



BWRDD PARTNERIAETH RHANBARTHOL
GOGLEDD CYMRU
NORTH WALES
REGIONAL PARTNERSHIP BOARD



2024-2026

North Wales Workforce Board Strategy

Introduction

Introduction

The strategy sets out our strategic commitment as a North Wales Regional Workforce Partnership for the social care and community health sector, confirming our priorities over the next 24 months, until 2026.

The North Wales Workforce Strategy (NWWWS) has been developed by the North Wales Workforce Board (NWWB) and is our commitment to having a joined-up approach to the workforce challenges and opportunities across the sector.

The Strategy supports embedding the principles within the Social Services and Well-being (Wales) Act 2014 and is aligned to the North Wales Regional Partnership Board Priorities.

The Strategy has been produced jointly with partners and discussions with partner organisations.

Please note, this is a live document and we welcome any updates.

Themes and principles

The priorities are aligned to the Social Care Wales Workforce Strategy - 7 themes.

- 1 An engaged, motivated and healthy workforce
- 2 Attraction and recruitment
- 3 Seamless workforce models
- 4 Building a digitally ready workforce
- 5 Excellent education and training
- 6 Leadership and succession
- 7 Workforce supply and shape

And include the golden threads of the Fundamental Principles of Health and Social Care:

- Wellbeing
- Welsh language
- Inclusion

The Workforce strategy also links into the Together 4 Mental Health Strategy and the Dementia Action Plan.



North Wales Workforce Boards Priorities

Strategic Priority 1

Stabilising the Workforce

Delivery outcomes that support the existing workforce to remain within the health and social care sector alongside an ambitious attraction and recruitment activity to bring new people into services.

Outline of need:

An agreed approach by all stakeholders on how we promote Health & Social Care as a career of choice in North Wales, how we ensure our staff are valued and that health and social care is seen as a great place to work.

Priority Focuses:

- Schools and colleges
- Higher Education Institutions (HEIs) and Further Education Institutions (FEIs)
 - Tertiary Education
 - Universities
- Workforce planning and data



Schools and colleges



What do we want to achieve?

- **A stable workforce:** Working in partnership with partners including schools and colleges to continue to promote careers within the Health and Social Care sector.
- **Recruitment:** Continual recruitment opportunities from schools and colleges into the Health and Social Care sector.



Sub-group lead

- WeCare
- Qualifications Group
- Training managers
- Regional Skills Partnership - Public Sector Employer Cluster Group



Inter-dependencies

- Welsh Language
- Wellbeing
- Inclusion

What are the outcome indicators?

- Using national and regional campaigns to target specific careers; social workers, domiciliary care on an ongoing basis through communication via social media, Local Authorities communications etc.
- Challenge the gender stereotypes and promote diversity within Health and Social care through targeted social media campaigns.
- Continual engagement with the sector and learning providers through networking events and raising the profile of WeCare Ambassadors to further promote the sector.



Higher Education Institutions (HEIs) and Further Education Institutions (FEIs)

- Tertiary Education
- Universities



What do we want to achieve?

- Influence the design, commissioning and sustainability of relevant education provision that meets the need of the population as well as delivering new more inclusive delivery methods.
- To influence an active offer of part-time social work course.



Sub-group lead

- WeCare
- Qualifications Group
- Training Managers
- Regional Skills Partnership
- Strategic Group for Occupational Therapy and Social Work – East
- Regional Skills Partnership – Public Sector Cluster Group



Inter-dependencies

- Welsh Language
- Wellbeing
- Inclusion

What are the outcome indicators?

- A review of the workforce needs in terms of training qualifications through a literature review and engagement with providers, local and national government.
- A review of Bangor University and Grŵp Llandrillo Menai (GLIM) existing capacities.
- An options appraisal for enhancing the Further Education and Higher Education offer through joint or at least coordinated actions.
- Continue to review curriculum to provide a range of career learning opportunities to meet the pathway - apprenticeships to consider a mixture of Health and Social Care experience.
- Offer flexible study options to assist with retention and recruitment e.g. Nursing Pathway – to complete the nursing degree in the Nursing Home setting.
- To enable Local Authorities to develop their workforce and grow their own to encourage retainment and plan for future succession planning.
- To explore a regional social work workforce plan - further collaboration between Bangor University, Wrexham University and employers across the region.

Workforce planning and data



What do we want to achieve?

- A comprehensive understanding of the workforce data across Health and Social Care, in order to accurately plan future workforce needs, areas of challenging recruitment and understanding of skills gap, with an understanding of other relevant employment place based data.



Sub-group lead

- Occupational Therapy Group
- Training Managers
- HR Managers
- Regional Innovation Coordination (RIC) Hub
- Betsi Cadwaladr University Health Board (BCUHB)



Inter-dependencies

- Welsh Language
- Wellbeing
- Inclusion

What are the outcome indicators?

- Detailed understanding of where students are studying Health and Social Care and where there are particular recruitment challenges. Overlaid with other employment statistics and benefit claimants.
- Work with Social Care Wales to influence our data requirements – and to ensure this is fit for purpose for the region.
- Work in partnership with Betsi Cadwaladr University Health Board (BCUHB) to analyse their data.



Strategic Priority 2

Learning and development

Creating a competent workforce which is capable and confident to perform their role.

Outline of need:

We will support the workforce to learn and gain skills. Learning and development is essential to our workforce to encourage and support their continuous learning.

Priority Focuses:

- Occupational Therapist (OT) commissioning of places for North Wales.
- Minimum Standards of Employment for Social Care Worker
 - Support work concerning the national agenda.
- Maximise the digital learning training for Health & Social Care
 - Training of digital champions to promote and share their knowledge and enthusiasm of basic essential skills.
- Care Home Managers Qualification
- Specialist Training and Development
- Care Technology



Occupational Therapist commissioning of places for North Wales



What do we want to achieve?

- Ensure sufficient places on the Occupational Therapy degree for Local Authority placements.



Sub-group lead

- Occupational Therapy Group
- Training Managers
- WU Strategic Group - East



Inter-dependencies

- Welsh Language
- Wellbeing
- Inclusion

What are the outcome indicators?

- Partnership working between health and Local Authority to collate streamlining numbers – Health and Social Care Occupational Therapy Workforce Plan.
- Social Care Wales and Health Education and Improvement Wales (HEIW) have a shared approach and understanding of risks for sufficient Occupational Therapy commissioned number of student numbers.
- Ongoing open discussions with Wrexham University and all partners.
- Joint action to resolve the shortfall.
- Wrexham University – marketing drive to attract Welsh speaking and applications from rural areas.



Minimum Standards of Employment for Social Care Workers

- Support work concerning the national agenda.



What do we want to achieve?

- Supporting independent providers to agree a minimum set of employment expectations for staff working in the independent social care sector.



Sub-group lead

- Regional Commission Board



Inter-dependencies

- Welsh Language
- Wellbeing
- Inclusion

What are the outcome indicators?

- Supporting independent providers to understand the minimum set of expectations of employment.
- Encourage social care employers to voluntarily adopt the minimum expectations.
- Communicate the minimum expectations to staff and employers in the independent social care sector.
- Social Partnership working with commissioners, recognised trade unions, local authorities and health board colleagues.
- Engage in the work of the Social Care Fair Work Forum and it's aspirations for fair Terms and Conditions of work alongside implementation of fair work policies.

Maximise the digital learning training for Health and Social Care

- Training of digital champions to promote and share their knowledge and enthusiasm of basic essential skills.



What do we want to achieve?

- Employers work with trade union learning projects so workers across the sector can access funded courses.
- Improve the digital skills of the workforce.



Sub-group lead

- Training Managers
- Regional Digital Working Group



Inter-dependencies

- Welsh Language
- Wellbeing
- Inclusion

What are the outcome indicators?

- For Health and Social Care workforce to have the right skills in place.
- Maximise all opportunities and utilise available funding in Health and Social Care in North Wales.
- Increase in the opportunity of staff to be engaged with digital events.



Care Home Managers Qualification



What do we want to achieve?

- Recruitment and succession planning for care home managers – Adult and Children.



Inter-dependencies

- Welsh Language
- Wellbeing
- Inclusion

What are the outcome indicators?

- To ensure a sufficient regular supply of qualified Care Home and Children's Home Managers.
- Analyse available data to plan future requirements and to inform workforce planning.
- To meet the requirements of Regulation and Inspection of Social Care (Wales) Act 2016 registration and expectations.
- Supporting providers on their future workforce planning needs.



Specialist Training & Development



What do we want to achieve?

- Ensure continual training and development of the workforce in topics such as:
 - Mental Health/Autism
 - Dementia Awareness
 - Children's Therapeutic



Sub-group lead

- Together For Mental Health (T4MH) Board
- Dementia Action Plan
- Autism Group
- Safeguarding Training Group

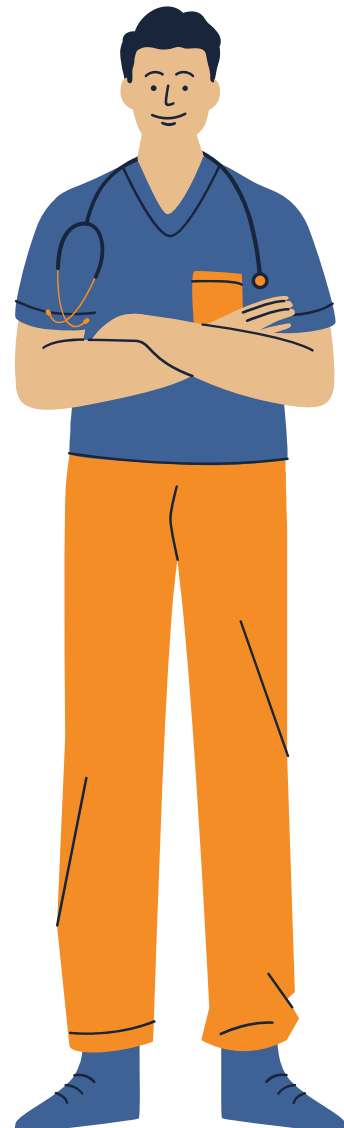


Inter-dependencies

- Welsh Language
- Wellbeing
- Inclusion

What are the outcome indicators?

- Continual training and development in specialist areas.
- Staff working in specialist services will have the appropriate training and development to undertake their role.



Care Technology



What do we want to achieve?

- Upskill and support staff to assist with care technology at home.



Sub-group lead

- Digital Data Board
- Regional Digital Working Group

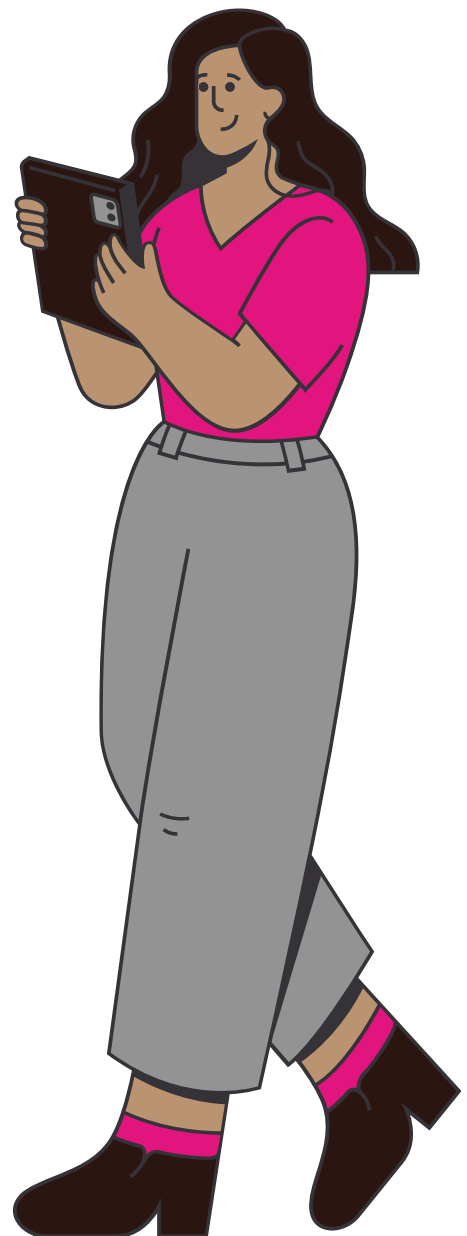


Inter-dependencies

- Welsh Language
- Wellbeing
- Inclusion

What are the outcome indicators?

- To ensure staff are fully trained and able to support people to remain independent in their own home.



Strategic Priority 3

Data and Intelligence Gathering

Outline of need:

Having the right data will inform workforce future requirements.

Priority Focuses:

- Accurate and sufficient workforce data
- Anti Racist Wales Action Plan

Accurate and sufficient workforce data



What do we want to achieve?

- Capturing the relevant workforce data to inform and improve future workforce requirements and planning.



Sub-group lead

- Social Care Wales are also working on this workstream as part of the 7 themes
- Regional Innovation Coordination Hub
- Regional Digital Working Group
- Social Care Wales Workforce Development Programme
- Betsi Cadwaladr University Health Board (BCUHB)



Inter-dependencies

- Welsh Language
- Wellbeing
- Inclusion

What are the outcome indicators?

- Working with Social Care Wales Digital team to ensure relevant and accurate up to date data is gathered.
- Work in partnership with Betsi Cadwaladr University Health Board (BCUHB) to analyse their data.
- Continual analysing of data to inform trends/patterns etc to help inform future workforce planning.
- Using other available data e.g. unemployment/school attainment etc to assist with workforce planning.

Anti Racist Wales Action Plan



What do we want to achieve?

- To adopt the Anti-Racist Wales Action Plan and to work in partnership with other anti-racism organisations and unions e.g. UNISON'S Anti-Racism Charter.



Sub-group lead

- Training Officers Group
- HR Managers Group



Inter-dependencies

- Welsh Language
- Wellbeing
- Inclusion

What are the outcome indicators?

- Raise awareness and work towards reducing the number of incidents of racism in the workplace.
- Supporting providers in adopting the work on any relevant/good practice on anti-racism.
- Co-creation of sector-specific manager and front line staff education programme on anti-racism, with working involvement with all partners.
- Tackling racism within service delivery in the workplace.

