Proposals for a pay and progression framework for the social care workforce in Wales

A pay and progression framework

This is an initial draft of a pay and progression framework for the social care workforce in Wales. It sets out a series of bands for different job roles and includes the skills, values, knowledge, understanding, and typical tasks for each one. It will also, in the future, include a career map of opportunities for progression in the sector. This draft does not yet include anticipated pay scales which will follow in a later version.

The framework will be voluntary and limited, initially, to workers providing direct care. Social workers will not be included at this stage.

Background

This draft pay and progression framework has been developed by the Social Care Fair Work Forum, which was established by the Welsh Government in September 2020 following a recommendation from the Fair Work Wales Commission.

We are a social partnership group made up of employers, trade unions and other stakeholders. Our aim is to improve working arrangements for social care workers in Wales. This means making sure workers are fairly rewarded, heard and represented, and able to progress in a healthy, inclusive environment where rights are respected.

Aims of the framework

This framework is designed to meet the ambitions of Wales's fair work commitment and the workforce strategy for health and social care. It also aims to:

- improve recruitment and retention in social care

- support development of the workforce through continued improvement of skills and knowledge

- provide a clear progression route for those thinking of joining, or already in, the sector

- provide a simplified framework for employers and employees

- describe and standardise positive behaviours of social care workers

- provide a fair and transparent process for decisions on collective and individual wage decisions (at this stage in individual organisations).

What the framework will mean for individuals and groups

Social care employers will be able to:
- understand the key values, attributes, skills, knowledge, understanding, qualifications and learning needed within each band of social care work
- use it to develop methods for recruitment
- manage performance and talent, succession planning, pay and budgeting.

Social care workers, either at the start of their career or throughout their career, will:
- be aware of the core skills needed to perform their roles well
- have details of required qualifications and learning
- have career options for their progression either directly through the social care system or other routes (such as social work or healthcare).

Social care managers will be able to use it for:
- conversations with team members about their core skills and values
- support and develop their teams' skills
- support team members to progress in their careers
- identifying core skills they need in their own roles to lead and manage people
- information about qualifications and learning and the requirements for professional registration through Social Care Wales.

Individuals receiving care and support and their families will be able to:
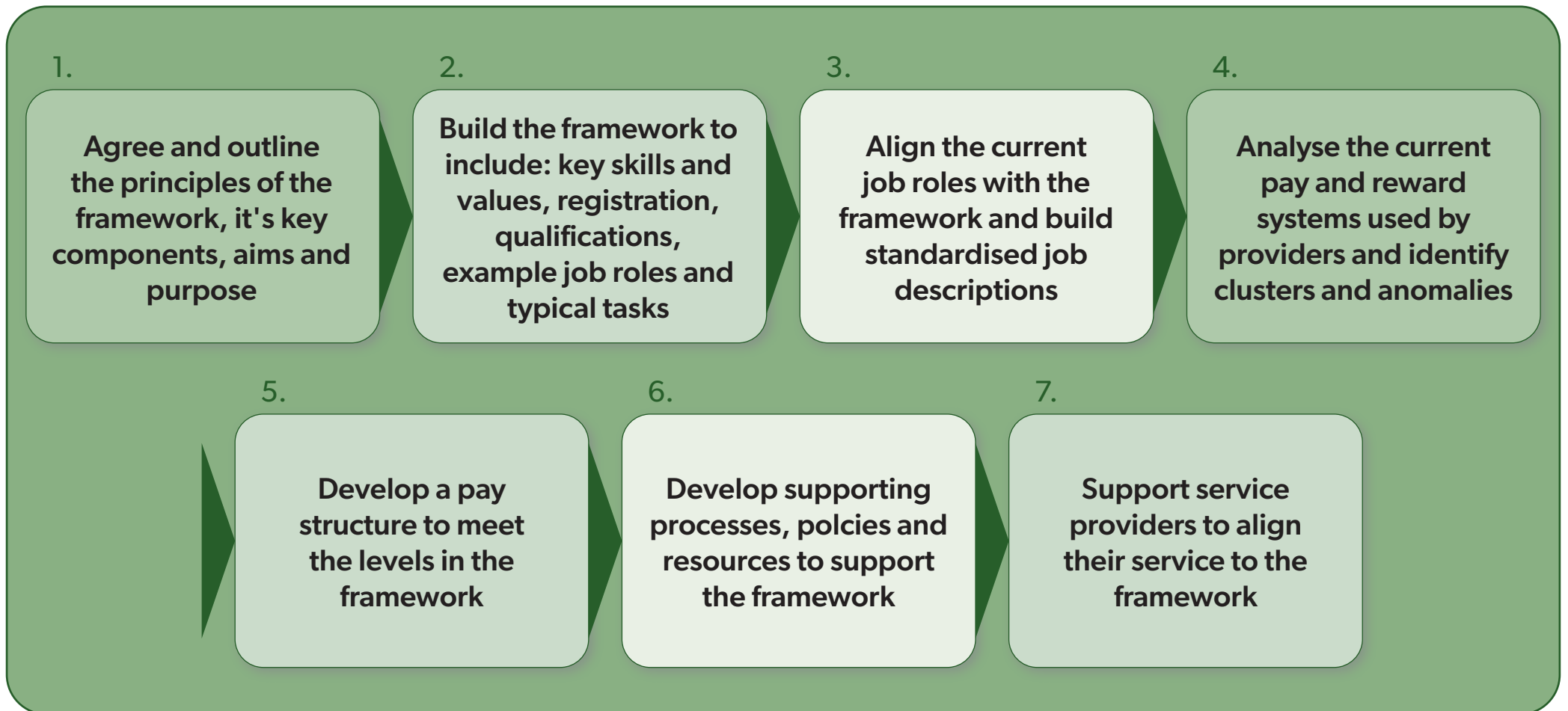- understand the roles of those providing their care
- recognise and understand the skills required
- have a say in the current and future role of social care workers.

Commissioners of services will be able to:
- compare workforce requirements and budget implications (this will be subject to a separate engagement exercise in the future) for potential providers
- provide guidance on the registration and qualification requirements for workers and organisations
- use it as a means for dialogue and assessment through the procurement process.

How the framework will be developed

The flow chart shows the different phases of developing the framework. We are currently looking for feedback on the first two phases.

1.
Agree and outline the principles of the framework, it's key components, aims and purpose

2.
Build the framework to include: key skills and values, registration, qualifications, example job roles and typical tasks

3.
Align the current job roles with the framework and build standardised job descriptions

4.
Analyse the current pay and reward systems used by providers and identify clusters and anomalies

5.
Develop a pay structure to meet the levels in the framework

6.
Develop supporting processes, polcies and resources to support the framework

7.
Support service providers to align their service to the framework

Basic principles on which the framework is based

The framework covers social care work that supports adults or children and young people. Each job band will represent a relatively broad range of roles in social care. The job bands will take into account current health and social care qualifications in Wales.

It will outline the core values, attributes, skills, knowledge and understanding that are required. Typical tasks and roles for each job band are also provided. This is what we mean by all these terms:

- **values and attributes** – the values and attributes that individuals must have, or must get, to perform effectively at work

- **skills, knowledge and understanding –** the skills needed to do the role well. These may be acquired on the job or as a result of gaining qualifications or formal learning

    - **typical tasks** – an outline of some of the activities expected at each level. The aim is not to describe every role in detail, but to show the level of responsibility and accountability in each job band.

    - **job roles** – these are examples of job titles in each job band, as it's not possible to fully capture all possible options.

- **pay ranges and expectations** will be included in a future version of the framework. Expectations of terms and conditions of employment will also be included to provide guidance to employers.

Further considerations after the framework is implemented

Once developed, the framework will enable the development of resources and toolkits to give further support to employers and social care workers. These may include:

- recruitment and selection toolkits to ensure those entering and progressing through the workforce possess the necessary skills and qualities they need for their roles

- a comprehensive learning and development programme linked to each level

- a performance management toolkit to support one to one conversations and development discussions

- succession planning and workforce management tools to help manage and plan resources and encourage progression

- a reward and recognition toolkit designed to motivate individuals and retain talent.

Features of the framework

Qualifications through formal apprenticeships are currently funded at every job band, although they aren't specifically referenced in the framework.

The qualifications stated are not a comprehensive list and alternative and legacy qualifications are acceptable. Full details for all qualifications for job roles are included in the Qualification Framework on the Social Care Wales website. The framework is designed to provide information for both registered and unregistered roles. For registered roles, the qualifications may be a requirement of the role and for unregistered roles, qualifications are a recommendation.

Proposed job bands and descriptors

Social care assistant (new joiner)

JOB BAND A

New worker employed in providing care and support, while gaining required skills and knowledge.

Required or recommended qualifications
- Working towards completing the All-Wales Induction Framework (AWIF) and then towards
- Level 2 Health and Social Care
- Health and Social Care: Core
- Health and Social Care: Practice (Adults)

Typical job roles
- Social care assistant (children and young people)
- Care assistant (adults)
- Apprentice care worker

Social care worker

JOB BAND B

Worker employed in providing care and support directly to an individual

Required or recommended qualifications
- Health and Social Care: Core
- Health and Social Care: Practice (Adults)
- Level 2 Health and Social Care

Typical job roles
- Day / community services for adults – day services assistant
- Domiciliary support services (adults) domiciliary care support worker
- Residential child care worker

Senior social care worker

JOB BAND C

Worker employed in providing care and support, sometimes at an advanced level of specialism, directly to an individual and who also may have responsibility for supervising workers and for overseeing and monitoring the implementations of care plans.

Required or recommended qualifications
- Health and Social Care: Core Health and Social Care Level 3: Practice (Adults)
- Health and Social Care Level 3: Practice (Children and Young People)

Typical job roles
- Senior social care worker
- Team leader

Social care professional practitioner

JOB BAND D

A worker who is a lead practitioner in a care team, overseeing areas such as care needs assessment, rehabilitation and enablement. They will have a role in assessing performance and quality of care delivery. A practitioner can also act as a part of a social work team.

Required or recommended qualifications
- 3 x role specific qualifications in Professional Practice in Health and Social Care 1) Independent Advocacy 2) Adult Placement / Shared Lives 3) Social Services Practitioner
- Professional Practice in Health and Social Care
- Preparing for Leadership and Management in Health and Social Care
- HE Certificate in Social Care Practice (Wales)

Typical job roles
- Lead support for reducing
- restrictive practices through positive approaches for behaviour
- Lead practitioner:
  - with individuals living with mental ill-health
  - with individuals living with dementia
  - with individuals living with a learning disability/autism
  - for disabled children and young people
  - for children and young people who are looked after
- Team leaders and deputy care
- home managers
- Social work assistants

Social care manager

JOB BAND E

Worker who manages a service and is responsible for the overall professional management of the direct provision, supervision, and quality assurance of care and support provided.
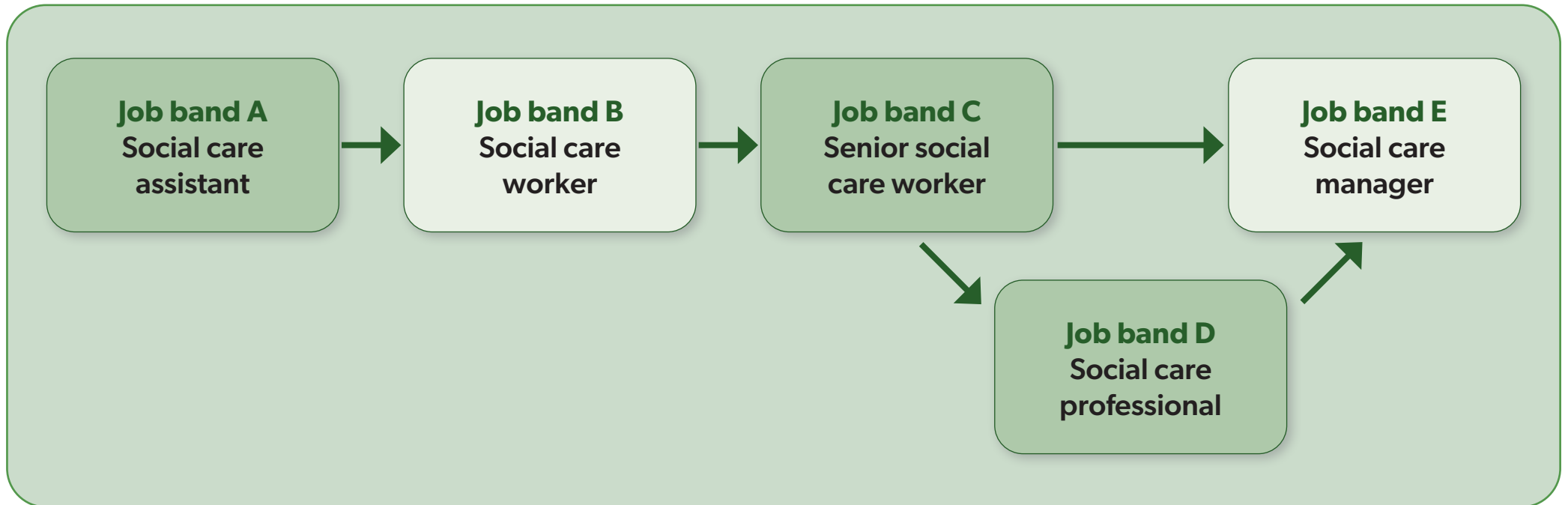
Required or recommended qualifications
- Level 4 Preparing for Leadership and Management in Health and Social Care and
- Level 5 Leadership and Management of Health and Social Care: Practice

Typical job roles
- Domiciliary care manager
- Extra care manager
- Residential child care manager
- Residential family support centre manager
- Care home manager

Outline of career progression options and broad bands

Job band A
Social care assistant

Job band B
Social care worker

Job band C
Senior social care worker

Job band D
Social care professional

Job band E
Social care manager

Detailed outline by job band

Job band A – Social care assistant (new joiner) (adult and children and young people)

New worker employed in providing care and support, whilst gaining required skills and knowledge

Values and attributes	Skills, knowledge and understanding	Typical tasks
- Empathy and compassion - Passionate about providing care - Communication – able to write, read, speak and listen - Manages time and makes plans – is punctual and flexible - Responsive to issues and raises concerns to support individuals - Work in a team – works well with others, can build constructive relationships, supports service users and works with others to build care plans - Manage your own health and wellbeing and know when to seek support - Inclusive and non-judgemental – respecting and recognising the rights, wishes and needs of individuals in how they receive care and support.	- Understand and apply the Code of Professional Practice for Social Care - Understand and engage in the principles of the Welsh Language Act. - Understand, and apply in practice, the principles and values which underpin health and social care (Social Services and Well-being (Wales) Act 2014 - Can learn and apply in practice, rights-based person-centred approaches - Understands and can follow procedures to ensure their own and the individuals being supported health and safety - Understands the term safeguarding and your duty to report safeguarding concerns - Number skills – understands calculations, measurements, record numbers and use timetables and plans - Digital skills – make basic use of technology and be willing to learn new systems to support others.	- Provide basic care for adults or children and young people - Provide personal care and support for adults or children and young people - Engage in and encourage social activities - Provide care in individuals homes based on their needs and requirements - Support and encourage individuals to undertake personal and social tasks - Support in the development, implementation and review of care plans.

Job band B – Social care worker (adult and children and young people)

Worker employed in providing care and support directly to an individual.

Values and attributes	Skills, knowledge and understanding	Typical tasks
• Empathy and compassion • Passionate about providing care • Communication – able to write, read, speak and listen • Manages time and makes plans – to ensure time management, deal with unpredictable situations and supports their own work-life balance • Problem solving – recognises issues and can consider options to support individuals • Commitment to plan learning and development – to complete required qualifications, keep up to date with legislation and policies, recognise and implement service improvements • Work in a team – works well with others, can build constructive relationships, supports service users and works with others to build care plans • Manage your own health and wellbeing and know when to seek support • Inclusive and non-judgemental – respecting and recognising the rights, wishes and needs of individuals in how they receive care and support.	• Understand and apply the Code of Professional Practice for Social Care • Understand and engage in the principles of the Welsh Language Act. • Understand, and apply in practice, the principles and values which underpin health and social care (Social Services and Well-being (Wales) Act 2014) • Understand, and apply in practice, rights-based person-centred approaches • Reflect on practice to continuously improve • Understands and follows procedures to ensure their own and the individuals being supported health and safety • Understands how to promote and support safeguarding of individuals • Number skills – understands calculations, measurements, record numbers and use timetables and plans • Digital skills – can make use of technology to record information, conduct e-learning, use technology to support people using services.	• Provide basic care for adults or children and young people. • Provide personal care and support for adults or children and young people. • Engage in and encourage social activities • Provide care in individuals homes based on their needs and requirements • Support and encourage individuals to undertake personal and social tasks • Support in the development, implementation and review of care plans.

Job band C – Senior social care worker (adult and children and young people)

Providing care and support at an advanced level or specialism, directly to an individual and who also may have responsibility for supervising workers and for overseeing and monitoring the implementation of care plans.

Values and attributes	Skills, knowledge and understanding	Typical tasks
• Empathy and compassion • Communication – able to write, read, speak and listen • Manages time and makes plans – to ensure time management, deal with unpredictable situations and supports their own work-life balance • Problem solving – able to use a variety of techniques to support the varying needs of service users • Build care plans for individuals taking account individuals needs and resources • Commitment to plan learning and development for themselves and others • Manage, guide and support colleagues to supervise work, ensure good practice and develop team and individual skills • Work in partnership with others including families, care teams and associated professionals • Is proactive in reviewing approaches to social care work and implements changes and adaptations to seek continual improvements • Manage your own health and wellbeing – reacts well to stress and challenging situations • Inclusive and non-judgemental – respecting and recognising the rights, wishes and needs of individuals in how they receive care and support.	• Understand and engage in the principles of the Welsh Language Act • Understand, and apply in practice, the principles and values which underpin health and social care (Social Services and Well-being (Wales) Act 2014) • Understand, and apply in practice, rights-based person-centred approaches • Understand safeguarding legislation and processes and have skills to make decisions and contribute to safeguarding individuals • Understand and apply the principles and skills used in co-production • Understand key policies within the sector and how these affect service development and delivery • Number skills – understands calculations, measurements, record numbers and use timetables and plans • Digital skills – can make use of technology to record information, conduct e-learning, use technology to support people using services.	• Develop and implement individual care plans • Supervise team members, regularly conducting one to ones, supporting well-being, managing performance, sickness and attendance, providing support, guidance and care to team members • Liaise between individuals, their families, care teams and other professionals to ensure the provision of seamless care • Manage rotas and day-to-day schedules to ensure services run smoothly • Provide day to day care to individuals, including basic and personal care, domestic support.

Job band D – Social care professional practitioner (adult and children and young people)

Lead practitioner in a care team. Specialising in a chosen pathway. They will have a role in assessing performance and quality of care delivery. A practitioner may also work as an important part of a social work team.

Values and attributes	Skills, knowledge and understanding	Typical tasks
• Communication – high degree of communication skills, written and verbal. • Manages time and makes plans – to ensure time management, deal with unpredictable situations and supports their own work-life balance • Critical thinking in solving complex problems within a specialist area • Build care plans and support and develop others in building care plans • Ability to analyse complex information to make clear decisions and direct actions of others • Use sound judgement in applying knowledge and experience to ensure improved outcomes for individuals • Able to use information, facts and opinions in decision making and influencing • Have a high degree of self-awareness to recognise personal growth paths, learning needs and where external support is required • Ability to lead virtual teams of carers, without direct control • Commitment to manage, guide and support colleagues to supervise work, ensure good practice and develop team and individual skills • Commitment to plan and complete ongoing learning, development and qualifications • Support workers with a detailed induction • Work in partnership with others including families, care teams and associated professionals • Is proactive in reviewing approaches to social care work and implements changes and adaptations to seek continual improvements • Manage your own health and wellbeing – reacts well to stress and challenging situations • Inclusive and non-judgemental – respecting and recognising the rights, wishes and needs of individuals in how they receive care and support.	• Understand and apply the principles of the Welsh Language Act • Develop and apply knowledge and understanding of theories, models and approaches applicable to their chosen pathway • Develop and apply knowledge and understanding of legislative, regulatory and organisational requirements applicable to their roles • Understand the skills and be able to implement the principles of co-production in a variety of complex and challenging situations. • Develop knowledge and understanding of rights-based person/child-centred approaches across a range of settings/contexts • Number skills – understands calculations, measurements, record numbers and use timetables and plans • Knowledge and understanding of safeguarding legislation and its application in complexing and caring environments • Digital skills – can make use of technology to record information, conduct e-learning, use technology to support people using services. • Skilled to make decisions in relation to safeguarding concerns and how to support care team when safeguarding and protection processes are in place.	• Providing supervision to individual team members requiring specialist support • Working with social workers to discuss and agree care plans for specific individuals with complex needs • Working with care homes and service providers to assess performance and support in developing continuous improvement plans. • Supporting the manager to use safeguarding processes and to support the care team to understand safeguarding and to follow processes to raise concerns

Job band E – Social care manager

Worker who manages a service and is responsible for the overall professional management of the direct provision, supervision, and quality assurance of care and support provided.

Values and attributes	Skills, knowledge and understanding	Typical tasks
• Communication – high degree of communication skills, written and verbal. • Inspire and lead teams, which may include, multi-disciplined teams across social care, building management, catering etc. • Work in partnership with other agencies and service providers to ensure the provision of care for all • Ability to ensure the needs of the individuals service users are met whilst balancing business and financial constraints. • Strong planning skills to build short-, medium- and long-term plans • Leadership skills to guide, manage and support individuals and team performance • Commitment to plan and complete ongoing learning, development and qualifications • Support workers with a detailed an induction • Ability to analyse complex data and information to make clear decisions and informed judgements and direct actions of others • Use sound judgement in applying knowledge and experience to ensure improved outcomes for individuals • Able to use information, facts and opinions in decision making and influencing • Have a high degree of self-awareness to recognise personal growth paths, learning needs and where external support is required • Ability to lead virtual teams of carers, without direct control. • Is proactive in reviewing approaches to social care work and implements changes and adaptations to seek continual improvements • Manage your own health and well-being – reacts well to stress and challenging situations • Inclusive and non-judgemental – respecting and recognising the rights, wishes and needs of individuals in how they receive care and support.	• Understand and apply the principles of the Welsh Language Act • Understand and apply in practice a range of leadership and management concepts, theories and techniques • Deep understanding of person/child-centred approaches in practice • Develop and apply knowledge and understanding of legislative, regulatory and organisational requirements applicable to their roles • Understand the skills and be able to implement the principles of co-production in a variety of complex and challenging situations. • Knowledge and understanding of safeguarding legislation and its application in complexing and caring environments • Knowledge of IT systems and packages to support the efficiency of the Team and provision of care • Numerical understanding and proficiency in using data.	• Conducting one to one's with team members, to manage performance, sickness and attendance • Reviewing, building and managing budgets and rotas across multiple teams • Liaising with professionals, specialist support teams, multiple agencies to create a joined-up service • Using information and data to maximise occupancy of your care home • Working with service users and families to develop person centred care and ensure the principles of social care are met • Oversee the day-to-day activities of various teams across an organisation. Always ensuring dignity, inclusion and privacy. • Lead and manage compliance with legislative, regulatory and organisational requirements for the safeguarding of individuals