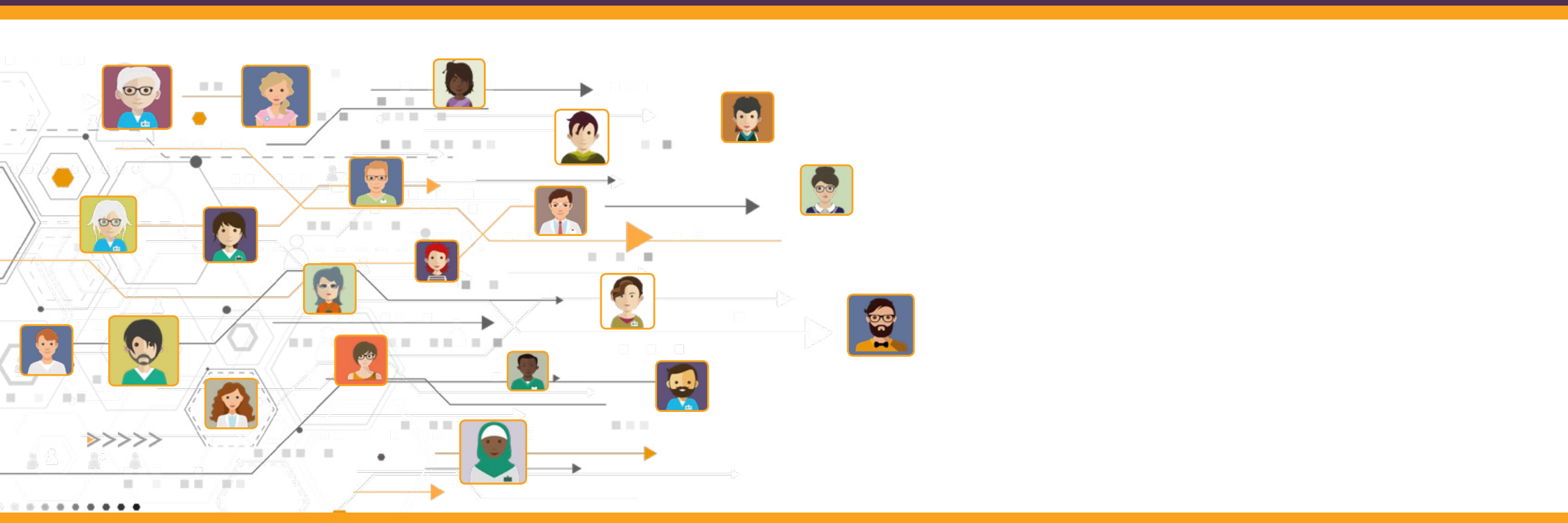


THE NORTH WALES WORKFORCE BOARD WORK PROGRAMME



2017 – 2021



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



CYNGOR SIR
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ISLE OF ANGLESEY
COUNTY COUNCIL



CYNGOR BWRDEISTREF SIROL
COUNTY BOROUGH COUNCIL

Cyngor
sir ddinbych
denbighshire
County Council



CYNGOR
Sir y Fflint
Flintshire
COUNTY COUNCIL



CYNGOR BWRDEISTREF SIROL
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wrexham
wrecsam



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WALES

Bwrdd Iechyd Prifysgol
Betsi Cadwaladr
University Health Board

The North Wales Workforce Board Programme is collated through 4 main work streams which are supporting workforce strategy, development and training these are:

The North Wales Social Care and Community Health Workforce Strategy. (NWWWS)

The NWWB has developed this strategy and agreed the Health and Social Care Sector Workforce are those with a significant role in promoting or delivering Health & Social Care within the context of the Social Services & Wellbeing Act (Wales) 2014, within health this particularly relates to those whom interface with social care. This strategy sets out the vision, shared commitment, operating principles, governance arrangements and priorities of the Social Care & Community Health Workforce.

The North Wales Regional Facilitation Grant (NWRFG)

This grant is administered from Social Care Wales and is provided in 2 parts which are:

1. **Core Facilitation** which is a contribution to fund regional capacity, to facilitate engagement, communication and joint working across the whole sector, particularly with provider organisations, and with relevant others to deliver national priorities and provide a named regional operational contact to support the national priorities of Social Care Wales. In particular we would expect the region to work collaboratively with us, to share information; to inform developments and enable Social Care Wales to access existing regional networks such as citizen panels, workforce groups and provider forums in order to contribute to national areas of work.
2. **Project Specific Grant** a this contribution to support specific national work streams including
 - a. Care and Support at Home
 - b. Careers, Recruitment and Retention Framework
 - c. Regulation and Inspection of Social Care (Wales) Act 2016

The Betsi Cadwaldr University Health Board (BCUHB) Workforce and Organisational Strategic Priorities (BCUHB-WOSP)

The BCUHB strategic priorities has four priority areas as follows

- Achieving cultural change to that which better support staff and through them the patients we serve
- Planning for and attracting the staff we need to deliver services now and in the future
- Ensuring that the staff resource is deployed and used as effectively and efficiently as possible
- Ensuring that staff have the skills necessary to fulfil their roles

The Social Care Workforce & Development Programme (SCWDP)

This Welsh Government Grant administered via Social Care Wales is to improve the quality and management of social care provision through a planned approach to learning and development and by seeking to increase the take-up of training across the social care sector. The grant is used to support the implementation of the Social Services and Well-being (Wales) Act 2014; Regulation and Inspection of Social Care Wales Act and regional priorities to support improvement of care and support across all providers and organisations.

The objectives of the SCWDP, working in partnership to support social care staff across all partner organisations in 2017/18 are to:

- Continue to support social care staff engaged in duties delivered under the Social Services and Well-being (Wales) Act 2014 to have the knowledge, skills and competencies to operate in the legal and cultural expectations of the Act
- Support implementation of the Regulation and Inspection of Social (Wales) Act including supporting the domiciliary care workforce to prepare for registration and supporting knowledge of responsible individuals. Social Care Wales will be developing materials to support in these activities
- Support efficient approaches by drawing upon and working with the Social Care Wales national plans/ programmes: including Step Up to Management; Social Services Practitioners; Middle Manager Development Programme; Team manager development programme; and learning and development programme for the Acts
- Continue the current support for both Social Work qualifying training and post qualifying training in Wales
- Support frontline social care workers to develop their skills overall in relation to social care, and support introduction of the revised induction framework from September 2017
- Support the infrastructure for learning and development across Wales, including local and regional partnership and joint working

The following Programme identifies the alignment of activity across these workforce work streams.

Workforce Sustainability (NWWS-WS)

Recruitment and retention remains challenging for the sector and this will continue as the demand for a highly skilled, flexible workforce continues to grow. Recognising we are recruiting staff from the same pool and understanding how we can better work together to stabilise the workforce, will enable us to meet demand whilst also ensuring that staff are valued and that health and social care is a great place to work. The care and support at home strategy places an expectation on the Regional Partnership Board to:

- Work as equal partners with their communities, voluntary and independent sectors
- Look at how they can develop capacity within communities to better support carers and vulnerable people
- Use the population needs assessments to decide what needs to happen

Outcome	Activity
<p><u>NWWS-WS 1</u> Recruitment and Retention within the commissioned health and social care sector</p>	<p>1. Engage with the sector on a range of activities to support providers, including:</p> <ul style="list-style-type: none"> • Develop with the Care Sector a recruitment and retention framework, which provides a series of tools that the sector can use, including links to existing information • Development of a North Wales Brand for the Social Care Sector to promote as a career of choice, using creative approaches and developing the use of social media
<p><u>NWWS-WS 2</u> Work with partners to have a regional approach to recruitment initiatives including Independent Training Providers, Job Centres, Career Wales</p>	<p>1. Map current provision of recruitment initiatives across North Wales.</p> <p>2. Identify joint regional workforce initiatives across the sector, maximising resources and availability across North Wales.</p>
<p><u>NWWS-WS 3</u> Development of Career Pathways across Health and Social Care</p>	<p>1. Establish task & finish group to develop the programme identifying the parameters, risks and actions</p> <p>2. Align with Social Care Wales - Care at Home Strategy to consider the options for a social care and health career pathway.</p>

<p><u>NWWS-WS 4</u> Partners have the information they require to deliver services and meet registration and regulation requirements</p>	<ol style="list-style-type: none"> 1. Support Social Care Wales through facilitating Sector workshops and consultations as required. 2. Develop and publicise a provider's information section on the regional website including links to existing information, encourage the use of social media through regional blogs and social media feeds. 3. Link with Regional Forums i.e. Local Partnerships, Citizens Forum, Social Value Forum to share information and develop links. 4. Promote the SCW hub materials including awareness raising materials https://socialcare.wales/hub/regulation-and-inspection via our regional website. https://www.northwalescollaborative.wales/workforce 5. To provide targeted/detailed training for up to a dozen providers across North Wales with a geographic and type of service spread who could become ambassadors for the changes. Putting on a series of local events and a first point of call for queries but direct link back to SCW or CSSIW for more complex queries, through links with Care Forum Wales and Domiciliary Care Wales. 6. Dependent on the final regulations and implementation plans in relation to registration continue to support registration of the workforce as required, through events
<p><u>NWWS-WS 5</u> Regulation and Inspection Providers are supported to meet their requirements of the the new Regulation and Inspection Act</p>	<ol style="list-style-type: none"> 1. Support providers to deliver on the implications of the Regulation and Inspection Act through regular and accurate information sharing through regional and local partnerships. 2. Utilise information from workforce surveys to identify risk/priority areas across the region on registration requirements (e.g qualification rates for domiciliary care). 3. Work together as a region to utilise resources to deliver on qualifications and induction in line with registration requirements. 4. Ensure we support the sector to have a competently skilled, qualified and knowledgeable workforce.

<p><u>NWWS-WS 6</u> Apprenticeships / Vocational Routes are promoted and accessed across the sector</p>	<ol style="list-style-type: none"> 1. Promotion of Apprenticeships and Vocational routes into the sector. 2. Gathering evidence based qualitative information from the sector on the impact of particular components of apprenticeships. 3. Work with Higher Educations, Further Education, Private Training Provision and careers based services in the recruitment of learners into the health and social care sector. 4. Explore the impact of reduced funding for apprenticeships and how we can access other funding to support vocational routes, awaiting National outcomes in relation to this prior to any actions commencing regionally,. 5. Evaluate the success of back to work programmes within health and social care such as cadet programmes, Steps to Success, LIFT, SEE and Ad TRAC and OPUS projects including future funding availability.
<p><u>NWWS-WS 7</u> The introduction of the BCUHB Recruitment Attraction Strategy in 2016 to promote North Wales and its lifestyle factor, location to mountains, lakes the seaside, towns and cities have proven to be successful in the following ways: (BCUHB-WOSP Led)</p>	<ul style="list-style-type: none"> • Developing the North Wales NHS Brand, including the Welsh Government Campaign Train, Work, Live - North Wales (locally providing the work life balance and training culture of the Health Board) • Provided guidance to hiring managers through Advert templates , checklists and recruitment training • Updated the 'Working for Us Page' on the internet for external candidates - a one stop shop for information on local information and direct link to TRAC • Suite of associated marketing materials to support the North Wales brand. • Development of a bespoke recruitment web site • Attendance at Job Fairs and actively promoting the organisation across UK and Ireland. • Support careers events in order to promote BCUHB. Development of video resources to promote the organisation • Developed the Step into Work programme to provide volunteer work placements for a range of the population who are furthest from the job market, including young people not in education or employment, people claiming job seekers allowance and people who have a learning disability

Learning and Development - (NWWS-LD)

We will need to assist the workforce at all levels to understand and apply different approaches that put people at the centre. Learning and development will need to focus on embedding the cultural changes required to meet the requirements of the Act, it will also need to consider greater participation and drive in delivering co-produced services across partnerships and regionally achieving a cultural shift that should not be underestimated.

Within North Wales our aim is to develop a workforce across the sector that has the skills, knowledge and competencies to deliver high quality personalised services. There are a number of National activities including The Review of Qualifications in the Health and Social Care – Qualifications Wales July 2016 and the Social Work Review as well as potential changes in the way in which funding is administered for the Social Care Workforce Development Programme Grant, that we will need to work with going forwards.

Outcome	Activity
<p><u>NWWS-LD1</u> The sector is supported and has access to information and resources to meet their workforce regulatory requirements and changing service delivery requirements.</p> <p>Staff have a range of competencies that embed the principles of the Act within their work and leads to the change in culture across the sector that is required.</p> <p>The provision of a joint training framework across health and social care</p>	<ol style="list-style-type: none"> 1. Support the sector to implement and apply the Social Care Wales Joint Induction Framework, National Occupational Standards and new qualifications framework across domiciliary care, residential and nursing care. Meeting regulatory requirements. 2. Work with sector representatives including providers, trainers and partner organisations to identify their support needs in meeting workforce regulatory requirements. 3. Undertake an audit of the current training provision in meeting the training needs identified within the strategy 4. Identify training activities that could progress as joint training opportunities that would be part of a framework across the sector, including funding requirements and commitment. 5. Provide a range of training materials and information sessions to develop the staff competencies meeting the requirements of the Act and providing a cultural shift. This should include sign posting organisations to available training and information and the development of training in North Wales where required. 6. Develop a joint training framework for health and social care, based on regulatory workforce activity and requirements.

<p><u>NWWS-LD2</u> Managers and Leaders are equipped with a range of leadership competencies that enables them to deliver good quality services.</p>	<ol style="list-style-type: none"> 1. Explore and define the Leadership competencies required within Residential and Nursing Care 2. Identify current learning provision and address deficits
<p><u>NWWS-LD3</u> Development of additional skills for extended roles and investing in skills for primary care and community settings will provide further focus for the organisation, so that we can reduce the barriers between the health and social care workforce</p> <p><i>(BCUHB-WOSP Led)</i></p>	<ul style="list-style-type: none"> • Clinical Manager Development – We will accelerate the roll out of the Generation 2015 Ward Manager programme to ensure that all ward managers have the management and leadership skills and competencies to be effective in their roles as clinical leaders. • Cluster lead development programme. • Step into Management Mandatory Training programme for Managers • Mandatory and Statutory training. • Bilingual skills strategy – We will implement and monitor compliance with our Bilingual Skills Strategy as an enabler to support the delivery of high quality care and compliance with the Welsh Language Standards. • Performance Appraisal and Development Review (PADR) – We will work to ensure that all staff have a PADR to receive feedback on their work and to discuss how they might be further developed. • In line with the Social Services and Wellbeing Act (Wales) 2014, embed a culture within the organisation which promotes independence and self-sufficiency and listens to what matters to individuals

Workforce Intelligence and Planning – (NWWS-WIP)

Consistency of data and information for workforce planning remains challenging both nationally and regionally with the different data sources across organisations, there is an opportunity to agree a basic data set which would inform future planning.

Outcome	Activity
<u>NWWS-WIP 1</u> Development of the collation of consistent and robust data for workforce planning	<ol style="list-style-type: none"> 1. Define quantitative and qualitative workforce data measures. 2. Data audit - map the data which is currently available and grade its quality. Identifying gaps and opportunities to fill the gaps. 3. Influence the development of the SCW National Minimum Data Set, reflecting the learning from the above. 4. Establish a consistent approach to collating workforce data across the sector.
<u>NWWS-WIP 2</u> Use of consistent and robust data to predict long term workforce flow	<ol style="list-style-type: none"> 1. Establish a consistent approach to reporting on workforce data measures
<u>NWWS-WIP 3</u> BCUHB <i>(BCUHB-WOSP Led)</i>	<ul style="list-style-type: none"> • By 2018/19 further work is required around workforce planning in the care home sector and we will need to align to regional workforce planning underway both within the Health Board and regionally with Partners as well as the implications of pooled budget arrangements from 2018/19 onwards • We will build on the initial primary care workforce plan (November 2016) to address current workforce challenges and support new models of multi-disciplinary working at cluster level

Social Care Wales - Care and Support at Home Strategy

Outcome	Activity
Implementation of the Care at Home and Support Strategy	<ol style="list-style-type: none"> 1. We will work with Social Care Wales on the implementation plan for the Care and Support at Home Strategy. 2. Building on our current networks to promote and publicise the implementation of the Care at Home Strategy, including providing information to Social Care Wales on the needs of the North Wales Domiciliary Care Sector. 3. To provide targeted information to the sector via the North Wales Regional Website.



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