



Llywodraeth Cymru  
Welsh Government



# Towards a National Care and Support Service for Wales

## Initial Implementation Plan



# Contents

Foreword	1
Introduction	2
What is this Initial Implementation Plan	5
Consulting on the components of this Initial Implementation Plan – Engagement and Co-production	8
Appendix 1 – Stage 1 Initial Implementation plan 2022 – 2025	10
Appendix 2 – Recommendations in Stage 1 implementation Plan	21

# Foreword

Through the Co-operation Agreement (2021 – 2024) Welsh Government are working with Plaid Cymru on a range of defined policy commitments. One of the commitments is the **Future of Social Care**, namely – *to set up an expert group to support our shared ambition to create a National Care Service, free at the point of need, continuing as a public service. We will agree an implementation plan by the end of 2023. We will continue to better integrate health and care and work towards parity of recognition and reward for health and care workers.*

We jointly put in place an Expert Group in early 2022 and would like to extend our gratitude to the members who met during 2022 and presented their report **Towards a National Care and Support Service for Wales** to us in September 2022.

We are persuaded by the vision and wide-ranging recommendations in the report and we agree with the Expert Group that to realise the vision within the report, a ten year delivery plan is needed.

Following careful consideration of the report and its recommendations, and in the context of the current and forthcoming financial challenges, this Plan will comprise a three-staged journey towards a National Care Service.

We are committed to consulting widely on component parts of this Plan as these develop. Some of the recommendations within the report align to our current Programme for Government commitments, such as the Rebalancing Care and Support Programme and work of the Fair Work Forum. These will be included as part of several key components to be consulted upon in Stage 1 of the Initial Implementation Plan. Other consultations are planned for subsequent delivery stages of this plan.

We will deliver this Plan jointly with Plaid Cymru whilst the current Co-operation Agreement remains in force.



A handwritten signature in black ink that reads "M. E. Morgan".

**Eluned Morgan MS**  
Minister for Health and  
Social Services



A handwritten signature in black ink that reads "Julie Morgan".

**Julie Morgan MS**  
Deputy Minister for  
Social Services

# Introduction

The [Co-operation Agreement](#) between the Welsh Government and Plaid Cymru has 46 policy areas. The Welsh Government and Plaid Cymru are working together on these over a three-year period from 2021 – 2024.

One of the policy areas is the future national arrangements for the provision of Social Care. This includes a commitment to establish an Expert Group to support our shared ambition to create a National Care Service, free at the point of need, with social care continuing as a public service. The agreement aims for an implementation plan to support this by the end of 2023. The policy area also commits to continue to provide for a better integrated care system that meets people's needs, and work towards parity of recognition and reward for health and social care workers.

At the start of 2022, Ministers and the Plaid Cymru Designated Member agreed the Expert Group membership. Membership included representatives with a range of backgrounds. These included those with experience of running social care services, local government executive leadership, economics, academic expertise, experience of the health and social care interface, and people with lived experience.

Terms of Reference to guide the work of the Group were also agreed [[Written Statement: National Care Service – Expert Group \(21 February 2022\) | GOV. WALES](#)]. The Group, co-Chaired by Dilwyn Williams and Kate Young, first met in late February 2022. Following a small extension to the original timescale the Group's report *Towards a National Care and Support Service for Wales* was received in early October 2022 [[www.gov.wales/establishing-national-care-and-support-service](http://www.gov.wales/establishing-national-care-and-support-service)].



# The Expert Group Report

The Expert Group report sets out practical recommendations to be taken forward on a journey to establish a National Care Service. The report suggests the term '**National Care and Support Service**'. This is because members noted the word 'care' can sometimes engender medical model thinking. Adding the word 'support' would reflect the aim of supporting people to live happy, independent lives.

The report sets out some clear areas for focus, and seeks to define the role of a National Care and Support Service in Wales and make some specific suggestions and recommendations for practical next steps towards its establishment.

There are 46 recommendations in the report. These are far ranging and the report highlights the essential role of further consultation and engagement with the sector to ensure that the foundations are co-produced so that ultimately our National Care and Support Service is fit both now and in the future.

Within its report the Expert Group is clear in its view that their vision of a National Care and Support Service would include the realisation of the following:

- Children, young people and adults requiring care and support are empowered to voice what matters to them and are resourced to enhance their wellbeing and achieve control in their everyday lives and aspirations.
- A skilled, valued, supported, and resourced social care workforce will deliver what matters to citizens and communities, in co-production with them, and is properly rewarded for doing so.
- A just and fair leadership culture empowers citizens, communities and the workforce to achieve what matters and is accountable for enhanced wellbeing through innovation, co-production and relationship-centred approaches.
- Care and support services are fully resourced, sustainable, community-centred, person-directed and free at the point of delivery.

Furthermore, the Expert Group outlined the changes that would be needed to deliver on this vision:

- Parity with the National Health Service.
- Appropriate financial investment in the social care system.
- A shift in resource allocation towards prevention and away from crisis.
- Nationally shared principles and/or standards to reduce unwarranted variation.
- A nationally shared approach to values and leadership.
- A properly remunerated and supported care workforce.
- National public recognition of unpaid carers as partners in care.
- A change of culture across the social care system, to ensure a consistent approach that empowers co-production at the frontline.
- Local working across organisational boundaries based around what matters conversations.
- A national recognition of community resilience being at the core of sustaining social care into the future.
- A culture of empowerment.

The Expert Group acknowledged that the vision presented in their report is likely to need a phased delivery plan of at least 10 years in length to recognise its full ambition, but that the journey must start now and must also include extensive consultation with people who use care and support services, their carers, the social care workforce, and a wide range of other stakeholders.

Ministers and the Designated Member are persuaded by the direction of travel on all the recommendations made within the Expert Group report. This Stage 1 Implementation plan sets out what we will deliver in the first instance, how we will engage with people in each of the areas where the Expert Group made recommendations and in a small number of instances the research that will be undertaken to scope in more detail the likely actions required to address the recommendations.



# What is this Initial Implementation Plan

The initial implementation plan that follows, sets out how the Welsh Government and Plaid Cymru, in the context of the current Co-operation agreement, will consider and take forward the ambition for a National Care and Support Service contained within the Expert Group's report. At the present time Welsh Government and social care services are facing an extremely challenging period with service pressures, including severe financial challenges. These pressures are unlikely to reduce in the immediate future. Notwithstanding the challenges, it remains the desire of Ministers and the Plaid Cymru Designated Member, within the terms of the Co-operation Agreement, to take forward at the earliest opportunity those recommendations which can be progressed where capacity and funding is already available to support delivery. There are a number of recommendations that also align to Welsh Government Programme for Government commitments which will be integrated into the plan. Furthermore, recommendations made in the final report on the Evaluation of the Social Services and Well-Being (Wales) Act 2014 – From Act to Impact? also align with the Expert Group's recommendations and those recommendations will be taken forward jointly.

A three-staged approach is proposed, with some of the work within the proposed Stage 1 already having commenced in 2022.

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**Stage 1 will deliver over the current 2-3 years (2022 – 2025)**

**Stage 2 delivery will be in 4-6 years (2026 – 2028)**

**Stage 3 will be delivered post 6 years (2029 onwards)**

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Learning from Stage 1 will inform the next Spending Review and the development of Stage 2 following the next Senedd election scheduled for 2026.

Having a staged implementation plan remains in-keeping with the proposal made by the Expert Group that *a phased delivery plan of at least 10 years would be required to recognise the full ambition of the report.*

Within each of the Stages, as well as delivering on sets of recommendations, it is proposed that further work and research would need to be undertaken to inform the delivery plan for subsequent stages of the programme. Critically at each stage we will set out how engagement will take place on matters raised by the Expert Group which are not already being progressed through delivering existing Programme for Government commitments.

This approach will enable rapid mobilisation but also space for preparatory work such as engagement with care and support recipients and their carers, and partner organisations to be undertaken. This will enable Ministers and the Designated Member to move forward co-productively with the support of the whole sector. The Stage 2 Implementation plan will be developed dependent on the engagement undertaken and findings of the research that will be undertaken in Stage 1. The same process would also be undertaken in relation to a Stage 3 Implementation plan.

The **Stage 1 Implementation plan** incorporates Welsh Government Programme for Government commitments and the commitments within the Co-operation Agreement (see Box 1 below). Appendix 1 provides detail on what activity will take place in addition to the areas of research that we will undertake during Stage1, and links back the many activities and research to the recommendations in the Expert Group report.

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## Box 1

### **List of Welsh Government Programme for Government commitments to progress which relate to the recommendations of the Expert Group, also including the commitments within the Co-operation Agreement:**

- **Rebalancing Care and Support programme** – Establish a National Care and Support Office within Welsh Government.
  - **Rebalancing Care and Support programme** – Development of a National Framework for commissioned care and support.
  - **Rebalancing Care and Support programme** – Strengthening Partnership working and integration.
  - **Fair Work Forum** – Development of the principles of a progression framework and voluntary collective bargaining unit, considering also sick pay and zero-hours contracts.
  - **Development of a national performance and outcomes dataset.**
  - **Develop new models of integrated care** through the Regional Integration Fund and provide opportunities for local authorities to invest in adult residential care provision through the Integration and Rebalancing Capital Fund.
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## Further Work and Research in Stage 1 to inform drafting Stages 2 and 3 Implementation Plan

There are a number of recommendations made within the Expert Group report where further work and research need to be undertaken to further inform the development of a Stage 2 and 3 implementation plan. It is therefore intended during Stage 1 to commence the work indicated in Box 2:

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### Box 2

#### List of further work to commence scoping and/or research:

- Consider options in relation to Continuing Health Care (CHC) following implementation of recent updated guidance along with developments such as Direct Payments and a performance framework.
- Undertake research to consider potential options relating to paying for care, assessing demographic changes; modelling/re-modelling financial projections; assessing the potential system impacts, risks and unintended consequences e.g. cross border implications, interaction with welfare benefits of options for reforming charging arrangements, including those options supported by the Expert Group social care services funding needs including to achieve parity on workforce terms and conditions.
- Undertake research and work to understand financial and operational impacts of care free at the point of need with particular reference to the weekly charge for domiciliary care and the capital limit in residential care, taking into account the Expert Group's recommendations in this area.
- Commence work towards the feasibility of creating national fee methodologies including for care home placements (Phase 2 of National Framework for commissioned care and support).
- Explore options around developing an accountability framework to accompany social care funding.
- Create a National Market Oversight framework to assist commissioners to identify, understand and put in place relevant mitigations within the social care market to enhance resilience and moderate risk.

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**Stage 2 Implementation plan** will be developed once the findings of the research work undertaken at Stage 1 are available. Stage 2 would need to include any future legislative changes required in the next Senedd term. This will also enable a coherent Stage 2 Implementation plan to be developed and considered in the context of the challenges facing social care and the financial position at that time. In Stage 2 we will make further tangible progress on rebalancing care and support including growth of the third sector, co-operatives and the public sector as vehicles for delivering services.

**Stage 3 Implementation plan**, being the final step in the creation of a National Care Service will address the final steps of our plan to have in place our shared vision for a National Care Service free at the point of need aligned to the vision and ambition set out for us within the Expert Group report which discharges all the points of the Cooperation Agreement commitment.

The Expert Group report provides us with a framework for progressing our ambitions and the staged approach enables any required legislative change to be undertaken.

At the end of the 10 year period of implementation Wales will have achieved the vision of the Expert Group report of a National Care and Support Service.

# Consulting on the components of this Initial Implementation Plan

## Engagement and Co-production

The first Expert Group recommendation is the need for extensive consultation and engagement on next steps. Specifically, it recommends extensive consultation with people who use care and support services, their carers, the social care workforce, and a wide range of other stakeholders. Regarding co-production, the report emphasises that true co-production is essential to create the phased delivery plans and operational frameworks necessary for an ambitious and successful National Care Service in Wales to emerge.

Both Welsh Government and Plaid Cymru are fully committed to undertaking extensive consultation, engagement and co-production in their commitment to a National Care Service.

To deliver on the recommendations work will be undertaken with key stakeholders to co-produce delivery options for the recommendations and this will build on the practice to date of co-producing solutions for example through national technical groups, task and finish groups with membership from a range of stakeholder organisations and organisations that represent users of services and carers. In addition, there will be opportunities to engage widely with national organisations and groups through mechanisms already in place including, for example, WLGA, ADSSC, Social Care Wales, BASW, WCVA, NHS Confederation, Regional Partnership Board Chairs and Leads, National Provider Forum, the Older People's Commissioner, the Children's Commissioner, the Ministerial Advisory Forum on Ageing, the Unpaid Carers Ministerial Advisory Group and representative bodies.

Given that the implementation plan will span a period of 10 years, the intention is to undertake consultation, engagement and co-production on the component elements of the implementation plan in line with the plan timeline, beginning with those areas listed as part of Stage 1. The traditional approach of undertaking one extensive consultation and engagement exercise on the whole Expert Group report is not likely to be effective particularly in relation to those recommendations that will be taken forward in the longer term.

The timescales for anticipated engagement activity between 2023-25 are set out in the Stage 1 implementation plan, with specific timescales listed against the recommendation that will be taken forward. As per the plan, the first stage of engagement will commence in Spring 2023 with the consultation on the Rebalancing Care and Support programme, specifically:

- the draft National Framework for commissioning care and support consisting of the statutory Code of Practice under the Social Services and Well-being (Wales) Act 2014 (The 2014 Act) and proposals on the pay and progression framework
- proposals on the functions of a National Care and Support Office
- a draft Pay and Progression Framework for Social Care
- the updated Part 2 Code of Practice (General Functions), Part 8 Code of Practice on the Role of the Director of Social Services and Updated Part 9 guidance (Co-operation and Partnerships) under the 2014 Act
- Updated Part 8 Code of Practice (Role of Director of Social Services).



The detail of the specific engagement activity to take place as part of the consultation is being finalised. Options include holding a series of engagement events within the standard 12-week consultation period. These could be targeted at specific parts of the sector, for example more technical events aimed at local authorities, health boards and care providers alongside events aimed towards people who use care and support services, in line with the Expert Group recommendation. To ensure the broadest involvement, engagement would likely need to be in a range of formats including both in-person events (which many find more fruitful for the collaborative conversations we would aim for), as well as virtual sessions if required.

While Welsh Government would coordinate engagement, to ensure the strong representation from all parts of the sector we will work with other organisations better placed to reach and engage key stakeholders. This is particularly relevant to ensure a good level of engagement from people who use care and support services and where possible we would aim to engage with organisations that could support us with the consultation activities, the new Citizens Voice Body (Llais) which was established in April 2023. The body aims to represent the voices and options of the people in Wales in respect of health and social care services, and is independent of government, the NHS and local authorities. In addition, working with third sector organisations to undertake engagement directly with people who use care and support services will also be an option to increase participation.

# Appendix 1

## Stage 1 Initial Implementation Plan 2022 – 2025

Report Para No	Expert Group Report Recommendations [taken directly from report]	Action to be taken in Stage 1 (delivery or further research to be undertaken)	Implementation date/ commencement of activities	Likely consultation and Engagement phase	Lead
16-22	Establish a National Care and Support Office.	Establish a National Care and Support Office within Government.	Spring 2024	Spring 2023	Welsh Government – Social Services & Integration Directorate (SSID) Futures Branch
41	Nationally coordinated engagement with individuals and groups across the diversity of communities in Wales, to ensure their involvement in the creation of a National care and Support Service is built in from the start.	Appointment of a Consultant Social Worker to support delivery of the CSCO role connecting and engaging with citizens.	Autumn/ Winter 2023	N/A	Welsh Government – Social Services & Integration Directorate (SSID) Futures Branch
66	The scope of the National Care and Support Office might include leading on cultural awareness work to enable all partners within social care and health to recognise the symbiotic relationships between the vital paid care workforce and unpaid carers and volunteers.	The National Office will lead on a number of areas including cultural awareness work based on the national design principles that it will lead on developing.	Autumn 2023	TBC	Welsh Government – Social Services & Integration Directorate (SSID) Futures Branch
131	To embed a true shift to preventative care into the system, the National Care and Support Office should oversee the implementation of the National Commissioning Framework delivery process.	Development of a National Framework for commissioning care and support implemented as a statutory Code of Practice (Rebalancing Care and Support programme).	Spring 2024	Spring 2023 (through rebalancing consultation)	Welsh Government – Social Services & Integration Directorate (SSID) Futures Branch

Report Para No	Expert Group Report Recommendations [taken directly from report]	Action to be taken in Stage 1 (delivery or further research to be undertaken)	Implementation date/ commencement of activities	Likely consultation and Engagement phase	Lead
<b>Co-producing care with Citizens in Wales</b>					
35	In developing a National Care and Support Service for Wales, current ways to gather citizen stories and feedback must remain built into the system and strengthened, enabling them to inform service design, improvement and continual learning.	Updating requirements for the Directors Annual reports to include citizen stories and feedback – updated Part 8 Code on the Role of the Director of social services.	Summer 2023	Spring 2023 (through rebalancing consultation)	Welsh Government – SSID Wellbeing and Improvement Branch
38	The Group suggests that there should be national oversight of delivery across the social care and support sector, in response to the recently published 5 year plan to deliver Mwy Na Geiriau (More than Just Words).	Put in place a national oversight mechanism to monitor delivery of the recently published 5 year Plan to deliver Mwy Na Geiriau (More Than Just Words) led by the National Office for Care and Support.	Summer 2024	N/A	Chief Social Care Officer
<b>Supporting and Valuing the Workforce</b>					
49	The Expert Group acknowledges that through the work of the Fair Work Forum there has been agreement to fund the Real Living Wage by Welsh Government which is a step in the right direction. However, the group recommends that the work being pursued by the Fair Work Forum should move at pace, and should agree national standards for the appropriate pay, terms and conditions for all social care workers in Wales.	Fair Work Forum’s work programme will deliver the frameworks or models relating to:  Progression framework.	April 2024 TBC	Spring 2023 (through rebalancing consultation)	Welsh Government – SSID Workforce Branch

<b>Report Para No</b>	<b>Expert Group Report Recommendations [taken directly from report]</b>	<b>Action to be taken in Stage 1 (delivery or further research to be undertaken)</b>	<b>Implementation date/ commencement of activities</b>	<b>Likely consultation and Engagement phase</b>	<b>Lead</b>
51	As a practical next step towards an effective National Care and Support Service for Wales, the Social Care Fair Work Forum should immediately begin work on the establishment of a Collective Bargaining Unit covering the whole sector, to introduce decent conditions and a new pay and progression structure.	The Forum is progressing work to develop a unique model in the form of a ‘Social Care Workforce Partnership Council’ for the independent social care sector in Wales.	MOU developed and agreed by Autumn / Winter 2023	April 2024	Welsh Government – SSID Assessment and Eligibility Branch
53	The recent report submitted to the Fair Work Forum on the experience of Personal Assistants should be taken forward as a priority, in partnership with citizens who employ Personal Assistants. The outcome from this work should inform the National Care and Support Office in its support of the social care workforce moving forward.	Personal Assistants and Direct Payment Recipient Employers, Rights and Responsibilities	February 2024	Autumn 2024	
55	The group advises that the Fair Work Forum should be supported to develop proposals towards parity of pay scales, terms and conditions (accepting that there will be implications for Local Authority job evaluation processes and possibly equal pay issues) and should inform the work of the National Care and Support Office.	Progression framework	As Above	As Above	

Report Para No	Expert Group Report Recommendations [taken directly from report]	Action to be taken in Stage 1 (delivery or further research to be undertaken)	Implementation date/ commencement of activities	Likely consultation and Engagement phase	Lead
Supporting What Matters					
93	The National Care and Support Office should work in partnership with Association of Directors Social Services Cymru (ADSSC), Welsh Local Government Association (WLGA), and citizen led groups, to discuss, agree and establish a national approach to accurately recording “what matters” Conversations.	Establish a national approach to accurately recording ‘what matters’ conversations through the development of a national dataset for collection at a local level. There is work ongoing to develop ‘digital stories’ which are more qualitative in nature than core data.	TBC	TBC	Welsh Government – SSID Wellbeing and Improvement Branch
94	The National Care and Support Office should also work with the ADSSC, the WLGA and other partners, to put in place a single common national IT system for social care which allow for simple and accurate recording of ‘what matters’ conversations. In developing such a system, there should be co-production with frontline staff who will be using the system day to day.				
96	The group suggests that the current population needs assessment toolkit should be replaced with a more accurate model that reflects need meaningfully. This should take into account the ability to use data gathered from the new accurate recording of “what matters” conversations, alongside data on population numbers and demographic mix in a Local Authority area. The National Care and Support Office should set up a task and finish group to discuss, agree and set in motion this new process.	Revision of the Part 2 Code of Practice provides an opportunity to augment the existing requirements around population needs assessment in the light of previous assessments. The lessons learned, especially around data collection and analysis, will also help inform supplementary guidance issued ahead of the population needs assessments due in 2027.	Winter 2025	Spring 2023 (rebalancing consultation)	Welsh Government – SSID Partnership and Integration Branch

<b>Report Para No</b>	<b>Expert Group Report Recommendations [taken directly from report]</b>	<b>Action to be taken in Stage 1 (delivery or further research to be undertaken)</b>	<b>Implementation date/ commencement of activities</b>	<b>Likely consultation and Engagement phase</b>	<b>Lead</b>
83	The group strongly advise that there needs to be a re-set of the operating thinking which drives current culture and systems across health and social care in Wales: a new set of design principles.	The National Office will lead on working with key stakeholders and citizens to co-produce national design principles for social care.	2024	TBC	Welsh Government – SSID Futures Branch
85	The National Care and Support Office should work in partnership to co-ordinate the development of a national set of design principles based on the Act, to empower leaders to freely support co-production at the front end of service delivery. This would enable leaders across Wales to work together in parity with a shared vision against which organisational culture and service delivery can be held in check.				
88	The National Care and Support Office should ensure citizens are at the heart of all decision-making, including co-producing the new design principles. This will require the Office to be satisfied that the voices of citizens, unpaid carers and community organisations are engaged at all levels, from service design to review, locally regionally and nationally, with a balance between proportionality of professional and community-based voices in the design space.				



<b>Report Para No</b>	<b>Expert Group Report Recommendations [taken directly from report]</b>	<b>Action to be taken in Stage 1 (delivery or further research to be undertaken)</b>	<b>Implementation date/ commencement of activities</b>	<b>Likely consultation and Engagement phase</b>	<b>Lead</b>
70	Consideration should be given to moving to a model of flexible respite, and annual funding should be available to explore and scale up alternative respite options, or to replicate successful small level projects across Wales.	A 3-year funding programme has been made available to support flexible models of respite.	2023	TBC	Welsh Government – SSID Unpaid Carers’ Team
114	At the same time, an accountability framework of outputs and expectations could be created to accompany the National social care funding model. Local Authorities and other funded agencies should be held accountable for delivering on outputs and expectations, set against the principles. Therefore, feedback on how effective the funding model is in delivering resources should be built into the ongoing monitoring process.	Development of Social Care Checkpoint Reporting as a source of data to aid benchmarking and system learning.	TBC	TBC	Welsh Government – SSID Wellbeing and Improvement Branch
117	The current Continuing Healthcare (CHC) policy approach as it stands should look to be removed from the social care system as soon as is practicable. The National Care and Support office should prioritise work with WLGA, ADSSC, and the Welsh NHS Confederation to identify a timeline over which the current CHC framework can be phased out.	RESEARCH: Review the current Continuing Healthcare (CHC) policy and improvements to the system following updated/new guidance implementation. Produce policy advice on next Stage recommendations noting that required legislation not yet in place.	TBC	TBC	Welsh Government – CHC policy Branch

Report Para No	Expert Group Report Recommendations [taken directly from report]	Action to be taken in Stage 1 (delivery or further research to be undertaken)	Implementation date/ commencement of activities	Likely consultation and Engagement phase	Lead
Investing in Prevention and Early Intervention					
122	The National Care and Support Office should monitor Local Authorities for the relative share of their budget spent annually on prevention and early intervention and bring together this information to inform funding priorities at a national level and assist with Wales wide cultural barriers that may be impacting.	RESEARCH: Undertake research into Local Authority budget and annual spend on prevention and early intervention services spanning the last 10 years and once research completed consider the funding required as part of wider social care funding discussions. Must recognise that types of services provided and assessed will require very specific clarifications to ensure correct comparisons.	2024-25	TBC	Welsh Government – Paying for Care Branch
123	The Welsh Government should commission research into the level of spend on commissioned preventative social care (relative to the totality of social care spend) by Local Authority area, annually over the past 10 years.				
125	The Welsh Government should therefore consider adding further resource for investment in preventative services.				

Report Para No	Expert Group Report Recommendations [taken directly from report]	Action to be taken in Stage 1 (delivery or further research to be undertaken)	Implementation date/ commencement of activities	Likely consultation and Engagement phase	Lead
139	Currently available evidence does not adequately or accurately indicate what the shortfall in investment in social care might be, in totality. Therefore, the Group suggests that the National Care and Support Office undertakes research work with the WLGA and the NHS Confederation to assess the required level of investment, to inform future policy direction.	RESEARCH: Undertake research and work to better understand the level of finance needed to deliver sustainable social care services.	2023-24	N/A	Welsh Government – Welsh Treasury and Social Services and Integration Division
141	The Group recommends that as a first step towards care which is free at the point of need, the Welsh Government should move towards a charging regime where most non-residential care is delivered free in a non-residential setting. This should be the first priority because charges for non-residential care can cause people financial hardship and affect their dignity and well-being.	RESEARCH: Undertake research and work to understand financial and operational impacts of care free at the point of need – with reference to the Expert Group’s recommendations.	2023 – 2025	N/A	Welsh Government – Paying for Care Branch
142	Recognising the competing priorities for investment (most significantly, more adequate remuneration of the social care workforce) the Expert Group suggests adopting a phased approach to charging reforms.				

<b>Report Para No</b>	<b>Expert Group Report Recommendations [taken directly from report]</b>	<b>Action to be taken in Stage 1 (delivery or further research to be undertaken)</b>	<b>Implementation date/ commencement of activities</b>	<b>Likely consultation and Engagement phase</b>	<b>Lead</b>
143	Welsh Government should move towards a charging regime where care costs (excluding accommodation costs) are delivered free in a residential setting. However, recognising the potential competing investment priorities already discussed above, this move may need to be phased.		2023 – 2025	N/A	Welsh Government – Paying for Care Branch
147	The Group suggests the National Care and Support Office should work in partnership with the WLGA, NHS Confederation and providers, to identify what the care fee rate should be. This should be set nationally, and appropriately resourced.	RESEARCH: Commence work towards the feasibility of creating national fee methodologies including for care home placements (Phase 2 of National Framework for commissioned care and support.	TBC	TBC	Welsh Government – Social Services and Integration Directorate

Report Para No	Expert Group Report Recommendations [taken directly from report]	Action to be taken in Stage 1 (delivery or further research to be undertaken)	Implementation date/ commencement of activities	Likely consultation and Engagement phase	Lead
Role of profit in the care system					
155	Welsh Government should ensure the issue of profit in the care system is integrated into the wider public consultation plan surrounding the development of a National Care and Support Service, and that all relevant stakeholders are enabled to engage with it.	Proceed with the work commenced under the Eliminate programme and Rebalancing Care and Support programme to clarify ‘profit’ and the characteristics of not-for-profit organisations’.	Ongoing	TBC	Welsh Government – SSID Enabling Division
159	Welsh Government could begin dialogue with Local Authorities about gradual expansion in capacity of direct provision, in children’s services and adult services, while actively acknowledging the Act.	Integration and Rebalancing Capital Fund already in place which will enable expansion of direct provision.	Ongoing	N/A	Welsh Government – SSID Partnership and Integration Branch
160	Welsh Government could establish a gradually expanded capital and revenue fund, to provide opportunities to bring services back in house when required. This should be added to the local government settlement, and should be in addition to selected Local Authority pilots for mainly in-house direct provision.				

# Appendix 2

## Recommendations in Stage 1 Implementation Plan

Report Recommendations		Stage 1 2022 - 2025	
Report Para	Introduction	Delivery	Research
Co-producing care with citizens in Wales			
Addressing the power imbalance			
35	In developing a National Care and Support Service for Wales, current ways to gather citizen stories and feedback must remain built into the system and strengthened, enabling them to inform service design, improvement and continual learning.	X	
Equality and inclusion			
16 – 22	Establish a National Office for Care and Support within Government.	X	
38	National oversight of delivery across the social care and support sector, in response to the recently published 5 year Plan to deliver Mwy Na Geiriau (More Than Just Words).	X	
Co-producing care with citizens in Wales			
Equality and inclusion			
41	Nationally coordinated engagement with individuals and groups across the diversity of communities in Wales, to ensure their involvement in the creation of a National Care and Support Service is built in from the start.	X	

<b>Report Recommendations</b>		<b>Stage 1 2022 - 2025</b>	
<b>Report Para</b>	<b>Introduction</b>	<b>Delivery</b>	<b>Research</b>
49	The work being pursued by the Fair Work Forum, should move at pace, and should agree national standards for the appropriate pay, terms and conditions for all Social care workers in Wales.	X	
51	The Social Care Fair Work Forum should immediately begin work on the establishment of a Collective Bargaining Unit covering the whole sector, to introduce decent conditions and a new pay and progression structure.	X	
53	The recent report submitted to the Fair Work Forum on the experience of Personal Assistants should be taken forward as a priority, in partnership with citizens who employ Personal Assistants. The outcomes from this work should inform the National Care and Support Office in its support of the social care workforce moving forward.	X	
55	The Fair Work Forum should be supported to develop proposals towards parity of pay scales, terms and conditions (accepting that there will be implications for Local Authority job evaluation processes and possibly equal pay issues), and this should onwardly inform the work of the National Care and Support Office.	X	
<b>Unpaid carers</b>			
66	The scope of the National Care and Support Office might include leading on cultural awareness work to enable all partners within social care and health to recognise the symbiotic relationship between the vital paid care workforce and unpaid carers and volunteers.	X	
67	To establish cultural recognition of unpaid carers, the National Care and Support Office could also proactively promote the Carers Charter and Strategy at a national level, endorsing the ongoing importance of supporting unpaid carers and actively seeking to ensure the national brand of social care reflects the role that unpaid carers of all ages provide.	X	
70	Consideration should also be given to moving to a model of flexible respite, and annual funding should be available to explore and scale up alternative respite options, or to replicate successful small level projects across Wales.	X	

<b>Report Recommendations</b>		<b>Stage 1 2022 - 2025</b>	
<b>Report Para</b>	<b>Introduction</b>	<b>Delivery</b>	<b>Research</b>
<b>Supporting what matters</b>			
<b>New 'design principles' for Social care</b>			
83	Re-set of the operating thinking which drives current culture and systems across health and social care in Wales: a new 'set of design principles.	X	
85	The National Care and Support Office should work in partnership to coordinate the development of a national set of design principles, based on the Act, to empower leaders to freely support co-production at the front end of service delivery. This would enable leaders across Wales to work together in parity with a shared vision against which organisational culture and service delivery can be held in check.		
88	The National Care and Support Office should ensure citizens are at the heart of all decision-making, including co-producing the new design principles. This will require the Office to be satisfied that the voices of citizens, unpaid carers and community organisations are engaged at all levels, from service design to review, locally, regionally, and nationally, with a balance between proportionality of professional and community-based voices in the design space.	X	
<b>The broader benefit of 'what matters' conversations</b>			
93	The National Care and Support Office should work in partnership with the Association of Directors of Social Services (ADSS) Cymru, WLGA, and citizen led groups, to discuss, agree and establish a national approach to accurately recording 'what matters' conversations.	X	

<b>Report Recommendations</b>		<b>Stage 1 2022 - 2025</b>	
<b>Report Para</b>	<b>Introduction</b>	<b>Delivery</b>	<b>Research</b>
94	The National Care and Support Office should also work with ADSS Cymru, the WLGA and other partners, to put in place a single common National IT system for social care, which allows for simple and accurate recording of ‘what matters’ conversations. In developing such a system, there should be co-production with frontline staff who will be using the system day-to-day.	X	
96	The current population needs assessment toolkit should be replaced with a more accurate model that reflects ‘need’ meaningfully. This should take into account the ability to use data gathered from the new accurate recording of ‘what matters’ conversations, alongside data on population numbers and demographic mix in a Local Authority area. The National Care and Support Office should set up a task and finish group to discuss, agree and set in motion this new process.	X	
<b>Partnering locally around the person needing support</b>			
<b>Accountability at local partnership level</b>			
105	In order to ensure accountability for meeting the care and support needs of local populations under the National Care and Support Service, the Group suggests that Local Authorities should have a clearly articulated role to performance manage local partnership arrangements, in relation to the extent to which those partnerships are effectively able to meet the needs outlined in ‘what matters’ conversations.	X	
<b>Local Authority autonomy, accountability, and funding</b>			
114	An accountability framework of outputs and expectations could be created to accompany the National social care funding model. Local Authorities and other funded agencies should be held accountable for delivering on outputs and expectations, set against the principles of the national funding model. Therefore, feedback on how effective the funding model is in delivering resources should be built into the ongoing monitoring process.		X

<b>Report Recommendations</b>		<b>Stage 1 2022 - 2025</b>	
<b>Report Para</b>	<b>Introduction</b>	<b>Delivery</b>	<b>Research</b>
<b>Continuing Health Care</b>			
117	The current CHC policy approach as it stands should look to be removed from the social care system as soon as is practicable. The National Care and Support Office should prioritize work with WLGA, ADSS Cymru, and the Welsh NHS Confederation to identify a timeline over which the current CHC framework can be phased out.		X
<b>Investing in Prevention &amp; early intervention</b>			
122	The National Care and Support Office should monitor Local Authorities for the relative share of their budget spent annually on prevention and early intervention and bring together this information to inform funding priorities at a national level and assist with Wales wide cultural barriers that may be impacting.		X
123	The Welsh Government should commission research into the level of spend on commissioned preventive social care (relative to the totality of social care spend) by Local Authority area, annually over the past 10 years.		X
125	The Welsh Government should therefore consider adding further resource for investment in preventative services.		X
<b>The role of the Third Sector, social enterprises and co-operatives</b>			
131	To embed a true shift to preventative care into the system, the National Care and Support Office should oversee the implementation of the National Commissioning Framework delivery process.		X
<b>Equity of charging regimes</b>			
139	Currently available evidence does not adequately or accurately indicate what the shortfall in investment in social care might be, in totality. Therefore, the Group suggests that the National Care and Support Office undertakes research work with the WLGA and the NHS Confederation to assess the required level of investment, to inform future policy direction.		X

<b>Report Recommendations</b>		<b>Stage 1 2022 - 2025</b>	
<b>Report Para</b>	<b>Introduction</b>	<b>Delivery</b>	<b>Research</b>
<b>Consideration of charging options</b>			
141	The Group recommends that as a first step towards care which is free at the point of need, the Welsh Government should move towards a charging regime where most non-residential care is delivered free in a non-residential setting. This should be the first priority because charges for non-residential care can cause people financial hardship and affect their dignity and well-being.		X
142	Recognising the competing priorities for investment (most significantly, more adequate remuneration of the social care workforce) the Expert Group suggests adopting a phased approach to charging reforms.		X
143	Welsh Government should move towards a charging regime where care costs (excluding accommodation costs) are delivered free in a residential setting. However, recognising the potential competing investment priorities already discussed above, this move may need to be phased.		X
<b>Considerations for the Welsh Government relating to charging</b>			
147	The National Care and Support Office should work in partnership with the WLGA, NHS Confederation and providers, to identify what the care fee rate should be. This should be set nationally, and appropriately resourced.		X
<b>The role of profit in the care system</b>			
155	Welsh Government should ensure the issue of profit in the care system is integrated into the wider public consultation plan surrounding the development of a National Care and Support Service, and that all relevant stakeholders are enabled to engage with it.	X	

<b>Report Recommendations</b>		<b>Stage 1 2022 - 2025</b>	
<b>Report Para</b>	<b>Introduction</b>	<b>Delivery</b>	<b>Research</b>
159	Welsh Government could begin dialogue with Local authorities about gradual expansion in capacity of direct provision, in children’s services and adult services, while actively acknowledging the Act.	X	
160	Welsh Government could establish a gradually expanded capital and revenue fund, to provide opportunities to bring services back in house when required, while recognising the Act. This should be added to the local government settlement, and should be in addition to selected Local Authority pilots for mainly in-house direct provision.	X	