



## WeCare Wales

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

The story so far...

**Gofalwn**  
.cymru

**WeCare**  
.wales



# 1. A national campaign for social care and early years and childcare

The social care and early years and childcare sectors 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 this workforce will need to grow to meet the growing demand. This coupled with how careers in the sectors are perceived and understood by the public creates a real challenge.

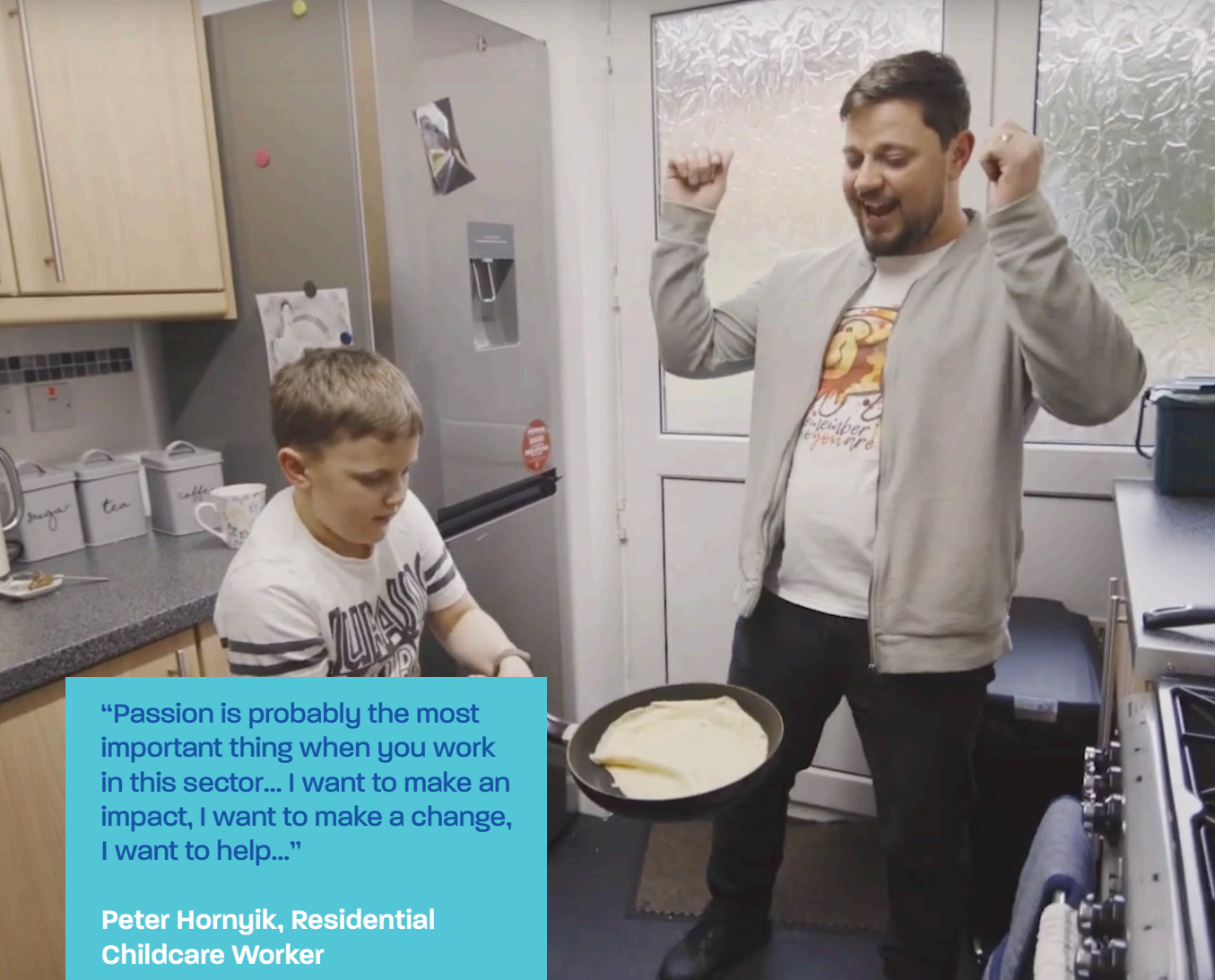
All seven regions in Wales are addressing these challenges in a variety of ways. To help bring consistency and to support the regions it is clear that a national drive to address the attraction, recruitment and retention across social care and early years and childcare is needed. Such an initiative would bring consistency to the messages shared with the public and can act as the anchor for the regional and national activity.



The focus for a national campaign would need to be:

- raising the profile of social care and early years and childcare
- helping people understand the value of the social care and early years and childcare workers to their well-being
- improving perceptions of care as a career
- accentuating the positives of working in care
- encouraging interest in working in social care or early years and childcare among those people who have the right values and beliefs.

To take this forward Social Care Wales were able to internally source funds to develop in partnership a bilingual campaign to address this challenge.



“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**

## 2. Developing the campaign – the journey to launch

In late 2017 Social Care Wales brought together a group of internal and external stakeholders to explore the key elements of attraction, recruitment and retention for the care sectors. This early work helped begin to shape the elements such a campaign would need to address. To support the planning Consilium Research & Consultancy were commissioned to review the challenges in regard to the attraction and recruitment. One of the key messages coming from this study was that there is no real evidence base in regard to the public's perception of careers in social care and early years and childcare.

A programme manager was recruited to drive the work and co-ordinate the projects to support the aims of the campaign.

### Governance

Joint development and ownership of the campaign across the sector is vital for both the short and long-term success. To support this a Stakeholder Advisory Group (membership listed in Appendix 1) was established. Within this group strong connections with all seven regions in Wales were also in place. Alongside the Stakeholder Advisory Group an internal management group within Social Care Wales was established to oversee the work on a frequent basis and support and advise on progress made.



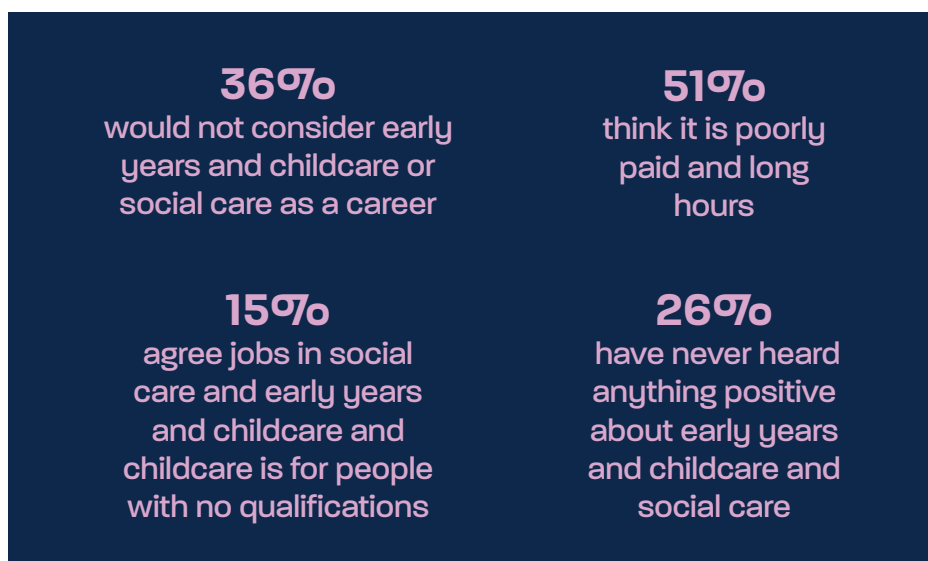
## Creating a campaign

In order to respond to the need to raise the profile of the social care and early years and childcare sector, Cowshed, a PR and Marketing company, were commissioned to support the development of the campaign.

It was highlighted in the initial research that there is a clear lack of understanding of the public perceptions of the care sector and careers in care. So work was commissioned to explore this, which consisted of telephone interviews, on-line surveys and events. To ensure the messages of the campaign had impact and resonance four key target groups were identified and these were:

Young people 12-24	Parents of young people	Families with young children	45+ retired/ career changers
-----------------------	-------------------------	------------------------------	------------------------------

Through this feedback we were able to gain an important insight into public perceptions. Some of the key findings included:



Following this study, focus groups with the four key audiences were held and explored further perceptions around working in social 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.”

**COWSHED**  
Perceptions / Recruitment Campaign  
Social Care and Early Years Childcare  
Campaign Concepts  
04.10.18  
Gold Cymdeithas Cymru Social Care Wales

**THE OBJECTIVE**

- ✓ Stimulate interest in Social Care and Early Years careers
- ✓ Raise the profile of the sector with the public
- ✓ Raise the profile of with partners e.g. Careers Wales, DWP, etc.
- ✓ Create ownership and sustainability

✓ Educational: What is it? What's in it for me? What's in it for you?

✓ Truthful: Honest, real, authentic messages and scenarios

✓ Value based: reasons why people work in social care or early years childcare

✓ Specific about roles: unpacking the variety of roles and skills required

✓ Help with social status: Respect, Skills, prospects, salary stability

✓ Flexible: Show that a job in early years or social care can work around you and your needs

✓ Clear about career progression: training opportunities and a clear path for personal growth and success

✓ Show what it's not as much as what it is: Easy, 9-5, hard, not well paid (you will have bad days)

**CONCEPT ONE**  
‘We Care’

The toughest job in the world?  
It's not 9-5, but if you want to choose a career in social care, it's the toughest job in the world.

**Year one success is:**

- Robust gathering of insight, collaborative working and relationship building with stakeholders
- Successful segmentation of brand design to attract different audiences (social and early years childcare)
- Development of brand and assets agreed with all stakeholders
- Set up website and social channels
- Successful brand and campaign launch
- Media engagement (national & local)
- Stakeholders start to understand how the brand and campaign will benefit them on a local level
- Delivering on time and to budget

Develop materials → Test materials → Finalise and produce materials → Plan and book the campaign

## Developing the creatives

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 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 focused on the 'care' element and made personable through the strapline '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. This included events, forums, street testing and many other arenas to gain views regarding which route felt more effective and what the messages needed to say.

## Developing the campaign messages

### 3. 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



Feedback told us that there was a strong view that 'care' felt right as a core theme and the use of 'toughest job' could create negative perceptions and risk alienating the sector. Based on the wide range of views given to us a revised version of the creatives were developed. These focused on care but connected to Wales rather than individuals so WeCareWales became the core theme. The word 'care' in its purest form is understood universally across all ages and enables people to quickly understand 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 so the use of the word care enabled us to begin to bridge this gap.



The images and films for the campaign creatives would importantly feature actual practitioners working in Wales and also include some of the people they support. Using real people rather than actors was a clear message coming out of the perceptions work to ensure it is seen as genuine, credible and relatable.

The films told real stories of people working across the sectors; from managers to Support Workers; Chief Officers to Play-work Supervisors, to understand who they are and their reasons for working in the sector. During this process, more than 50 people were spoken to and seven were chosen from different backgrounds to help tell the story of working in social care and early years and childcare in Wales. 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.





# WeCare Wales website

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 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 see a list of potential employers. In preparation for launch we had the following stories:

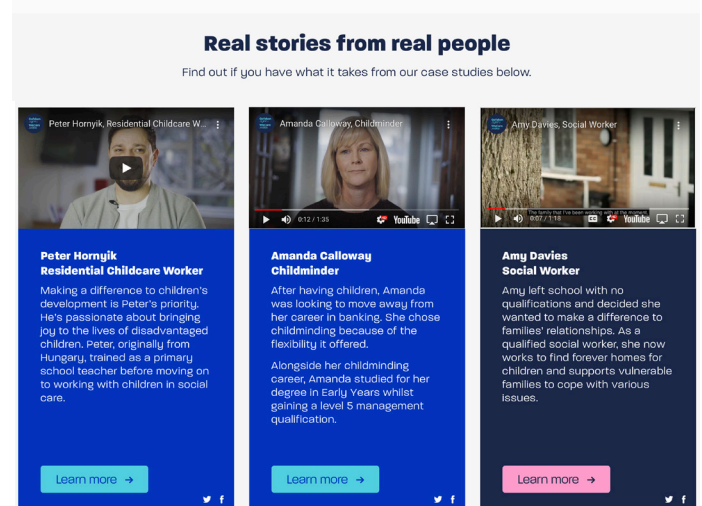
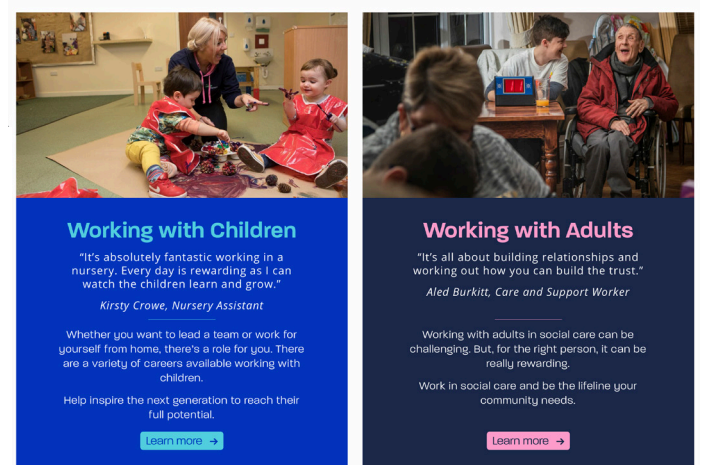
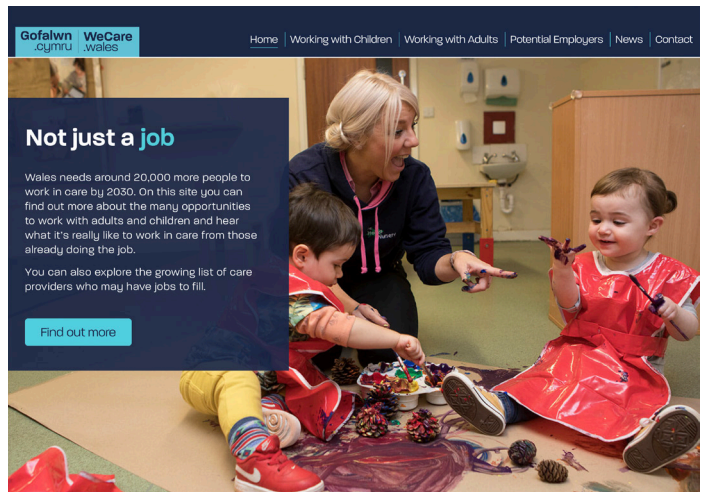
- Assistant Director at Pobl Group
- Social Worker
- Child Care Lecturer
- Residential Care Manager
- Senior Sensory Officer
- Residential Childcare Worker
- Childminder

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 allowed people to be educated 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 for employers to display their company details. This enabled the viewer to link with companies who may have employment opportunities and may also be able to further advise on the many career opportunities available in their area.

To ensure early buy-in and a sense of ownership, we created a Stakeholder Toolkit on the website which included downloadable resources to make it easy to become involved. Access to this toolkit would then be shared with all stakeholders and employing organisations listed on the website.



"What better way to demonstrate how rewarding and diverse a career in social care and early years offers, than seeing people share their real experiences in the WeCare Wales campaign in Wales."

Jonathan Griffiths, Director of Social Services, Pembrokeshire Council

## Preparing for launch

In preparation for launch we developed a range of materials and plans to map out the on-line, out of home and media activity required, this included:

- national press release
- regional press releases
- interviews with media
- advertising including out of home and digital
- social media management
- stakeholder engagement
- planning a Monmouthshire walk
- filming an emotive video with Wales Online.

These elements were developed in partnership with the Stakeholder Advisory Group members.



“Watching the students grow... watch them progress and achieve their full potential ... is an amazing achievement for them and myself”

**Karen Llewellyn, Early Years Lecturer**



### 3. WeCare Wales launch

The WeCare Wales campaign was launched on the 5 March 2019 and on the day of launch was featured on national television across both BBC and ITV. The lead story for launch focused on 20,000 more people are needed in Wales to work in care in the next ten years. The media hook 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 to be not as effective as other channels.

Social Care Wales also invested money into each region in Wales to develop a Regional Care Career Connector role to act the core connection between the national campaign and the regional activity.

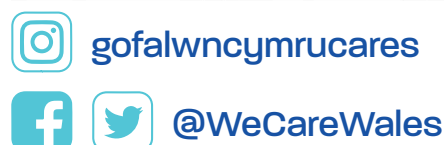
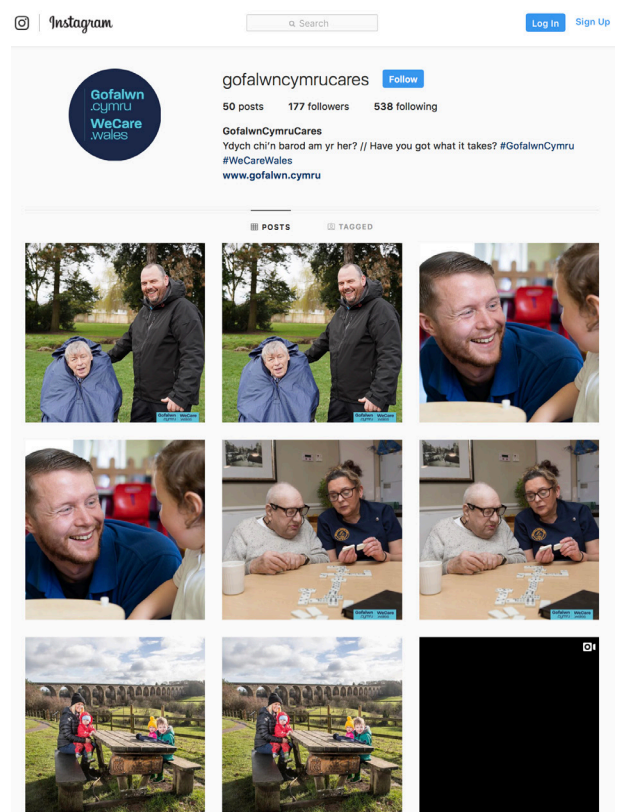
### Social Media

A key channel for promoting the campaign was through social media, utilising Facebook, Instagram, Twitter and YouTube. Prior to launch a plan was developed to map out which creatives and messages to push and when.

**During the launch period of 6 weeks we saw a total reach of 609,452, with 2,530 likes/ followers across all social media platforms. We also saw 6,623 direct engagements across social media.**

**The social media hashtags (#WeCareWales and #GofalwnCymru) were set up to group activity and during the launch period there were 458 posts (31 on Facebook, 362 on Twitter, 50 on Instagram) and those posts had 1,653 direct interactions, 536 shares and 1,091 likes.**

The drive through social media also significantly boosted the views of the creative films and visitors to the WeCare Wales website.



## Wales Online package

Working with Media Wales a bespoke media package was created including banner adverts, video production, social media posts on their owned and partner channels and provided a case study for a sponsored article on the Wales Online website. The video asked young children to talk about caring for others. The article had an early years and childcare focus and insight into men working in the sector.

## 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
- static 48 sheet billboards
- supermarket six sheets.

This method helped reinforce the messages that the public may have seen through the digital and news articles.



## Website activity

Following the launch and for the first six week period there were over 12,000 unique visitors to the website. With a total of over 31,000 pages viewed and 17% of people who visited the employers page clicked through to an employer website. It was also noted that time people spent on the website 'dwell time' was between one and two minutes with two minutes and over being considered as outstanding (based on industry average). This suggests the website is of interest to our target audience, informative and easy to navigate. The time dropped off towards the end of launch period as more visitors were driven from digital advertising. The unique visitors increased in the evenings at around 2,000 per week, this is relevant as these people were looking at the site after work. On average 19% of people returned to the site.

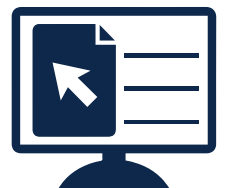
At the beginning of the first week, more than half of website traffic was driven via social media, however as the campaign gathered momentum, traffic via search engines such as Google and Bing, became the main source of website hits at 47%. During the launch period we also had an increase of employers listed rising to 203.

For the Stakeholder Toolkit we had 516 unique visitors showing stakeholders were actively getting involved with the campaign downloading 487 items. In total, 31 stakeholders engaged with the campaign in various formats through sharing posts on social media or publishing the press release on websites.

For launch we worked with Monmouthshire Council, bringing together social care workers from across the county. This was linked into the media as a broadcast opportunity for launch which was picked up by ITV Wales's evening news.



12,000  
unique  
visitors



31,000  
pages  
viewed



487  
stakeholder  
downloads



## Use of the WeCare Wales brand by stakeholders

One of the successes of the WeCare Wales campaign has been through the use of the brand by our stakeholders. This has shown a real buy-in to the campaign and the realising of our original ambition of others using the materials and messages.

Examples to date of this include, Flintshire Council, Cwm Taf Morgannwg region and in the Gwent region. We are also working with organisations to help local activity such working with Conwy Council and at local events such as the Usk Show.

**“What I love about my job is, you know, no two days are the same”**

**Amy Davies, Social Worker**



## Regional Care Career Connectors

In Wales we have the key opportunity of being able to support the national campaign through dedicated regional support. This is the establishing (through part funding from Social Care Wales) the role of Regional Care Career Connectors. This role will be crucial in aligning the regional and national work and will be a real opportunity to help the ambitions of the national campaign be articulated on the ground, through work directly with people living in each of the regions.

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

**Tracey Martin-Smith,  
Senior Sensory Officer**

## 4. Next steps

Given its aspirations the WeCare Wales campaign has been developed for the long-term and this style of campaign will run with focused bursts of activity followed by low level activity, primarily through social media at a national level. The launch period of six weeks has seen considerable activity across all the areas and moving forward we are currently developing content for the next sequence of activity.

The challenge with a long-term campaign is maintaining momentum and continued working with stakeholders will be key to enable this. The planned activity for 2019/20 is divided into three distinct media bursts in the current form of:

September 2019 Care Week (target audience of younger people)	October/ November 2019 Diversity in the workforce	January/ February 2020 New qualifications and professionalisation of careers in care
---	--	---

Each of the three will have campaign plans developed in partnership with stakeholders across Wales.

## Enhancing the WeCare Wales resources

As we have seen through the launch period the video stories have proved very effective with a large number of views and we will continue to develop further creatives capturing a wider selection of stories.

The WeCare Wales website will be enhanced to include information about specific roles in care. This will allow the visitor to first gain a general understanding of the sector (social care and early years and childcare), the setting (such as a care home) and then understand a specific role (for example care home manager). Also, within the WeCare Wales website we will continue to grow the employer section and will work with our stakeholders to enable this. With the launch of the new roles for a Question of Care ([www.aquestionofcare.org.uk](http://www.aquestionofcare.org.uk)) we will build in the connection from the website to this resource to help people try out and better understand the roles available.

## Further events

Alongside the three media bursts planned for 2019/20 we will also be promoting the campaign through several national events such as:

- National Social Care Conference
- Royal Welsh Show
- National Eisteddfod

Working with the regions we will work in partnership at local events such as Usk Show.



“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**



“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 Ambassadors

The WeCare Wales campaign has formally adopted the Care Ambassador scheme to be renamed as WeCare Wales Ambassadors. These ambassadors are made up a range of passionate practitioners who support the aims of the campaign by attending, for example, schools and careers events to help people better understand what it is like to work in care and the rewards it can bring.

Working with regions we will enhance the use of ambassadors and help coordinate and support their important contribution to raising the profile of the sector and the careers that are on offer.

## Learning

We can see that social media has been very effective and also the reach of the video creatives show that these have been very successful. Through the analytics it is clear that our reach to the younger audience has been limited and focus will need to be placed on this aspect to reach this critical audience.

It was clear from the experience of the launch that significant planning will be required for each further media burst. Working with stakeholders and the regions will be crucial during the planning stages and during the delivery of the media burst. This lead time can be as much as eight weeks and this is to ensure enough time is given to develop new creatives and resources to support the theme of the media burst.

In Wales we also now have the new role of Regional Care Career Connectors and their work and links to the national campaign will be crucial in ensuring the national work connects to the regions and vice versa.

## 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



gofalwncymrucares



@WeCareWales

**Gofalwn**  
.cymru

**WeCare**  
.wales