

**Care Council for Wales' response to the requirements for action in the Older People Commissioner's Review: A Place to call Home?**

- 1.1 The Care Council for Wales (Care Council) welcomes the Older People Commissioner's review on the quality of life and care of older people in care homes in Wales. It is a significant piece of work, highlighting the need to focus on the quality of life of older people in residential care in Wales as well as ensuring their physical care needs are met. This review is a contribution to the wider transformation of care and support which focuses on securing the best possible outcomes and experiences for citizens wherever they live.
- 1.2 The work of the Care Council, as the regulatory and development body for the social care workforce, is aimed at making sure that the people of Wales can count on social services being provided by a professional, skilled and confident workforce. The key to the successful delivery of this ambition and of improving quality is through a workforce which is sustainable, competent, confident, valued and is capable of delivering personalised and flexible services, which meet changing demands, and improved outcomes for people and communities.

**Our strategic aims for the next three years are therefore:**

- **Public assurance**, through regulation which is intended to provide assurance that the profession is of good character, confident and competent to ensure safe care of individuals and support for their families.
  - **Professionalism**, through supporting the workforce so that they are able to work in ways which are collaborative, effective and grounded in social care values and open to new ways of working.
  - **High quality learning**, through supporting a workforce which is highly skilled and clear about the standards that inform professional practice.
  - **Sustainability**, through supporting efforts to secure enough good quality people entering, working and remaining in the sector.
- 1.3 We will deliver these through our commitment to collaboration with citizens including those who are using services and their carers and partners across the sector and beyond. That is the approach we will take in delivering our remit of developing and supporting the implementation of the Social Services and Wellbeing Act and through the

development and implementation of the Regulation and Inspection of Social Care (Wales) Bill.

- 1.4 This is a continuous journey and we are building on what we have already done, using both our regulatory and development remits as our levers for change.
- 1.5 We have recognised the hugely important role of care home managers. They are the leaders of practice. That is why we have a programme of work which is focussed on their professional development. We have developed an extensive range of support and training materials and programmes for social care managers. Their content is based on the feedback we have received from service users and providers about the skills and competencies that should be expected of managers. Our challenge now is to work with the sector to ensure that managers gain the full benefits of these materials so that older people can receive the best possible care.
- 1.6 Since October 2011 all care home managers have been required to register with the Care Council. Being a regulated worker requires them to hold the required qualification for the role, be of good character and conduct, and sign up and adhere to the standards in the *Code of Professional Practice for Social Care Workers* (the Code). They can be removed from the Register if they are found not to have upheld the standards in the Code.
- 1.7 Alongside this we have produced *The Social Care Manager, Practice Guidance for Managers registered with the Care Council for Wales* which builds on the Code and aims to:
  - Describe what is expected of Social Care Managers;
  - Provide a practical tool, aiding Social Care Managers in their practice;
  - Provide guidance which supports Social Care Managers to lead on the delivery of high quality, citizen centred services; and
  - Provide the basis on which more detailed practice guidance can be developed to support best practice.
- 1.8 It is worth noting that through introducing mandatory regulation of the managers we have a national picture of the managers for the first time. It led us to commission research to provide us with more information about the manager's role.
- 1.9 The fora we have established for managers are developing as communities of practice as well as enabling us to work with managers on the development of their continuous professional development framework. We recognise the diversity and the need to consider creatively what support mechanisms may be needed for managers, some of whom can be isolated.
- 1.10 The Welsh Government currently does not require adult care home workers to register with the Care Council. This is different to the position in Scotland and Northern Ireland. Currently it means that the Care Council does not have powers to enforce adherence to the Code of Practice, nor to directly mandate learning that is undertaken to develop the knowledge, understanding and skills that are needed to carry out their roles. However, the recently revised Code has a new section 7 which includes a responsibility for those managing or leading staff to provide support to embed the Code in their practice. Our intention is that this will reinforce the role of the manager in setting out the culture and

the practice requirements of those who work in the home. The learning materials being developed will strengthen the understanding and use of the Code across the sector. In addition, we continue to work with employers and other key agencies responsible for the regulation, commissioning and contracting of services so that there is shared ownership of the Code as a corner stone to evidencing quality.

1.11 It is the Care Council's view that all adult care homes workers should be regulated, a case that we made recently to the National Assembly in their considerations of the Regulation & Inspection of Social Care (Wales) Bill.

1.12 Improving the quality of care can only be achieved by a workforce which is sustainable, competent, confident, valued and capable of delivering personalised and flexible care which is focused on improved outcomes and experiences for people. This the focus of the developmental and regulatory work set out above. As well as the Code and the Practice Guidance for Managers, the Care Council has a range of resources available that have been developed to support practice in the sector that contributes to positive outcomes for people accessing services. These include:

- The Social Care Induction Framework, which sets out what a new worker should know and be able to do within their first 12 weeks of employment. The principles and values of social care are embedded within the framework and the resources that accompany it.
- Guidance for Managers on the Social Care Induction Framework; this provides information to develop an understanding of the contents of the framework and methods that can be used to support new workers and to judge whether they have achieved the learning outcomes.
- An Award for Social Care Induction in Wales, which provides accredited learning for the knowledge and understanding within the framework.
- National Occupational Standards, which set out the performance and knowledge for a wide range of functions for all aspects of health and social care at a range of levels. They are used to underpin qualifications that are required for practice and all development work.
- Health and Social Care Diploma Qualifications, which are available for both managers (mandatory requirement) and care workers. They include a set of mandatory units that cover safeguarding, person centred practice, communication, equality and diversity and health and safety plus a range of optional units including dementia care and sensory loss. Within the level 2 and 3 qualifications for care workers, since 2011 there has been a mandatory unit on understanding sensory loss.
- Smaller Continuing Professional Development (CPD) qualifications for specialisms such as dementia care and sensory loss.
- Toolkits and publications, for example the Continuing Professional Development Toolkit and the 'Supervising and Appraising Well' guide.

- An acuity tool that can be used to measure the aptitude of those thinking about a career in social care.
  - A Place Called Home learning resource.
- 1.13 Through our regional and national networks, we believe that we have listened to what the sector has told us about the tools and resources which could help them to develop and improve. The above list provides a snapshot of some of the resources we have produced with the sector. The challenge now is how to improve practice and to secure the cultural change. We are keen to explore with the sector how we can facilitate that change whilst recognising where responsibility and accountability lies.
- 1.14 There are many challenges and changes facing social care in general and the workforce in particular. We intend to play our part, as a leading partner, in driving forward the changes. The Social Services and Wellbeing (Wales) Act 2014 and the proposals set out in the Regulation and Inspection for Social Care in (Wales) Bill set out to lock in the improvement required.
- 1.15 To reflect these changes and the importance of the care workforce, in 2017 the Care Council will evolve to become Social Care Wales. In describing the change the Minister said that "the Care Council for Wales has been a successful organisation, that's discharged its responsibilities in a way that has given confidence to the workforce and to those people who rely on its oversight. We are translating the Care Council into Social Care Wales. My ambition for Social Care Wales is that it will be a powerful way of helping us to make sure that we have a workforce that feels valued and recognised".
- 1.16 We will deliver our responsibilities through our continued commitment to collaboration with citizens including those who are using services and are carers and partners across the sector and beyond. That is the approach we are taking in delivering our remit of developing and supporting the implementation of the training to support the Social Services and Wellbeing (Wales) Act, which will be a further contribution to the cultural changes we reference above.
- 1.17 Our revised response to the actions designated to us in the report is set out below.

Required Actions	By when	Response
<p>5.1 A national recruitment and leadership programme is developed and implemented to recruit and train future care home managers with the right skills and competencies.</p> <p>The programme should include accredited continuous professional development for current and future care home managers and should support them to be leaders of practice and champions of a positive care home culture.</p> <p>Annual national reporting on the availability of skilled and competent care home managers in care homes across Wales, including the impact of vacancy levels upon older people's quality of life and care.</p>	<p>April 2016</p>	<p><b>What the Care Council is setting out to achieve</b></p> <p>The Care Council recognises the importance of having highly skilled and competent care home managers and the vital role that these play in leading and managing services that support older people to have a good quality of life. In order to drive wide scale changes, we have committed to undertake a long term programme of work for the development of social care managers. This includes a new qualification that will prepare social care workers for the role of social care manager; post qualifying consolidation programmes and programmes for experienced managers on leading practice. Current vacancy rates are a cause of concern and we have therefore committed to increase the number of registered managers by 20% over the 3 year period 2015 – 2018.</p> <p>The Care Council welcomes the formation of the Care Home Task Group as this provides the opportunity to strengthen partnership work with other key agencies to address the issues identified in the Older People's Commissioners' report and drive forward this element of our work. It will also provide an infrastructure that will assist us to measure the impact upon the well-being and quality of life of older people.</p> <p>The Care Council also welcomes the introduction of new legislation that will result from the Regulation and Inspection of Social Care (Wales) Bill which will provide the regulatory authority for the development; delivery and quality assurance of the programme of learning for social care managers.</p> <p><b>How the Care Council will do this</b></p> <p>The Care Council will develop career pathways for care home managers; this will include promoting the value of social care management as a profession and a career of choice. We will lead work on a professional development framework that supports managers to be leaders of practice and champions of a positive care home culture.</p> <p>The framework will include accredited learning with:</p> <ul style="list-style-type: none"> <li>• A programme that prepares social care workers for management:</li> </ul>

Required Actions	By when	Response
		<p>'step up to management'</p> <ul style="list-style-type: none"> <li>• Qualifying programmes</li> <li>• Post qualifying programmes for consolidation and for leaders in care</li> </ul> <p>The framework is being developed incrementally and we will aim to have each phase in place by 2017/18. The pilot of 'step up to management' will be carried out in South East Wales 2015/16 using a partnership approach, it will be evaluated to establish whether it provides social care workers with the knowledge and understanding that enables them to move into management roles.</p> <p>We are developing a comprehensive resource pack for social care managers new to post; this will provide clarity to employers on how they should be supporting managers and tools for managers that assist them to undertake their role. The pack will be available by the end of 2015 and evaluated 2016 / 17.</p> <p>We are scoping new models of learning delivery that will be required to implement the new legislation that will result from the Regulation and Inspection of Social Care (Wales) Bill in 2017.</p> <p>The annual profiles for the care home registered workforce, along with data from CSSIW about registered services, will be used to assess the availability of skilled and competent care home managers in care homes across Wales and the impact of the development programme for social care managers upon this. Information will be used to inform the work of the Care Council and the strategic direction of the work of the Care Home Task Group.</p> <p>The Care Council has been holding annual forums for registered managers for a number of years and these will continue to offer an opportunity for us to engage with care home managers as a means of sharing information and improving practice. We will continue to evaluate the impact of the forums on the practice of managers on an annual basis. In addition, we will invest</p>

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		resources into the development of Communities of Practice, starting with a pilot for care home managers in 2015/16. This will inform us as to how this work can be taken forward across Wales for all registered managers.
<p><b>Progress since February 2015</b></p> <p>A pilot has been developed for the programme that will prepare social care workers for the management role. Work will commence with the sector May 2015 to pilot and evaluate the programme 2015 / 2016.</p> <p>Workshops have taken place with registered care home managers across Wales to test out new resources that illustrate good values based practice and explore the development of Communities of Practice.</p> <p>The Care Home Task Group, of which the Care Council is a member, has included a stream of work 'to identify the actions required to improve recruitment and retention, training and qualifications for registered managers, nurses and direct care staff'. This will enable a joined up approach of addressing issues and challenges.</p>		
<p>5.3 A standard set of mandatory skills and value based competencies are developed and implemented, on a national basis, for the recruitment of care staff in care homes.</p>	<p>From Sept 2015</p>	<p><b>What the Care Council is setting out to achieve</b></p> <p>The Care Council has a good understanding of the skills and values-based competencies that are needed by those working in care homes. These are reflected in a set of skills and values based competencies that sit within the Code of Professional Practice for Social Care, the Social Care Induction Framework, National Occupational Standards, the diploma qualifications for health and social care and an acuity tool that can be used by those who are thinking of joining the sector to measure whether they have the aptitude for the work.</p> <p>The Care Council is seeking to use a range of methods to embed these in practice across the sector.</p> <p><b>How the Care Council will do this</b></p> <p>The Care Council is building upon an already extensive catalogue of accessible tools for the sector that embed values-based competencies into practice and has invested in a new online learning platform; the 'Moodle'. This will enable the Care Council to systematically monitor and evaluate the use of resources and learning tools that are made available to the sector.</p>

Required Actions	By when	Response
		<p>In addition, the Care Council will work with the regional partnerships, Job Centre Plus and Careers Wales to promote social care as a career of choice, using the acuity tool to measure whether they have the aptitude needed for the work, the numbers of people who access the tool yearly is available to report on a Wales wide basis. Jobcentre Plus will, through the current UK wide project to provide robust information for their advisors on the care sector and its requirements Wales; monitor and evaluate the number of people who move into paid employment in social care, including care homes.</p> <p>The Council will also promote the award for social care induction in Wales that provides the underpinning knowledge and understanding to commence a role in social care.</p> <p>The Care Council will use the publicity campaign for the implementation of the Code of Professional Practice for Social Care over 2015 to promote best practice and social care as a valued career of choice.</p> <p>As the Care Council evolves into Social Care Wales following the implementation of the Regulation and Inspection of Social Care (Wales) Bill, the opportunity to strengthen work in partnership with other key agencies such as CSSIW; WLGA and SSIA to achieve agreed strategies, will provide the vehicle to further embed the resources and tools that will support the recruitment of social care workers in care homes that have, and are able to develop, the values-based skills and competencies that are needed.</p>
<p><b>Progress since February 2015</b>  The Code of Professional Practice has been revised and launched, this embodies values-based practice.</p> <p>The award for Social Care induction in Wales was launched in March using the film ‘Home from Home’ that brings to life good practice within a care home. The learning resources for this were tested out with care home managers across Wales, they had a significant impact upon all who watched them “I found the DVD particularly poignant and emotional, I would very much like to show this DVD to my staff once it becomes available” and a follow up evaluation identified that it had led to changes in practice for many of the</p>		



Required Actions	By when	Response
managers who attended e.g. “allocation of time to a more thorough induction, have discussed with staff group the importance of thorough inductions or agency staff and essential that they have information about the people they are expected to take care of. Am in the process of developing a plan that will assist staff in this process”.		
<p>5.4 A national mandatory induction and on-going training programme for care staff is developed and implemented. This should be developed within a values framework and should include:</p> <ul style="list-style-type: none"> <li>~ the physical and emotional needs of older people, including older people living with dementia;</li> <li>~ adult safeguarding, emotional neglect and ‘never events’;</li> <li>~ how to raise concerns;</li> <li>~ good communication and alternative methods of communication for those living with dementia and/or sensory loss;</li> <li>~ Supporting without disabling.</li> <li>~ The rights and entitlements of older people;</li> <li>~ Care, compassion, kindness, dignity and respect.</li> </ul>	December 2015	<p><b>What the Care Council is setting out to achieve</b></p> <p>The Care Council recognises the demanding and complex role that is undertaken by social care workers within care homes and the ongoing learning that is needed to ensure that workers are competent to deliver high quality care and support. The Care Council currently has a wide range of resources to support this that cover the list under ‘required actions’ and give guidance on the expected behaviours and practice of all of those employed in social care including:</p> <ul style="list-style-type: none"> <li>• The Social Care Induction Framework; this sets out what a new worker should know and be able to do within their first 12 weeks of employment. The values and principles of social care are embedded within the framework and further supported by guidance for managers; a series of workbooks and the Award for Social Care induction in Wales.</li> <li>• The Code of Professional Practice for Social Care; this describes the standards of professional conduct and practice required of those employed in the social care profession in Wales. It is intended as a practical tool to aid social care workers in their practice and contribute to good outcomes for individuals. The Code will be used as the basis of our work in driving values based practice in the sector.</li> <li>• Diploma qualifications that include mandatory elements for areas such as safeguarding, person centred practice, communication, equality and diversity and sensory loss as well as specialist elements for areas such as dementia. Currently a minimum of 50% of care workers in care homes have to hold one of these qualifications or</li> </ul>

Required Actions	By when	Response
		<p>equivalent.</p> <ul style="list-style-type: none"> <li>• CPD qualifications for areas such as sensory loss and dementia. An all Wales award for awareness of safeguarding; this is accompanied by an all Wales training pack that is freely available. The training pack covers areas such as emotional neglect and practice that could be considered as 'never' events as outlined in 1.5 of the Commissioner's report with a range of case studies developed to support practice. The training pack is grounded in current legislation and policy guidance; is strong on human rights, it references to the Codes of Practice, and is as current as we can achieve at present. The Care Council will be reviewing and amending the training pack once the final Codes and Regulation on safeguarding are available and the revisions of Working Together and In Safe Hands has been completed.</li> <li>• National Occupational Standards that set out the knowledge, understanding and skills needed for a range of functions to be used to underpin and inform learning and development.</li> </ul> <p>These tools and resources need to be used consistently by employers and learning providers as a means of providing training that covers the areas identified by the Older People's Commissioner. The Care Council is working with employers and partner agencies to promote the use of these and to establish them in practice.</p> <p>We have carried out research during 2014/15 to understand how we can best contribute to developing the dementia workforce, building on what is already available; and supporting connections between people delivering services.</p> <p><b>How the Care Council will do this</b> The Care Council is building upon work carried out thus far by developing and evaluating a further range of accessible resources for induction and on-</p>

Required Actions	By when	Response
		<p>going training, all of which aim to challenge the notion of a 'task-based culture' and promote person centred practice including:</p> <ul style="list-style-type: none"> <li>• The 'Home from Home' learning resource. This is a powerful film that illustrates good practice and challenges negative cultures and poor ways of working. It will be available as a DVD for managers and learning providers in June 2015 to use with care workers and as an on-line learning resource on 'the Moodle' or Care Council learning platform by September 2015. This will provide the opportunity to evaluate its' impact as once completed by the social care worker, the manager will sign off when satisfied. This will then be followed up by an evaluation that measures impact upon practice with both the social care worker and the manager. Both resources will be evaluated by April 2016.</li> <li>• Train the trainers for the all Wales safeguarding programme for the Award in safeguarding qualification.</li> <li>• A review of the Safeguarding training pack following the availability of the list of 'never events', the final Codes and Regulation on safeguarding and the completion of the revisions of Working Together and In Safe Hands.</li> <li>• A learning and development framework will aim to set out the knowledge and skills needed for the workforce who might support people living with dementia. The work will have values and rights at its core, drawing from the Code of Professional Practice for Social Care and the Declaration of Rights for Older People as well as key messages from policy, practice and research. We will work with our partners to identify details of how the framework will be implemented and evaluated.</li> <li>• A network to support the workforce who provide services to people living with dementia will be established. The network will enable the sharing of innovation, good practice and peer support by connecting</li> </ul>

Required Actions	By when	Response
		<p>people who deliver services. The format, implementation, maintenance and evaluation of the network will be agreed with partners in the project group.</p> <ul style="list-style-type: none"> <li>• Additional resources for managers that support them to develop their staff teams. These resources will be evaluated 2016 /17 with managers who are new to post.</li> <li>• Workshops on the Code of Professional Practice, in particular the new section 7, will be delivered to registered managers at the forums that are due to take place autumn 2015. These will be evaluated to establish how managers have implemented learning in practice and changes that they have made following the workshops</li> </ul> <p>The Care Council has also committed to explore the development of a network of 'dementia care practitioners and champions' across the social care sector in Wales, including care homes, as a means of building up and sharing expertise in the sector.</p> <p>The Care Council is dedicated to strengthening partnership working with those agencies responsible for regulating, commissioning and contracting services to ensure that these resources are used and embedded in practice.</p>
<p><b>Progress since February 2015</b>  Home from Home film commissioned and resources piloted</p> <p>Awards for social care induction in Wales, Sensory Loss and Safeguarding have been launched.</p> <p>A new section added to the Code of Professional Practice for Social Care (section 7) that requires all of those responsible for managing or leading staff to embed the Code in their work, including: 7.3 "ensuring induction, training, learning and development opportunities support staff to maintain and develop their knowledge, skills and understanding".</p>		
6.11 A national, competency based, training programme for	December 2015	<p><b>What the Care Council is setting out to achieve</b>  The Care Council recognises the pivotal role that commissioners can play in</p>

Required Actions	By when	Response
<p>commissioners is developed, to ensure that they understand and reflect in their commissioning the needs of older people living in care homes, including the needs of people living with dementia.</p>		<p>the provision of good quality services to meet the needs of older people. We have engaged extensively with social care commissioners to identify their learning needs and preferences, including their views on the review of the National Occupational Standards (published 2014). Many issues were raised, including the following which directly address this requirement:</p> <ul style="list-style-type: none"> <li>• the need to understand how to identify good service provision;</li> <li>• the needs for standards addressing population needs assessment, market position statements and engaging and developing the market;</li> <li>• the importance of assessing competence alongside knowledge.</li> </ul> <p>To meet the learning needs of commissioners, we have:</p> <ol style="list-style-type: none"> <li>1. Worked with partners, including commissioners, training and education colleagues and the SSIA, to map key commissioning functions, tasks, work roles and learning needs to National Occupational Standards.</li> <li>2. Compiled information about the learning requirements and preferences of commissioners.</li> <li>3. Developed a plan to work with learning providers during 2015 to develop training or qualifications which measure competence and are based on our mapping.</li> <li>4. Started early dialogue with key learning providers.</li> <li>5. Actively engaged with the Association of Directors of Social Services (ADSS) National Commissioning Board and the Welsh Government to seek support for our work.</li> </ol> <p><b>How the Care Council will do this</b> We aim to work with a learning provider to develop training or qualifications by the end of 2015.</p>
<p><b>Progress since February 2015</b> Diploma qualifications are available at levels 3, 5 and 7 for social care commissioning, procurement and contracting. These qualifications include a mandatory requirement for learners to complete a knowledge based unit related to social care practice, e.g.</p>		

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		<p>'understand the process and experience of dementia', 'understand sensory loss'. The Care Council negotiated the inclusion of these units to reflect the need for commissioners to have some understanding of social care. However due to a low take up across the UK, these qualifications will no longer be open for new learners after October 2015.</p> <p>We are aware that commissioners currently access a range of generic qualifications as well as the specific Diploma qualifications. We have received feedback that generic commissioning qualifications do not always sufficiently cover the social care and / or the Welsh context in which our commissioners work. Our engagement with social care commissioners has identified a need for training to incorporate three broad strands of learning:</p> <ul style="list-style-type: none"> <li>• an understanding of how to recognise good service provision;</li> <li>• the context and responsibilities of social care commissioning in Wales;</li> <li>• the technicalities of commissioning, procurement and contracting.</li> </ul> <p>We are embracing with the challenges this presents by engaging with key learning providers, identified by social care commissioners who offer more generic qualifications. Our aim is to try and bring together the elements of learning that commissioners tell us that they value. We have discussed our ideas with these providers and more recently sent them the mapping referred to above, to seek their advice regarding the feasibility, timescales and costs associated with developing a training or qualification package.</p>