



WeCare Wales

The national attraction, recruitment and retention campaign for social care and early years and childcare

The story so far...

Our first year



Gofalwn
.cymru

WeCare
.wales

1. Background – why have a national campaign for social care and early years

Social care and early years and childcare support some of the most vulnerable people in our society and play a critical role in maintaining people's well-being and independence. Evidence has shown that these workforces will need to grow to meet the increasing demand for care and support. This fact coupled with how careers in these sectors are perceived and understood by the public creates a real challenge.

Across Wales we have a diverse picture of how care is delivered and supported, with over 1500 employers, twenty-two local authorities, seven regions and a range of national, regional and local organisations. To help bring consistency and to support the sectors it was clear that a national drive to address the attraction, recruitment and retention of employees across social care and early years and childcare was needed. Such an initiative would not only bring consistency to the messages shared with the public but would act as the anchor to the national, regional and local activity.



The focus for a national campaign was to:

- Raise the positive profile of social care, early years and childcare
- Improve perceptions of care as a career and a profession with opportunities to progress
- Enhance public understanding of the care sectors and draw into the workforce those with the right values.

Social Care Wales was able to internally source funds to develop a bilingual campaign in partnership with the sector. Given the scale of what the campaign is set to achieve a three to four-year plan was established to cover the first phases of the work.



2. Developing with the sector, for the sector

To enable a campaign of this scale to be both relevant and sustainable requires true collaboration and joint ownership. From the outset, key stakeholders have supported and informed the development of the work and a Stakeholder Advisory Group was established (membership listed in Appendix 1) to advise the progress and direction of travel of the work. This group was made up of a wide range of key national and local partners including regional representation.

Social Care Wales invested money into each of the seven regions in Wales to develop a Regional Care Career Connector role. This role is to act as the key connection between the national campaign and the regional activity taking place.

True partnership is key to a campaign of this magnitude. Not only to ensure the style and messages are relevant to the needs of the sector but also to enable buy in and ownership from all stakeholders. Therefore, all work to be developed would need to have its own identity and brand enabling others to adopt as their own. As this work will take years to achieve its ambition, creating joint ownership is key to enable long-term sustainability.

"I love my job, I always have done. What I wanted to do was work with people"

Tracey Marti-Smith, Senior Sensory Officer

3. Creating the campaign

To manage the campaign within Social Care Wales an internal project team was established including officers from across the organisation (including Improvement & Development, Communications, Registrations and Corporate Governance). To support the development of the campaign required specific expertise and Cowshed, a creative and PR agency with many years' experience in this field were commissioned to support the work.

Before the development of the campaign could begin, we needed a solid understanding of the current landscape to help inform the campaign planning. This would mean learning what the general public really thought about the sector, and perhaps more importantly why. To give us this intelligence we commissioned a benchmarking public survey to establish this. This work consisted of telephone interviews, on-line surveys and further intelligence was gained through events such as the National Eisteddfod and the National Social Care Conference. Findings from this important insight into public perceptions helped to shape the campaign messages and some of the key findings included:

36%
would not consider early
years and childcare or
social care as a career

51%
think it is poorly
paid and long
hours

15%
agree jobs in social
care and early years
and childcare and
childcare is for people
with no qualifications

26%
have never heard
anything positive
about early years
and childcare and
social care

Further to the above two key overarching messages from the research highlighted that generally the public do not understand our sectors (and our terminology) and secondly did not understand the variety of roles and specialisms that exist in the social care and early years and childcare sectors.

To ensure campaign messages were focussed and able to have impact four key target groups were identified, including:

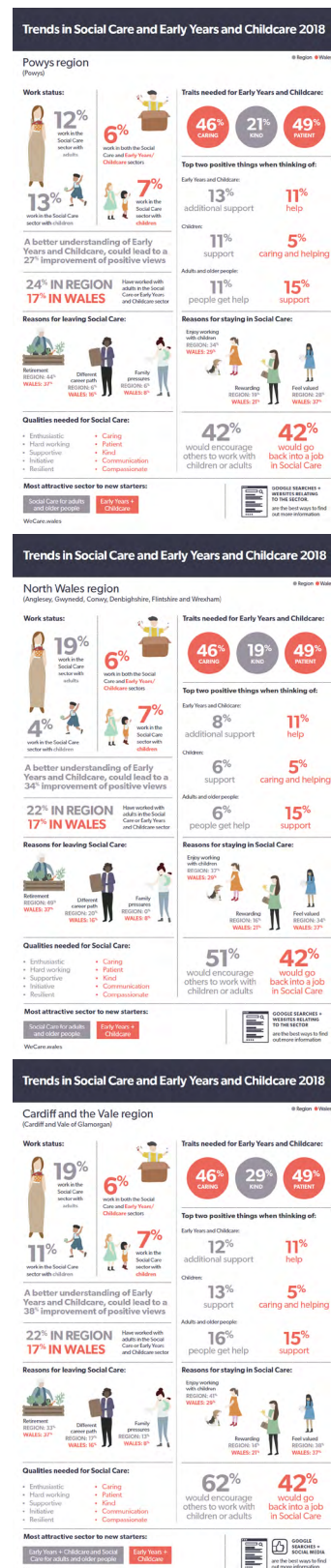
**Young
people
12-24**

**Parents
of young
people**

**Families
with young
children**

**45+ retired/
career
changers**

cowshed



To develop the right messages for each key audience group we carried out focus groups which further explored the perceptions around working in care and early years and childcare. During these sessions attendees were asked what they would like to see in an advert and what might encourage people to work in the sector:

"...be honest. We know it's a difficult job, but we also want to know the benefits."

Based on the findings from the focus groups and the perceptions study the first versions of the creatives were developed. The style of the images and mock-up adverts was based on a unique style for the campaign with no partner imagery or logos used. This was a deliberate move to enable the campaign to be seen with its own identity and through its neutrality would enable others to align to it and adopt it at a regional and local level. At this stage two routes were developed. The first focussed on 'who cares' element and made personable through the straplines such as 'Mark Cares'. The second route focused on the challenge facing such a role 'Toughest job' with a balance of the rewards such a role can bring.

The creatives went out for extensive testing to gain an understanding of opinion. This included events, forums, street testing and other key arenas to gain views regarding which route felt more effective and what the messages needed to say.

Feedback told us that there was a strong view that 'care' felt right as a core theme and use of the 'toughest job' could create negative perceptions and risk alienating the sector and was of concern to people receiving care and support. Based on the wide range of views given to us a revised version of the creatives was developed. These focussed on care but connected to Wales rather than individuals so WeCare Wales became the core theme. The word 'care' in its purest form is understood universally across all ages and enables people to understand quickly the message and engage with the campaign. A key message from the public perception work told us that people generally did not understand what is meant by social care or early years and childcare and so use of the word 'care' enabled us to begin to bridge this gap.



Testing the campaign creatives:

Events, such as:

Skills Cymru (Cardiff and Llandudno)

334 votes / 104 comments

Royal Welsh Show

600+ visitors

National Social Care Conference workshop

30+ delegates

Forums, such as:

- All Wales Training Manager Forum
- Early Years and Childcare Forum
- Registered Manager Forum
- Social Care Wales Board
- Care and Support at Home Workforce Board
- Campaign Stakeholder Reference Group
- Practitioner sessions

Street testing:

- Cardiff
- Swansea
- Powys

4. Core campaign elements

The WeCare Wales campaign needed a range of elements to be able to fully progress the work. These included the development of a website to act as the hub, stories from the sector highlighting roles and what it really means to work in care and social media channels with the appropriate assets.

Website (www.wecare.wales)

All creatives for the campaign need a 'call to action', a place where the viewer could go to find out more. In this case the route would be a website, and so a fully accessible, bilingual website was developed. This provided a platform for people to view the inspirational case studies and discover further information on careers in social care and early years and childcare as well as connecting people with care employers.

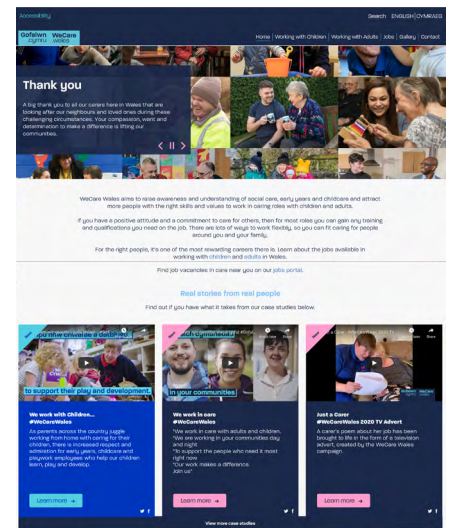
The WeCare Wales website's primary focus is to help reinforce the campaign messages and help the visitor better understand social care and early years and childcare and the opportunities within. Based on the findings from the public perceptions study it was critical a website for the campaign was clear and aimed to raise awareness about the sectors and roles as they explored the pages. Using this as the basis the structure was primarily divided into two routes:

- Working with children
- Working with adults

A further area 'Potential employers' was developed which enabled employers to display their company details including contact routes. By including this it enabled the viewer to link up with companies who may have employment opportunities and may also be able to further advise on the many career opportunities available.

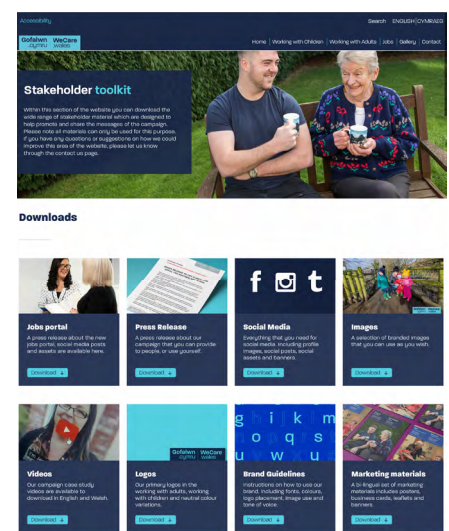
This area was further evolved into the website holding a jobs portal. This enabled care settings to promote any current vacancies they have. This approach was initially established in response to the Covid-19 crisis in Wales. However, due to the level of activity and the engagement during 2020/21 this aspect will become a core offer of the WeCare Wales website and plans are in place to improve the functionality of the jobs portal through the next year.

To help stakeholders utilise the materials produced for the campaign an area of the website was developed called the Stakeholder Toolkit. This toolkit included any materials relevant to a particular burst of activity such as press releases, social media assets and further on in the year additional photographic images and videos to download.



"Passion is probably the most important thing when you work in this sector... I want to make an impact, I want to make a change, I want to help..."

**Peter Hornyik,
Residential Childcare
Worker**

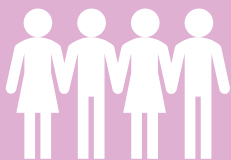


“just watching them grow and develop from babies right up to the independent and confident children they are when they leave me and go off to school, it’s just an awesome job.”

Amanda Calloway, Childminder

WeCare Wales Website from March 2019 to March 2020

49,749
unique
visitors



542 number of visitors
to the jobs portal
(in the first week)

1:02 min average time spent on the website

391 number of
jobs in the portal
(in the first week)



24 number
of role
profiles

391 clicks on
job vacancies
in first week

3,863 clicks onto
employer pages
during the year



1,574 number of
accesses to the
Stakeholder Toolkit



Stories

All our research and information gathering at campaign planning stage told us that the public wanted to see real people in our campaign, giving an honest overview of the roles. It was therefore integral to the campaign's success that the images and films for the campaign featured actual practitioners working in Wales and also include some of the people they support. This would help ensure the campaign was genuine, credible and relatable.

The films told real stories of people working across the social care and early years and childcare sectors and from a wide range of roles. These stories helped people understand the importance such roles bring not only to those they support but the worker themselves. Through film and photography, we captured each individual story to help us start changing perceptions of working in the care sector. These assets brought the campaign to life.



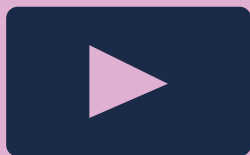
Over the period of the first year we filmed 20 case studies and captured hundreds of images for the campaign. The case studies covered a wide range of roles showcasing work being carried out across Wales. Findings from the benchmarking survey and other data sources helped us focus on capturing stories of those who help challenge perceptions of the care sector such as male roles. Also, the stories were able to highlight specific issues as well, for example the importance of the Welsh language in the provision of care. Roles captured in our first year include:

- Care Assistant
- Care Worker
- Chief Executive Officer
- Childminder
- Computer Instructor
- Core Training Manager
- Daytime Opportunity Support Worker
- Daytime Service Support Worker
- Early Years Lecturer
- Head of Children's Services
- Head of Service
- Health and Social Care Students
- Nursery Leader
- Residential Childcare Worker
- Senior Sensory Officer
- Service Manager
- Social Worker
- Youth Support Worker

Alongside the case study stories we also developed a range of films to support the campaign. These included a showreel featuring highlights from our case studies into one film and two further showreels were created, one for social care and the other for early years and childcare.

Stories in numbers

120,007
views alone of
the showreel
video



714,663 video views
across all channels

20 stories filmed



Social Media

We have seen in recent years a growing trend in the use of social media. Therefore, if we wanted to effectively connect with people one route would need to be through establishing social media channels for the WeCare Wales campaign.

Using data on the most popular channels we set up YouTube, Facebook, Twitter and Instagram accounts. Campaign messages would then be tailored to each channel and developed for the key demographic who use them. We also established hashtags to help track the campaign, group content and interactions which included #WeCareWales, #GofalwnCymru and use of the Twitter hashtag #wecarewalesjobs to support the jobs portal.

We found that social media proved to be a very effective tool to both share the messages and to connect with people during each campaign burst. We also found that younger audiences were not engaging early on as much as we had hoped and so we utilised Snapchat to connect with this demographic at a later stage in the campaign.

Social Media in numbers

3,938

followers across
all platforms

5.5m

social
reach



1,500+

uses of the
hashtags

107,874

direct engagements
across all platforms

Additional resources

There are in addition to key elements developed (website, social media, stories etc) to further support the campaign. These include the promotion of A Question of Care (www.aquestionofcare.org.uk) the on-line values based interactive quiz to explore roles in care. We are also in the process of developing career cards which will help people and in particular students gain an in-sight into the breadth of roles in care. During 2019-20 we have also worked closely with Health Education Improvement Wales (HEIW) in running joint events focussed on raising the understanding of the health and care to career advisers.

5. Campaign phase one – Launch (March 2019)

The WeCare Wales campaign was launched on the 5 March 2019 and featured on national television across both BBC, ITV and interviews on S4C. The lead story for launch focused on 20,000 more people are needed in Wales to work in care over the next ten years. The media line was:

“Thousands more care workers needed in Wales by 2030

Wales will need thousands more people to work in caring roles with adults and children by 2030 if it is to keep pace with the growing demand for care services and provide support for communities across the country.”

The digital advertising campaign was split into two key areas; the promotion of social care and the promotion of activities around early years and childcare. We also developed a radio advert which would be played through digital routes such as DAX radio. We found however that follow through from a radio advert to the WeCare Wales website was very low illustrating this route at this stage was not as effective as other channels.

Out of home advertising

Alongside the digital aspect of the launch we also secured a range of out of home locations to promote the campaign messages. This included:

- Bus rears and street liners in south and north Wales
- Billboards
- Banner at the Royal Welsh Showground
- Petrol station pumps (focussed on more rural locations)
- Supermarket adverts

This method helped reinforce the messages that the public may have seen through targeted the digital advertising and news articles. Stakeholders also played a key role in supporting the campaign through use of the brand on their materials, events and activities and supported through social media.

The launch of the campaign had a good level of engagement both with the public but also the media. We also saw a significant number of views of the stories developed for launch with over 87,000 views during the launch period of six weeks.

Phase one in numbers

25.1m
campaign reach

87,319 video views

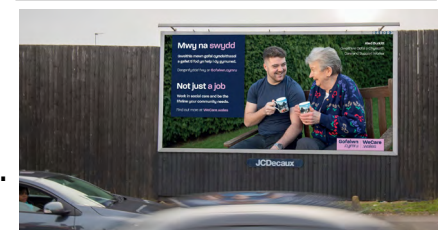
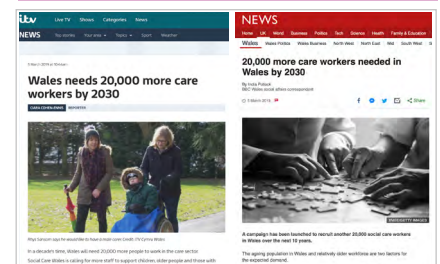
10 broadcast
coverage

2,530
social media likes

71
articles and blogs

16,623
social media
engagements

12,003
website views



6. Campaign phase two - WeCare Wales Week (September 2019)

The second key phase of activity for the campaign focussed on connecting and highlighting the work taking place across the seven regions in Wales. We also knew that during our launch that links to younger audience needed to be strengthened.

We know that people are more likely to listen to what their peers have to say, we also know from our focus group discussion with young people that we needed to grab their attention within the first three seconds of a video. Our campaign content was further developed for this phase to be attention grabbing. We included colourful and eye-catching graphics to the case study videos, quickened the pace and brought the key messages up-front.

Our case studies focussed on the ability to gain qualifications while you work, work in your local community and give back.

To reach our target audience, we advertised on Snapchat as well as using targeted advertising on Facebook and Instagram.

The launch of WeCare Wales Week in September of 2019 saw each region in Wales having a dedicated day to highlight work taking place and showcase activity.

To support the work regions were given content to use on their social media channels and their activity was shared through the WeCare Wales channels.

The week was a great opportunity to showcase the activity taking place across Wales. Feedback received after the inaugural event demonstrated a clear desire to rerun during 2020. We have evaluated the week with the regions and one aspect that could be amended is to mix up regions and the days allowing each to feature on several days. Other areas of learning will be considered when planning for this type of regional activity.

"What I love about my job is no two days are the same"

**Amy Davies,
Social Worker**

Phase two in numbers

26,162
video views

31 pieces
of media
coverage

7,462 direct
engagements

4,834
advert clicks
from younger
people





Phase three in numbers

90,013
video views

5,833 clicks
from adverts

9,912 direct
engagements

4,949
visits to the
website

7. Campaign Phase three – Diversity (November/ December 2019)

The third phase for the WeCare Wales campaign was carried out in late 2019 and the focus for this four week activity feature two aspects; males in the workforce; and the Welsh language in the provision of care.

Workforce data show roles such as social workers and care workers etc have a high proportion of females in the workforce. This is seen across the early years and childcare sectors, highlighting a real need to promote males in the workforce, to help dispel a myth that it is female area of work.

Secondly it is clear that for Welsh speakers often their preference for their support would be through the medium of Welsh. Also, for some this is their only language and so is not a preference but more of necessity. So similar to needing more males in the workforce we needed to focus on drawing in more Welsh speakers and raising awareness of the importance of the Welsh language to the current workforce.

The stories captured for this phase focused on both males and those who deliver care and support in Welsh.

“the job is so rewarding... There's a lot more to the work than just washing them, changing them and helping them get up in morning. It's such a great feeling to stand there and watch everyone enjoying themselves so much”

Mair Aubrey, Service Manager

8. Campaign Phase four – Careers in Care (March 2020)

The benchmarking survey results, and focus group feedback demonstrated a strong perception of little or no progression in care. That it was seen as 'just a job'. The focus for the fourth phase of the campaign would be a four week push in March 2020 highlighting careers in care and showcasing career progression and showing these jobs as professional careers.

Case studies captured for this activity showcased these elements including a change in career, obtaining qualifications and training to build a career to be proud of. Social media assets were developed, and the stakeholder toolkits was updated, as was the case with each phase to help partners share the messages.

To launch this phase a celebration event was held showcasing the work taken place during the first year and was attended by the Deputy Minister for Health and Social Services, partners from our Stakeholder Advisory Group and also those who featured in the campaign stories.

This fourth phase of the campaign was due to run until the end of March 2020, however, due to the Covid-19 pandemic changes were required after the second week (see section 9 for details).

Phase four in numbers

410,710
video views

9 pieces
of media
coverage

20,026 direct
engagements

7,915
visits to the
website



9. Campaign Phase five – Covid-19 (from mid March 2020)

Since the outbreak of Covid-19 the WeCare Wales campaign has switched focus and developed specific resources to fit the current climate. These include:

- Switch of focus of social media messages of the Phase 4 campaign
- Development of thank you video resources
- TV advert
- Jobs Portal

During these challenging times the focus has been on showcasing appreciation to the workforce and to support care settings in Wales fill their vacancies.



10. Next Steps...

The focus for year two of the WeCare Wales campaign will need to account for the impact and changes made during the Covid-19 pandemic. This is yet to be fully scoped but will likely need to focus on supporting the early years and childcare sector restarting following the period of lockdown and also support the key audiences within the social care sector. Other areas to be explored include focussing on specific roles such as those identified with stakeholders and set up as 'hero' stories e.g. domiciliary care workers and social workers.

The work of the WeCare Wales campaign will draw in intelligence from across Social Care Wales and the sector to help refine and focus activity and messages. We are re-running the public benchmarking survey and the learning from this will be key in establishing current public views and perceptions of working in care.

In addition, working with schools will need to be explored, when the education system returns to be fully operational. We also will be exploring the role of WeCare Ambassadors and how they can help support the ambition of the campaign.

Also, further engagement with employers moving into year 2 will be key and in particular when we begin to move from the attraction phase and into recruitment and retention (see [Attraction, Recruitment and Retention Framework](#) for more details of this wider work).

Working with the Regional Connectors (now with increased funding from Social Care Wales) will be key moving forward to ensure the national work connects with regional activity.

11. Learning

The first year for the WeCare Wales campaign has seen some incredible success, high levels of engagement through social media, support of the sector through the Stakeholder Advisory Group and views of the videos and engagement through the WeCare Wales website.

Each phase has brought forward learning which has helped shape the next and all help keep the momentum moving forward to help the public not only better understand but value the care sector.

We have been very fortunate to have been able to capture and share a wide range of stories across the sectors highlighting the real rewards working in care can bring.

It is clear there is still a long way to go with achieving the ultimate aims of the campaign, but great progress has been made with the support from the sector. Collectively, over the coming years, we hope to place working in care in equal regards to other sectors in Wales.


Appendix 1 – Stakeholder Advisory Group membership

Organisation
All Wales Training Manager Network
Association of Directors of Education in Wales (ADEW)
Association of Directors of Social Services (ADSS Cymru)
Cardiff and the Vale Region
Care Ambassador
Care Forum Wales
Care Inspectorate Wales
Careers Wales
Childcare Wales Learning and Working Mutually (CWLWM)
Children in Wales
Clybiau Plant Cymru
Colleges Wales
Cwm Taff Morgannwg region
DWP / JobCentre Plus
GMB
Gwent Region
Health Education and Improvement Wales (HEIW)
Mudiad Meithrin
National Provider Forum
NDNA Cymru
North Wales region
Pacey Cymru
Play Wales

Organisation
Powys region
Public Health Wales (National Safeguarding Team)
UNISON
Unite
United Kingdom Homecare Association (UKHCA)
Wales Council for Voluntary Action (WCVA)
Wales Pre-school Providers Association
Welsh Government (Social Care and Early Years)
West Glamorgan region
West Wales region



June 2020

 [gofalwncymrucares](https://www.instagram.com/gofalwncymrucares)

  [@WeCareWales](https://twitter.com/WeCareWales)

Gofalwn
.cymru

WeCare
.wales