will:

- make sure staff give the 'active offer'
- support staff to develop their Welsh language skills
- actively promote the Welsh language.



# Other workforce skills

## We want the workforce to have the right skills and work together

All care and support must put people first. It must meet their needs and improve their lives.

We will make sure the workforce:

- can work together
- can make changes
- can follow the new laws and ways of working
- can give people a say in decisions that affect their lives
- make better use of the resources and skills they have.

## We want the workforce to give the right information, advice and help

Supporting people in the right way, at the right time can stop issues getting worse. Staff need to be able to give people the right information. They need to be able to point people to the right care and support services.

We will support training for 'information, advice and assistance' staff so they:

- are qualified, confident and able to do their job
- have the right conversations
- can give the right advice.

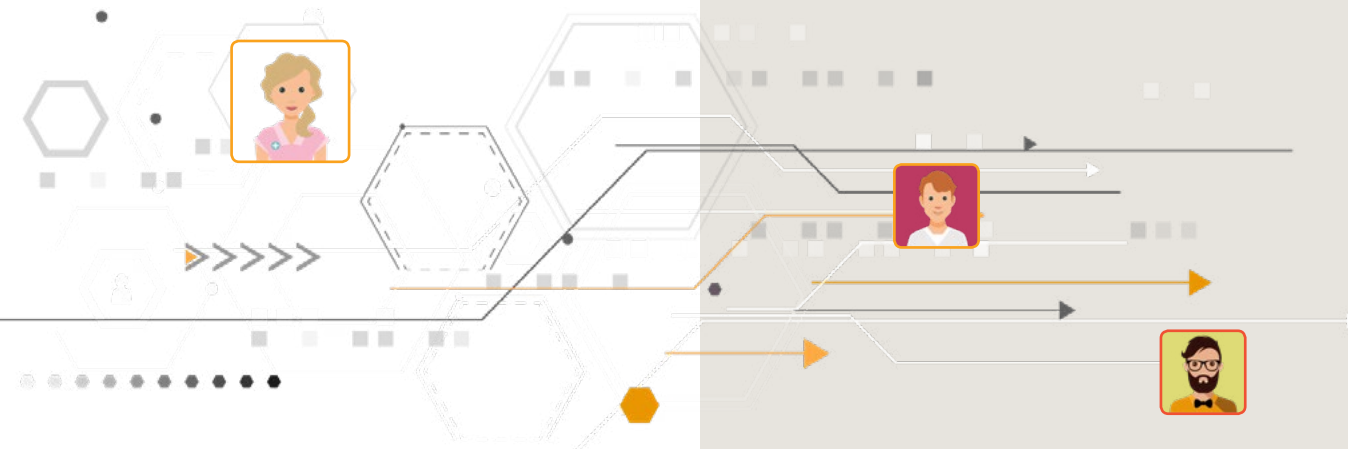
## We want the workforce to help people take part in Community Conversations and strength based approaches

These help people to keep their independence and achieve what matters to them.

Staff may need training in both.

We will:

- work with National and Regional Programmes to develop training
- have information and tools to support staff to work in these ways.






## We want the best outcomes for everyone getting support and using services

All partners, independent providers and organisations, must have the right skills. This includes being able to involve people in planning the care they get and what support they want.


### We will:

- make sure partners, independent providers and organisations have the right skills in place
  - check what training their staff need and support them to do it.
- 

## We want our workforce to connect people to advocacy services

Advocacy services help people have their voice heard when they need help.


### We will make sure:

- staff have the skills to spot when people need advocacy services
  - staff have the confidence to assess people's need for advocacy
  - staff know the Advocacy Code of Practice and follow it.
- 

## We want to add to communities and bring social value

Social value isn't just about value for money, it's adding value to the community. Many social care and health businesses already add value to people's lives. They bring job opportunities and train their staff in new skills.


### We will:

- promote social value
  - make sure everyone understands our goals
  - share and develop good practice
  - give opportunities to develop new cooperatives and social enterprises.
- 

## We want our workforce to have more specialist skills

Some services need a specialist trained workforce. These include Dementia Care for adults and supporting Looked After Children.

### We will:

- identify the specialist skills we need
  - identify the training people can do
  - develop any new training we need.
- 

# Priorities for the workforce

There's an action plan to help us reach our workforce goals. It has three areas we will focus on first.

## Priority 1 – A stable workforce

### **We will work to stabilise the workforce.**

We need to show people, including young people, that this is a great workforce to be part of.

## Priority 2 – Skills

### **We will support the workforce at all levels to learn and gain skills.**

Learning and development is important to our workforce. They want support to train and do their jobs well.

## Priority 3 – Data and information

### **We will get the right information and data so we can plan better.**

There isn't enough information about our workforce. This is an opportunity to change this. We will agree what information we need to collect to plan for the future.

# Next steps

This strategy needs everyone to work together towards our vision. We need all partners to bring the right resources, including people and money.

We are responsible for delivering this strategy. We've set out who's responsible for what, so everyone knows the part they play.

The Regional Partnership Board will check the work we do. They'll check we're meeting our targets and make sure the plan is working.

## Thanks for reading this

Please keep contributing to our workforce conversations.

To find out more, visit our website.

<https://www.northwalescollaborative.wales/workforce>

