

Work Stream	Update	Steps to be taken
Mapping Work	<p>A Group has been established and has started on the work of mapping what is already happening in order to identify any gaps which exist. The group includes key officers from the Workforce Development Unit, Human Resources and our Internal Provider and it is anticipated that we will include others over the coming months.</p>	<ul style="list-style-type: none"> • It is anticipated that we will have completed the work by October and that we will be in a situation to add to and enrich the work following that time.
Pay and Working Conditions	<p>On the basis of Ffordd Gwynedd principles, the Domiciliary Care transformation work has identified waste in the current working conditions. We are of the opinion that there is a real opportunity to improve the pay levels of the independent sector's front line workers, aiming to harmonise them with the pay levels of the internal workforce.</p> <p>This work also leads us to the need to have a mature working relationship and more appropriate contracts with independent providers. The way in which we commission Domiciliary Care in future will change. Rather than commissioning on an individual basis and paying the provider for each hour which is provided, we will be commissioning on the basis of outcomes for individuals and will be contracting with providers on the basis of geographical areas over a specific period of time.</p> <p>The new way of working and the commissioning arrangements for the future will provide more flexibility for the provider. It is anticipated that this will lead to domiciliary care workers no longer needing to work unsustainable patterns of work as is currently happening.</p> <p>An inconsistency between pay and conditions of service exists in other areas such as Supported Living and Residential/Nursing Homes. The independent Residential/Nursing sector regularly reports on how difficult it is to recruit new staff and to retain experienced staff in the face of the conditions of service offered by the Health Board and Council.</p> <p>In acknowledgement of the fact that the inconsistency which exists across the care field between the internal sector and independent sector needs to be prioritised, we should also ask the basic question if the pay levels of even our internal workforce reflects what they should be, considering the expectations and what is now required of them in their posts. With this in mind, we will ask for an assessment of the</p>	<ul style="list-style-type: none"> • From April 2021 we will have harmonised the salary levels of home care workers across the sector. • From April 2021 forward we expect to see that independent providers across Gwynedd will have the ability to award long term contracts to staff, also committing to specific contracted hours. We will therefore not be expecting to see 'Zero hour' contracts given to staff in Gwynedd. • From April 2021 forward we will expect to see the work patterns of domiciliary care workers significantly improving and change to be working specific shifts during the day. • Specifically in the Residential and Nursing field, work is underway to attempt to establish an understanding of what is the true cost of providing the care. This is also receiving attention and priority on a regional level. We anticipate that this work programme will become clearer over the coming months.

	responsibilities of the front line staff of our internal workforce. The outcome of any such assessment will not necessarily lead to an increase in levels of pay.	
Workforce Planning	<p>Specialist Skills – We are continuously attempting to identify gaps which exist regarding specialist skills, and one obvious way of doing that is to analyse patterns which become apparent when attempting to recruit. One specific example of this is the role of the Occupational Therapist. In response to this, good examples exist of working with Colleges such as Glyndwr University, which has led on the development of a part time Occupational Therapist course. However, in addition to creating opportunities to train and develop the current workforce, we are of the opinion that we should also place the focus on nurturing our own talent through schemes such as professional trainees, apprenticeships and work experiences.</p> <p>Another example of robust joint working arrangements which exist for the local development of talent is the placement which is offered in Gwynedd to the Social Work MA course students where the Council recruits on average 80% of the students placed with the authority each year. In addition to this there is an arrangement in place to support a professional Social Work trainee annually.</p> <p>Regarding the apprenticeship scheme in particular, we will continue to influence the programme, ensuring that the care field is prioritised. We will influence specifically through the Regional Skills Partnership in order to develop the programme to include more opportunities on higher levels such as Social Worker roles and Occupational Therapists.</p> <p>Workforce of the future – A substantial amount of good work has taken place over the previous years which is connected to trialling different roles for the future, specifically placing the focus on roles which deliver a combination of ‘Health’ and ‘Care’ tasks. However, on reflection, it is likely that what has been trialled to date has been drawn up on the basis that we think that we know what is needed, rather than us having drawn up a role which responds to the demand on our services. As well as planning for the future, obvious drivers and opportunities arise which demand a response. An example of this is the attempts of the Regional Skills Partnership to ensure funding through the North Wales Growth Deal to up skill care workers in Residential/Nursing Homes to nurture clinical skills in order to respond to the lack of Nurses which exists.</p>	<ul style="list-style-type: none"> • We will submit an application for temporary funding to establish a specific fund to ensure that we have the resources we need to nurture local talent during the continuing period of financial pressure. As part of this we will also submit an application for an Occupational Therapy Professional Trainee. • During September 2019 x5 level 2 Care apprentices and x1 level 5 (manager) apprentice will start. • A specific and specialist piece of work has been recently commissioned to understand what the current demand is on our services, and what therefore is the type of role required for the future. It is anticipated that this work will begin during July / August 2019. • Having trialled the scheme in some specific areas, we are in a position to establish the role in each of the five areas up to March 2021. During the coming year we will assess the success of the scheme therefore considering the development of the role for the long term.

	<p>We should draw specific attention to the role of Community Coordinator. The government grant funding has enabled us to place members of the 3rd sector in our Community Resource Teams. The role involves working with communities and organisations locally in order to identify what is available to individuals, and also to promote community activity to respond to some of the gaps which exist. Other roles which promote well being are also being trialled in Gwynedd and beyond and we will need to keep an eye on these developments.</p> <p>Data - Work is underway across the authority to identify key posts, record barriers and opportunities for the future. Although we have an overview of staffing information which enables us to make decisions, we believe that we have room for improvement regarding data analysis and drawing this together with commissioning information which would support us to make decisions for the future.</p>	
Status, image and profile	<p>We anticipate that the Domiciliary Care transformation work will undoubtedly lead to an improvement in the status and image of the post of domiciliary care worker for the future. The change means placing trust in front line staff, domiciliary carers becoming part of a wider team of Health and Care workers, therefore highlighting the career pathways which are possible in the field. We anticipate that lessons to be learnt will become apparent from this work and can be used for other areas.</p> <p>For the first time there is a legal requirement for frontline staff in the care field across Wales to register with Social Care Wales. Despite the related challenges, such as staff realising that there are more expectations on them without any resulting financial acknowledgement, the main aim of the legal requirement is to contribute towards the raising of the status of posts in the field in the longer term. In order to facilitate and support the change the Council is financing the cost of registration to Council staff, as well as employing a Registration Support Worker over a period of two years.</p>	<ul style="list-style-type: none"> • From April 2021 onwards it is anticipated that we will see the positive effect of this change on the status and profile of the post. Having said this we are already promoting the new way of working. • Domiciliary Care workers are required to be registered by March 2020. Residential Workers are required to be registered by March 2022
Communication and Marketing	<p>‘Communication and Marketing of course permeates through all work streams and are completely key to the success of our efforts to recruit and retain our experienced staff for the future.</p> <p>We know that much effort and activity has taken place over the past few years but it is believed that it would be advantageous to have an improved overview of what is happening from now on. It is believed that drawing information together will provide</p>	<ul style="list-style-type: none"> • We will collate communication and marketing information and set it out on the basis of a timetable. Having done this we will then consider what the gaps are and the next steps. • Over the next 6 months we will consider the suitability of the materials we have for marketing

	<p>an improved opportunity to target and will ensure that we make the best use of time and resources.</p> <p>Although ,many marketing materials are being developed on a local and national level, it is believed that having a stronger hold on that which is happening would help us to decide where we can improve our efforts for the future. It is noted that a new regional post 'Career in Care Coordinator' will be located in Gwynedd and will begin shortly.</p>	<p>and communication, developing our own materials as needed.</p> <ul style="list-style-type: none"> • We will consider the temporary resource that we will need for undertaking the initial work required regarding establishing arrangements and collating materials
<p>We will monitor the progress of the work programme above by reporting regularly to the Performance Monitoring Meeting, also in the Cabinet Member's report which is regularly submitted to Cabinet. These forums will be used to report on the success of the work but also to highlight any barriers which prevent us from achieving.</p>		