

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Contributing to Resourcing and Talent Management in the Organisation

5ARTP

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By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed: C V Tickle

Date: 27/01/2022

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Evidence MatrixCIPD Membership/registration
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ResourcesUnique Learner No.
(ULN):1909409

Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5ARTP	Contributing to resourcing and talent planning within the organisation	1.1	National Minimum Standards document	EV1		
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5ARTP	Contributing to resourcing and talent planning within the organisation	1.1	Recruitment & Retention Policy	EV5		
5ARTP	Contributing to resourcing and talent planning within the organisation	1.1	Equality & Diversity Policy	EV6		
5ARTP	Contributing to resourcing and talent planning within the organisation	1.1	Relevant section of contract of employment highlighting training requirements	EV7		
5ARTP	Contributing to resourcing and talent planning within the organisation	1.2	Pembrokeshire Care staffing requirements projections	EV8		
5ARTP	Contributing to resourcing and talent planning	1.2	Communications regarding increased	EV9		

	within the organisation		ROP for registered staff members.			
5ARTP	Contributing to resourcing and talent planning within the organisation	1.2	Core Competencies Emails	EV10		
5ARTP	Contributing to resourcing and talent planning within the organisation	1.2	Evidence of application for skilled worker Visa	EV11		
5ARTP	Contributing to resourcing and talent planning within the organisation	1.2	Adverts for Senior Care Workers on DWP	EV12		
5ARTP	Contributing to resourcing and talent planning within the organisation	2.1	Email to Lucy requesting competitor analysis for the AM vacancy and receipt of data	EV13		
5ARTP	Contributing to resourcing and talent planning within the organisation	2.1	recommendations to Company Directors regarding AM salary	EV14		
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5ARTP	Contributing to resourcing and talent planning within the organisation	3.1	Emails in reference to Carer consultations	EV19		
5ARTP	Contributing to resourcing and talent planning within the organisation	3.2	Staff working patterns (consultation exercise)	EV20		
5ARTP	Contributing to resourcing and	3.2	Evidence of emails to Millie Thomas	EV21		

	talent planning within the organisation		regarding Carer consultations			
5ARTP	Contributing to resourcing and talent planning within the organisation	3.3	Contract clause – amending term and conditions	EV22		
5ARTP	Contributing to resourcing and talent planning within the organisation	3.3	Letter inviting an employee to attend a consultation meeting	EV23		
5ARTP	Contributing to resourcing and talent planning within the organisation	3.3	Minutes of consultation meeting	EV24		
5ARTP	Contributing to resourcing and talent planning within the organisation	3.4	PP presentation – group consultation	EV25		
5ARTP	Contributing to resourcing and talent planning within the organisation	3.4	Yammer post	EV26		
5ARTP	Contributing to resourcing and talent planning within the organisation	3.4	FAQ document in relation to contract consultations	EV27		

Candidate declaration:

- I confirm that the work/evidence presented for assessment is my own unaided work.
- I have read the assessment regulations and understand that if I am found to have 'copied' from published work without acknowledgement, or from other candidate's work, this may be regarded as plagiarism which is an offence against the assessment regulations and leads to failure in the relevant unit and formal disciplinary action.
- I agree to this work being subjected to scrutiny by textual analysis software if required.
- I understand that my work may be used for future academic/quality assurance purposes in accordance with the provisions of the Data Protection Act 1998.
- I understand that the work/evidence submitted for assessment may not be returned to me and that I have retained a copy for my records.
- I understand that until such time as the assessment grade has been ratified through internal and external quality assurance processes it is not final.

Signature:

CV Tickle

Date: 27/01/2022

LO1 Be able to review and evaluate an organisation's approach to talent planning

1.1 Assess how and to what extent the organisation undertakes workforce and talent planning.

Elliot's Hill Care Limited and the 'Group of Companies' currently employ in the region of 250 employees in various capacities. We operate within the private healthcare sector and are one of the biggest private care providers in Pembrokeshire.

We are governed by the CIW, who regulate our activities as a care provider, and also by the Local Authority (Pembrokeshire County Council). The regulation oversees all aspects of the organisation's provision, and the recruitment and retention aspect is no exception to this rule. We are required to follow stringent checks on all new employees and prospective candidates, and a robust recruitment process ensures that all governance is adhered to. These particulars are set out in the 'National Minimum Standards' document written by the Welsh Assembly Government (EV1) (Welsh Assembly Government, 2004).

We currently take a very reactive approach to workforce planning, although we are constantly in a cycle of recruitment which is exacerbated by the relatively high level of employee turnover, although our attrition rate is considered to be low when benchmarked against comparable businesses within the industry. Our average employee turnover currently sits at 2% (EV2).

The CIPD highlight the importance of the link between workforce planning, which should act as a means to link changing organisational needs with its people strategy and organisational goals (CIPD, 2021). Although I understand our organisational goals, I feel that these are not clearly defined in any formal document, and as such there is a missing link between the organisational values (EV3), organisational objectives/goals and the recruitment and retention function. This could be strengthened and aligned to suit the organisation's values throughout our approach to talent planning and management.

We frequently participate in the acquisition of new care packages, and I have advised the Company through two TUPE transfers (EV4), and one business acquisition over the last 3 years. These have all required workforce planning considerations and a collaborative approach with the Directors. The CIPD emphasize the need to support managers with workforce planning and to undertake a collaborative approach (CIPD, 2021).

Overall, there are many improvements that could be made to the workforce planning activities within the Group of Companies. We are in a phase of expansion and development, and many of our policies have been improved over the years to reflect a more advanced and robust approach to recruitment and workforce planning, however our approach to workforce planning remains traditional and reactive in nature. There were no strategic plans until I recently created a Recruitment and Retention strategy document to define our approach to recruitment and retention practices. This is currently still in draft phase (EV5). We don't have a recruitment policy although we do have an equality & diversity policy and a child and young worker policy as we often support work placements with the local college (EV6). There are no specific policies in relation to learning and development, however contracts do mention training requirements, as this has become a mandatory requirement of a contract of employment as a result of the 'Good Work Plan' (EV7).

1.2 Analyse internal and external information relating to the organisation's future people and skills needs and the availability of talent.

Predictions of recruitment demands, and trends are no longer a luxury, but have become more of a necessity within today's labour market, and subsequent effects of Brexit and the Covid-19 pandemic. Interestingly, this was highlighted within a Harvard Business Review article from the 70's, and many of the sentiments stand true today, and have become more important than ever (Chambers, et al., 1971). Within the Group of Companies which I am employed at, I forecast staffing needs for Pembrokeshire Care Limited (one of the Company's in the Group) on a regular basis. This is done at a team level, reviewing the volume of required deliverable care hours versus the contracted hours of staff, keeping in mind any new starters or leavers which would have an impact on that figure. This projection will give me the total staffing requirement in a full time equivalent (EV8).

Although strategic planning of future people and skills need should be able to look several years ahead, the constant changing needs of our customers, and our volume of staff turnover make this task extremely difficult to achieve. We do, however, need a robust workforce planning strategy to ensure that we are accessing all forms of labour that may benefit our recruitment drive.

The 'National Minimum Standards' for Domiciliary Care Workers Specify that 50% of the workforce should be qualified to a minimum of a Level 2 in a relevant qualification to that work setting (EV1). Other recent changes include the introduction of the requirement for Social Care workers to register with Social Care Wales, which also stipulates a requirement to obtain a minimum of a Level 2 qualification in a relevant subject in order to register. These two requirements have had a substantial impact on our workforce making it even more difficult to recruit new members of staff within the industry, due to comparative jobs in other industries offering similar rates of pay without the requirement to go through the registration process and obtain a qualification. To try and combat this we have increased our rate of pay to reward those members of staff for being 'registered' with Social Care Wales. They will then need to complete their qualification to remain registered after the 3-year period (EV9). We also offer a substantial joining bonus and refer a friend scheme to reward people for joining the organisation, and to reward employees for referring candidates. These schemes have not been a necessity in previous years; however, we have had to adapt to meet the demands of the changing labor market and enhance our position within the Domiciliary care industry as an employer of choice.

Internal changes include the development and introduction of a core competencies framework to aid the internal development of employees to more senior positions, as we particularly struggle to recruit in these areas. Once the Core Competencies framework has been developed, we will look to develop 'Personal Development Plans' to aid the development paths for individuals wishing to progress (EV10). Investors in People recognise that people are generally motivated by self-development and discuss the importance of aligning self-development with organisational goals to meet future business needs (Investors in People, 2021).

To try and alleviate the current worker shortage we are in the process of applying for a sponsorship license which will allow us to employ Senior Care Workers on a skilled worker visa from foreign countries (EV11) & (EV12).

1.3 Assess the extent to which current organisational planning activities are addressing potential needs.

The availability of talent within the private Health and Social Care sector is fairly sparse with a limited talent pool. We currently have a total of 26 open vacancies across the group of Companies with 28.5% vacancy rate for Area Manager (senior management) positions, 16% vacancy rate for middle management positions, 20% vacancy rate within the HR department, and a 9% vacancy rate for lower-level support worker positions. It is becoming increasingly more difficult to recruit for

more skilled positions, and there is a significant lack of successful internal development pathways and opportunities to support the development of the current workforce. People are often put into positions that they are not capable of fulfilling as a means to filling the position. This then contributes to the high turn over rate for these senior positions. Our overall turnover rate is significantly lower than the industry average, and the average vacancy rate for adult social care roles in England was estimated at 6.8% in 2020/2021. There was no comparable data available for Wales (workforce intelligence, 2021).

We continue to strive towards building personal development plans to enhance our career pathways and progression opportunities, and alongside this we are in the process of accessing a wider talent pool from different countries with the use of a sponsorship license.

The private care sector has suffered from substantial difficulties in recent years, these difficulties have been described as 'multifaceted' and 'complex' (Wales Centre for Public Policy, 2022). Their research culminated in to three key priorities for focus on. These areas included the support for leadership development to aid transformational change, recruiting, training and supporting to develop the right workforce and sustaining agile decision making (Wales Centre for Public Policy, 2022).

There are relatively high rates of unemployment in Pembrokeshire which should make recruitment of the unskilled jobs easy, however due to the nature of work, the impact of the pandemic and the demographics of the area and availability of comparable unskilled labour in easier industries, it is becoming increasingly more difficult to recruit.

The annual Elliots Hill employee survey highlighted that the benefit that most employees would prefer would be to be able to access a learning and development programme with a greater focus on internal training and development opportunities. A recent report on workforce activity identified a lack of future career development as one of the main drivers for employee attrition (Morris, 2018). Our data from employee exit interviews correlates with these findings with a large proportion of people leaving to further their career within the public sector, and the enhancement of the 'grow your own' career paths over recent years which makes access to Nursing opportunities easier for a wide variety of candidates.

Despite a constant recruitment cycle, there is little evidence of a cohesive workforce talent planning or succession planning, and the organisation would benefit from some robust policies and practices in relation to these to drive the vision and meet organisational objects with a planned approach rather than a reactive approach to talent management.

LO2 Be able to recommend ways to improve an organisation's approach to talent planning.

2.1 Make reasoned recommendations for how the organisation can maintain an appropriate number of people with the skills required by the organisation.

There are a multitude of reasons why employees leave an organisation. Failure to provide a competitive salary can increase attrition rates. Employees are also on the lookout for more exciting challenges. Other reasons for attrition rates include being overworked and undervalued. Failure to hire the right candidates can also contribute to increased attrition rates (Merin, 2021).

Identifying why employees leave an organisation is critical to supporting an organisations overall approach to talent planning. Estimates show that the cost of replacing an employee in an SME to be

around £12,000 based on an average salary of £27,500, however as all of our recruitment is conducted in-house, I would estimate this figure to be much lower (Accounts & Legal, 2019).

Ensuring a competitive salary is one of the main ways to aid retention. We have recently conducted a market analysis on an Area Manager position, after having to renew the advert on two occasions and receiving no candidates for the position. An analysis of comparable job vacancies in the locality highlighted that the salary was not competitive enough to generate interest or encourage employees within our competitors organisations to seek career progression and apply (EV13). Further to this I made recommendations to the Company Directors to review the salary and proposed a ballpark figure in excess of £25,000 (EV14). One of the Directors has now approved figures in excess of this recommendation. Providing competitive salaries can demonstrate appreciation for employees and in turn reduces employee turnover. I would recommend that this benchmarking activity is conducted for all positions across the organisation on a quarterly basis to ensure that we are able to retain a competitive edge.

We also recognise the importance of providing a benefits package alongside competitive rates of pay, having conducted a recent consultation and subsequent implementation of a benefits package to the Senior Management Team further as a result of increased attrition rates amongst senior members of staff and a general feeling of being unrecognized. Employees were invited to participate in consultation and were subsequently provided with an enhanced benefits package. Relevant employees were invited to a benefits launch (EV16 & 17). The reception to this was positive and it has also had the impact of encouraging previous leavers to try and return to the Company. Historical research suggests that a benefits package reduced voluntary attrition rates (Sutton, 1985), and this is still particularly true to date.

Recent research has evidenced that employees can favour personal development over career progression with employees favouring secondment opportunities and temporary positions with 35% finding this approach useful (Roberts, 2014). We recognise the importance of this approach and are in the process of developing clear career and development pathways with the development of a set of core competencies (EV10) which align with our organisational values (EV3). We are able to offer coaching and mentoring and I would also recommend the creation of some additional 'secondment' or 'temporary' positions to support the development of staff in readiness for permanent positions in the future.

A focus on employee engagement is also at the forefront of many organisations in recent years. Employees who are managed well and are satisfied with their jobs will be more engaged, productive and innovative. We have recently embarked on a marketing campaign to increase internal engagement and enhance our employee brand. We previously focused on the recruitment aspect of marketing, with very little marketing of the Companies and limited engagement from staff. I would recommend that we focus more on building the brand to enhance employee engagement which would hopefully have a knock-on effect to the traction of new employees through increased marketing, and internal recommendations (EV18).

LO3 Be able to contribute to people resourcing activities.

3.1 Identify and explain the rationale for a specific resourcing activity within an organisation.

Pembrokeshire Care was purchased in August 2019. After the successful acquisition, an in-depth review of the organisation highlighted a lack of stability for a number of reasons. The main driver for the instability was the utilization of 0-hour contracts which all members of staff were on. They key

feature of this type of contract is that there is no obligation for the organisation to provide work to the worker, and there is also no obligation on the worker to carry out an 'assignment' for the Company. This resulted in inefficiencies, severe staffing shortages at certain times of the year (Christmas and New Year, Bank Holidays etc.), and a shortage of availability at the weekends. This in turn put pressure on the senior management team to cover these care calls personally at the detriment to their own work activities. In order to combat this issue, I proposed a consultation with all members of staff to support transition to a more stable contract with a set number of hours each week to provide stability and continuity of care to our customers. This would also allow for business development at times and days where we had ample staff to cover care calls (EV19). Within this project I was responsible for coordinating the consultation exercise, drafting documents and providing strategic HR advice to the Director and HR Coordinator.

3.2 Agree roles and responsibilities with other contributors to the activity.

Prior to commencing the consultation exercise, it was important to gather the evidence required which would allow us to analyse work patterns and working hours for each member of staff. It was important to specify who was required to provide which information, and to ensure that someone was nominated to conduct the consultation exercises. I worked in conjunction with the Company Director to produce an analysis of the working patterns and hours for each staff member, based on the previous 3 months work (EV20). My HR Coordinator at the time was designated as the consultant and met with all members of staff to conduct an individual consultation meeting to mutually agree new contract terms and conditions (EV21).

3.3 Identify organisational procedures and legislative requirements which underpin the activity.

Employers are required to consult with any affected members of staff when proposing to make contractual changes. This is also the case for 'workers' and any relevant employee representatives. Employees must receive initial information regarding the proposed changes to allow them opportunity to discuss this during the consultation meeting.

During a consultation meeting, employees will be given the opportunity to discuss any feedback they may have, ask questions and provide their objections and reasons for doing so to the Company. Employers are required to respond to any concerns, answer any subsequent questions and consider any alternative proposals provided by the employee. Ensuring a fair consultation process reduces the likelihood of any constructive dismissal claims, as well as causing poor employee relations which may subsequently increase attrition rates within the Company. Employers are required to follow regulations set out in Section 1 of the Employment Rights Act (1996) in relation to the drafting of the terms of the agreement. Employers should also check the contracts of staff members to ensure that they adhere to the wording within as there can often be wording in respect of altering terms and conditions with mutual agreement from the employee (EV22). Whilst going through this consultation exercise, employees were provided with a letter inviting them to attend a consultation meeting (EV23), with some detail of why the consultation was taking place. Employees were then provided with the minutes of the meeting (EV24), and if in agreement were provided with a new contract for them to sign. Failure to agree resulted in a further consultation meeting to try and reach a mutual agreement with regards to the proposed changes.

3.4 Plan and prepare for agreed role, ensuring the availability of any materials or resources as required.

It was imperative that the consultation exercise was planned appropriately, once the issues were identified and the approach to solving the issues were agreed. We began by holding group

consultation exercises where the current issues were explained to staff, the upcoming consultation exercises and any other changes in relation to their work. At this point we tried to promote the positives of the contractual changes and create buy-in by promoting the positive aspects (EV25).

This activity was then followed up by Yammer (EV26) confirming that we would be in touch with individual consultation dates, as well as an FAQ document to try and alleviate any initial concerns (EV27).

A thorough review of staff availability versus working hours over a three-month period was conducted and the subsequent spreadsheet produced to assist with the consultation exercise. This formed the basis for our proposal to staff in terms of agreeing their contracted availability and hours.

3.5 Undertake agreed role in a timely and accurate manner, in line with organisational procedures and legislative requirements.

There was no agreed timescale or a requirement for a legislative timescale, however we approached the consultation exercise one team at a time. There were 6 teams to consult with in total, with approximately 78 members of staff. In total the consultation exercise took roughly 4 months from start to finish, with employees provided with sufficient notice prior to any contractual changes taking place.

The consultations and subsequent updated contracts were all carried out in line with employment law requirements, and for any contentious issues we reverted to assistance from our legal advisors who were able to provide advice in relation to one case whereby we were nearly faced with a dismissal and re-engagement on new terms as a result of failure to agree to the proposed changes.

3.6 Reflect on the effectiveness of the resourcing activity in meeting required objectives and report back to stakeholders.

The resourcing activity was effective as we were able to stabilise the workforce to the extent whereby we were able to increase revenue by 10% over the course of the year. This made a substantial impact on the organisation which was previously in decline before the acquisition. The consolidation of employee terms and conditions, stabilising working hours and availability made it easier to acquire new business, as staff were contractually obliged to provide a service during their available times.

In reflection, there was a substantial impact on employee morale at the beginning and staff were unhappy with the proposed changes. There were a variety of proposed changes which occurred simultaneously and having worked in a working environment which hadn't changed for many years, these changes came as a shock to staff and caused a feeling of instability and insecurity. Evidence strongly suggests that organisational change can create a feeling of uncertainty, instability and stress to employees, and the consequence of an additional risk to employers through an increased in attrition rates and potential for claims if changes are not carried out in line with legislation and existing terms and conditions of employment (Galbraith, 2018).

Overall, our objective to create a more stabilised workforce and increase revenue were met, however we did see an increase in attrition rates for a short period of time as a result of unhappiness with the proposed changes although this stabilised after several months. Employees also complained about a lack of communication in the earlier days. In future I would assign an

employee representative and designated point of contact within the office to ensure that any concerns are relayed without delay.

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MANAGERS AND STAFF

Introduction to Standards 17 – 21

Service users and their carers and families have very high expectations of domiciliary care. The work places considerable responsibility on all care workers who work, predominantly on their own, in other people's own homes and in unsupervised settings. The quality of the care provided to service users will directly reflect the calibre of staff employed and their level of competence. It is therefore essential that the people who are recruited to undertake the work are suitable and able to demonstrate their competence for the work they are employed to undertake. This also means ensuring staff at all levels have opportunities to develop and receive the training necessary.

As the care needs of people living at home become increasingly complex and as more people are discharged early from hospital, so there is a commensurate increase in the need for specialist training to meet the particular care needs of people with certain conditions. Training must also consider the needs of family and other carers.

The quality of care provided is strongly influenced by the calibre of the managers of the service. It is therefore important that they are also able to demonstrate their management competence and their ability to perform their responsibilities effectively. One of these responsibilities is the regular supervision and appraisal of staff, particularly essential for care staff who work daily in unsupervised work settings. Unfortunately things do go wrong from time to time, and to deal with these situations it is necessary to have an effective disciplinary and grievance procedure. A Staff Handbook issued to all staff helps to ensure that they know what is expected of them and what they should do in certain critical situations. It is also important that it is realised that the application of the Standards applies equally to the engagement of temporary or agency staff.

RECRUITMENT AND SELECTION

OUTCOME:

The well-being, health and security of service users is protected by the agency's policies and procedures on recruitment and selection of staff.

STANDARD 17 (See regulations 15 (fitness of workers) and 16 (staffing))

- 17.1 **There is a rigorous recruitment and selection procedure which meets the requirements of legislation, equal opportunities and anti-discriminatory practice and ensures the protection of the service user and their relatives or representatives.**
- 17.2 Care workers working directly with service users alone are at least age 18; the registered manager of the agency is at least age 21.

- 17.3 Two written references are obtained before making an appointment, one of which should normally be from the immediate past employer and are followed up by a telephone call prior to confirmation of employment. Any gaps in the employment record are explored and accounted for.
- 17.4 New staff and volunteers are confirmed in post only following completion of satisfactory checks.
- 17.5 Checks on the suitability of temporary staff may be undertaken by an employment or recruitment agency on behalf of the provider agency, provided that the checks comply with the requirements of these Standards.
- 17.6 All staff, including temporary workers and volunteers, are provided with a written contract or notice specifying the terms and conditions under which they are engaged, including the need to comply with the Care Council for Wales Code of Conduct.

REQUIREMENTS OF THE JOB

OUTCOME:

Service users benefit from clarity of staff roles and responsibilities.

STANDARD 18 (See regulations 16 (staffing) and 17 (staff handbook and code of conduct))

- 18.1 **All managers and staff are provided with a written job description person and work specification, identifying their responsibilities and accountabilities and with copies of the agency's Staff Handbook and grievance and disciplinary procedure. Staff are required to adhere to the Care Council for Wales Code of Conduct.**
- 18.2 The person specification includes the personal qualities required to undertake the work and the appropriate attitudes to be adopted.
- 18.3 Activities which should not be undertaken by care workers are also identified.
- 18.4 Person and work specifications are developed with reference to the relevant National Occupational Standards.
- 18.5 All staff (including temporary workers) are issued with the agency's Staff Handbook and agree to adhere to the Code of Conduct (Appendix B).
- 18.6 Staff are required to notify their employer of any new criminal convictions.
- 18.7 An immediate investigation is undertaken on any allegations or incidents of misconduct and appropriate disciplinary action taken as necessary.

- 18.8 A record is kept of all disciplinary incidents and details entered in the personal file of the member of staff concerned.

DEVELOPMENT AND TRAINING

OUTCOME:

Staff are appropriately trained to assess, monitor, meet and review the personal care needs of service users.

STANDARD 19 (See regulation 16 (staffing))

- 19.1 **The agency has a staff development and training programme which ensures staff are able to fulfil the aims of the agency and meets the assessed and changing needs of service users, their carers, their relatives and representatives. The programme is reviewed annually.**
- 19.2 All care workers and managers commence a structured induction programme on the first day of their employment, and are assessed by the end of their twelfth week in employment. The programme takes account of the guidance on induction published by the Care Council for Wales as the Social Care Induction Framework.
- 19.3 Each new member of staff undertakes a training needs analysis on completion of the induction period (to be linked to the personal development plan (see Standard 25)). This is incorporated into the agency's staff training and development plan.
- 19.4 All staff are provided with the required training on health and safety including moving, handling, and positioning. Topics to be covered may be found in appendix C. (See Standard 11)
- 19.5 Specialist advice, induction, training and information is provided for care workers working with specific client groups and/or medical conditions by someone who is professionally qualified to do so (Appendix D).
- 19.6 Within the whole staff group there is the range of skills and competence required to work with and meet the needs of individual service users. (See Standard 3)
- 19.7 Managers or supervisors of care workers providing specialist care services have knowledge and understanding of the specialisms for which they are responsible.
- 19.8 The agency has financial resources allocated, plans and operational procedures, to achieve and monitor the requirements for ongoing workforce training and qualification.
- 19.9 The need for refresher and updating training is identified at least annually during staff appraisal (see Standard 21) and incorporated into the agency's staff development and training programme.

QUALIFICATIONS

OUTCOME:

The personal care of service users is provided by qualified and competent staff.

STANDARD 20 (See regulation 16 (staffing))

- 20.1 **All staff including Managers are competent and trained to undertake the activities for which they are employed and responsible.**
- 20.2 All care workers delivering personal care who do not already hold a relevant qualification as listed as the recommended occupational qualification in the Care Council for Wales Qualification Framework are provided with learning and development (as identified by Standard 19.1) which requires them to work towards such a qualification.
- 20.3 By 1 July 2009 50% of all care workers hold a qualification as listed as the recommended occupational qualification in the Care Council for Wales Qualification Framework.
- 20.4 By 1 July 2009 all Managers employed before 1 April 2004 must hold the qualification as listed as the recommended occupational qualification in the Care Council for Wales Qualification Framework. Those managers first employed after 31 March 2004 hold a qualification as listed as the recommended occupational qualification in the Care Council for Wales Qualification Framework within 3 years of the commencement of their employment.
- 20.5 Records of training and development undertaken and the outcome are kept on a central development file and on individual personnel files.
- 20.6 The Manager undertakes periodic training to update knowledge, skills and competence to manage the agency.

SUPERVISION AND APPRAISAL

OUTCOME:

Staff are supervised and performance is appraised regularly.

STANDARD 21 (See regulation 16 (staffing))

- 21.1 All staff including managers receive regular supervision and have their standard of practice appraised annually.
- 21.2 All staff meet formally on a one to one basis with their line manager at least once every three months to discuss their work and written records shall be kept on the content and outcome of each meeting. (See Standard 27.3)

- 21.3 With the consent of the service user, supervision should incorporate direct observation of the care worker providing care to a service user with whom they regularly work.
- 21.4 Regular meetings are also held at least quarterly with peers and/or other team members.
- 21.5 All staff have an annual appraisal of their overall standard of performance and identification of training and development needs and a copy of the appraisal is placed on the personnel file of each member of staff. The appraisal should normally be undertaken by the line manager or their manager, except in exceptional circumstances.
- 21.6 Managers and supervisors receive training in supervision skills and undertaking performance appraisal.

E02

Attrition Stats				Reason for Leaving									
Month	Opening Balance	Employees Joined	Employees Left	Closing Balance	Attrition %	Resignation	Resignation within Probationary Period	Dismissal Outside of Probationary Period	Failed Probation	Different Career	Competitor	Other	Total
January	172		1	172	0.58%				1				1
February	172	9	9	177	2.33%								0
March	177	1	1	175	1.69%								0
April	175	3	3	175	1.71%								0
May	179	5	5	177	3.91%	2					1		3
June	178	2	2	173	3.93%								0
July	173	3	3	170	3.47%								0
August	170	8	8	175	1.76%								0
September	175	3	3	173	2.86%								0
October	173	4	4	174	1.73%								0
November	174	4	4	175	1.72%								0
December	175		0	170	2.86%								0
				0	#DIV/0!								0
Total													0

Our Values

Caring

The principal focus is on the people that receive and deliver our care.

Being supportive and caring with everyone we work with is why we are still here after so many years. We put the person at the centre of all we do and make sure that at the fundamental level we care about the person. We care about the people we look after and the support team that provides that care.

Happiness

Being happy makes the lives of our service users and the people who work for us better.

Being happy is important. Everyone is entitled to be happy – in their home, where they work and in the things they do. The people that support our customers are also entitled to be happy and by treating our staff team with respect and fairness and giving them opportunities to grow and succeed we engender a happy and vibrant team culture.

Integrity

We act with integrity at all times and always do the right thing no matter how difficult that may be.

Acting with integrity at all times makes us who we are. We hold ourselves to high moral and ethical standards and always take responsibility for our actions. We believe it is right that anyone we work with knows exactly what they can expect of us. We are transparent, open and accountable. There is no nonsense which means customers, staff and stakeholders always know where they are and what to expect.

Learning

We embrace change and always want to learn more.

We believe that no one, whether it is a company or a person, can ever stop learning. We constantly review how we are doing so that we can build on the good and change anything that is not up to scratch. We pride ourselves on being a Learning Organisation where we capture knowledge and skills from our entire team including our customers, to build an ever evolving innovative and change embracing culture.

Pride

E04

Human Resources

From: Human Resources
Sent: 18 January 2022 09:52
To: Sophie ~~Ray~~
Cc: Hannah ~~Bellman~~
Subject: RE: [External]: TUPE

Hi Sophie

Thanks for sending this across.

I have sent to the family and they raised the following queries:

- 1 member of staff was missing off the ELI sheet: This was ~~Angela McFarlane~~. She has now completed the form and sent across a copy of her contract
- A lady called ~~Teresa Brown~~ has supported the customer on a casual basis. They have requested that I make contact with her to see if she wants to transfer over as well. I'm assuming that as she is working on a casual basis that TUPE doesn't apply, but I have emailed her requesting a call back so that I can establish the type of contract that she is on/frequency of work. So far she has not made contact.

When I contacted the staff initially, there were a few concerns raised by several of them:

- ~~Tassoula Shone~~ questioned why she was receiving £8.72 for a sleepover hourly rate. Believed that this should be £8.91 for NMW
- Rhiannon Lewis claims ESA and is currently on a lesser hourly rate in comparison to her colleagues (£9.31). She does not want a pay increase as this would interfere with her ESA payments

Separate concerns:

- ~~David Jones~~ is unable to provide a copy of his contract. He has emailed advising me that his contract is the same as Angelas, however his ROP is different at £9.84 which doesn't seem right.
- Some are paid monthly, others four weekly
- They are mostly unsure if they receive a pension, and no confirmation of employer contribution rate. Not sure if they have been auto enrolled? ~~Simone~~ has previously sent me a copy of her payslip and she has a pension contribution listed on there.

Please can you let me know how to proceed.

Kind Regards

Chloe Tickle
Human Resources



EVS

PEMBROKESHIRE CARE LTD
RECRUITMENT AND RETENTION STRATEGY
2020-2021

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Executive Summary

There is a real and enduring challenge for employers within the social care sector to recruit, develop and retain the right people to deliver high quality, person-centred care and support services.

We believe there is no single solution to this challenge, especially given the nationwide challenges faced by the social care sector as a whole.

This paper assesses the capacity of Pembrokeshire Care's ability to recruit and retain care workers with the right attributes, skills and qualifications to fill our existing domiciliary carer vacancies, and to allow us to build and develop our workforce to meet the increasing need for domiciliary care support within the locality. This paper allows us to establish the problems that we face with recruiting and retaining staff and to endorse solutions to the Company's recruitment and retention issues.

The ability to deliver a quality service relies solely on the recruitment and retention of individuals that possess the right characteristics, attributes and qualifications to work in a domiciliary care setting. There is reason to believe that a shortage of care workers will exist in the next ten years with figures highlighting that there are currently workforce shortages of around 122,000, and by 2030, 20,000 care workers will be required to meet the demand for care of an ageing population.

In addition to recruitment issues, retaining staff is also a significant issue. Within this policy we seek to identify retention issues that we are faced and review the potential solutions that can be implemented to overcome these challenges.

1. Introduction

Pembrokeshire Care Ltd (PCL) is currently undergoing a significant period of change since the ownership of the Company changed in June 2019. The recruitment and retention of staff remains one of its key challenges, ensuring that the organisation is able to meet its key growth targets, whilst being robust and formative in order to meet current and future agendas and demands for health & social care, as articulated in 10-year workforce strategy, 'A Healthier Wales: Our Workforce Strategy for Health and Social Care' (Social Care Wales, 2020)

Any strategy for sustaining and innovating our workforce must reflect lessons learnt from national reports or investigations where staffing has been the focus i.e. the Cavendish Review (Gov.Uk, 2013).

The strategy highlights how we will:

- Develop the recruitment and retention of quality staff who exhibit the key skills, experience, company values and beliefs to undertake their job roles effectively, whilst demonstrating their ability to deliver compassionate holistic care
- Maintain and improve the quality of the current workforce
- Ensure that our recruitment strategy is able to meet the increase in demand for social care workers throughout Pembrokeshire
- PCL are currently working hard to increase staffing numbers in all areas of Pembrokeshire. This will ensure that we can build existing runs and take on packages in new areas across Pembrokeshire that we have previously been unable to provide a service to. We will also eliminate the reliance on our existing variable workforce to work additional hours
- We are constantly seeking to improve our strategy to retain and develop our current workforce

We need a committed and consistent workforce that have the right skills to deliver an excellent service to our customers and are committed to achieving the organisations' objectives and strategic vision. We aim to achieve this by implementing the following approaches:

Recruitment

- Ensuring a streamlined and efficient process
- Offering flexible working opportunities– ensuring that our vacancies are more accessible to a wider candidate pool

Retention

- Rewarding staff by improving and developing a staff benefits scheme
- Workforce development – improved learning and development opportunities for the entire workforce
- Flexible working – aiding retention of the current workforce by being able to accommodate requests for reduction/increase in hours, working availability etc
- Ensuring a supportive and accessible working environment utilising supervisions and appraisals

This document sets out the strategic approach PCL will take to support the recruitment and retention of a skilled and dedicated workforce that are signed up to our core values: Caring, Happiness, , Integrity, Learning, Pride. This will be further supported by a detailed action plan and a rewards and recognition strategy to be endorsed in 2021.

1.1 Strategic Objectives

Pembrokeshire Care Ltd.'s objectives are reviewed by the Directors on an annual basis. This strategy paper supports the achievement of the following strategic objectives.

- Highest Quality
- Sustainable services
- Flexible & multiskilled workforce
- Efficient & Effective

1.2 Principal Risks

Pembrokeshire Care's principal risks have been identified through the business plan. They are regularly reviewed and updated. This strategy paper supports the mitigation of the following risks:

- Workforce numbers
- Workforce skills
- Financial planning & management
- Leadership & management

1.3 Why we need a strategy

The shortage of applicants with the right skills, abilities and experience in the social care industry has created a competitive market, combined with an ageing workforce and increasing retirement rates. The demographic realities of Pembrokeshire, as a small and fairly remote area, combined with other attractive career opportunities from other domiciliary care agencies, NHS trusts, Local Government and other local employment. Throughout Pembrokeshire, there are many industries competing in the same recruitment pool offering opportunities for low skilled, lower paid work that may have similar remuneration to PCL. These vacancies are often found within the agriculture, retail and leisure industries. The requirement for social care workers to register with Social Care Wales and complete the Level 2 Diploma qualification make the recruitment and retention of domiciliary care workers challenging, which is further exacerbated by the stringent recruitment requirements for this type of position.

The ability to deliver high quality, compassionate care depends upon recruiting and retaining the right people with the right skills. Therefore, an effective recruitment and retention strategy that complements the organisations objectives and vision is essential.

Nationally it is reported that there are 11,000 leavers and 13,000 people joining the care industry each year. Out of these joiners, 30,000 were reported to be working within domiciliary care settings with 60,000 working as Domiciliary care workers. These statistics highlight the increased demand for domiciliary care workers across wales, but they also illustrate the high attrition rates within the industry.

As a fairly large care provider within a rural setting, Pembrokeshire Care Ltd is at significant risk due to the difficulties that it faces in attracting, recruiting and retaining a high calibre and skilled workforce throughout the County, with a particular challenge in obtaining staff towards the south and north of the county. This recruitment and retention strategy will aid in informing actions to be implemented to mitigate these risks.

2.0 Where we are now

2.1 Present challenges

In June 2019, Pembrokeshire Care Ltd employed 68 carers within their domiciliary carer positions, 3 Administrative staff and 2 Field Administrators, responsible for coordinating the Domiciliary Carers and covering hands on care calls. However, this was not enough to meet our needs, in particular, there were a high volume of care calls each week which it proved very difficult to cover, resulting in Care staff working above and beyond their contracted hours on a regular basis. This presented significant workforce issues across the company, with inefficient runs and an urgent need for increased recruitment of staff exacerbating an already difficult situation.

Figure 1: Vacancies across Pembrokeshire Care Ltd workforce as of November 2020.

Job Title Vacancies	FTE Requirement	Job Titles	Total Current Employees
Carer FTE	6	Carer FTE	25
Carer PT	0	Carer PT	42
Senior Carer	1	Senior Carer	4
Team Leader	1	Team Leader	5
Total	8	Total	76
Vacancy Rate	11%		

Providing an excellent and safe service to our customers and their families is dependant on ensuring appropriate staffing levels. It is our policy that we do not use agency workers, as we are unable to ensure the right calibre of worker or that the agency worker has the right attitudes, values and beliefs to fit in to the organisation.

2.2 Why change is needed

2.2.1 Operational and Strategic impact of staffing implications

The success of the Company's ability to recruit social care workers to meet the demands for care packages throughout Pembrokeshire, is reliant on the Company's ability to recruit and retain social care workers. Therefore, investing in our permanent workforce is essential to the overall strategy for business planning.

Difficulty in retaining a permanent social care workforce can have a significant impact on service delivery. Permanent, committed staff better enables effective team working, which requires team members to recognise and build on each other's strengths which enhances service delivery.

Within Pembrokeshire Care Ltd, Carers operate in different teams across the County, attending calls individually or with a colleague, dependant on the needs of the customers. If the Carers within each team change too frequently, customers can become apprehensive and the benefits of a consistent and stable workforce can be lost. However, it is also important to ensure that Carers within the team attend to all customers to ensure that professional boundaries are maintained, and to ensure flexibility amongst the workforce or a particular team.

These difficulties highlight some operational issues which the Company are faced with, which affect the delivery of its strategic priorities, for example the inability to acquire a substantial amount of adequately trained staff prevents the Company from growing.

2.2.3 Cost implications of recruitment practices

The difficulties in recruiting and retaining staff have a huge financial impact on the Company. For example, as of the 27th November 2020, the average cost per hire for a Care worker is £3642.

The attrition rates of staff also need to be considered. The average number of new hires that leave within the first 12 months is 15 which equates to 22%. This compares favourably to the industry average which is 48%. High attrition rates are detrimental to the delivery of care, and PCL have implemented a robust onboarding and induction strategy to mitigate this, ensuring that new recruits are able to get to grips with the Company culture and job requirements with additional support on hand within the first 6 months of employment.

At present our attrition rate for the year 2019-2020 is 64.7% which is significantly higher than the 2018-2019 period. The national average stands at 30.4%. This exceptionally high turnover rate can be attributed to several reasons, many of which are the implementation of robust policies and procedures under the new management structure, and a requirement for an increased standard of work from Carers.

3.0 How we will recruit and retain the social care work force

3.1.1 Structure and Procedures

Recruitment practices can be time consuming for HR staff and Managers resulting in lost hours when they could be supporting their workers or working directly with customers and staff. To tackle this and ensure we are making best use of available resources we will streamline procedure around recruitment where appropriate.

E-recruitment measures are currently in place due to the ongoing pandemic. While there are many benefits to this approach in terms of speed and ease, it does sometimes present some technical challenges, and can prevent or put off some people from applying that may not be as technically minded.

Alongside plans to streamline recruitment procedures, we have established a dedicated recruitment function within the current HR support resource for recruitment of Carers. The costs associated with this will be met within existing resources.

Care managers work in collaboration with HR staff to ensure that robust recruitment practices are followed to reduce delays and shorten time scales between advertising a post and the member of staff taking on the role. The overall aim will be to provide a streamlined approach to recruitment and selection to enable us to compete effectively in the job market and to attract the most talented individuals. We will achieve this by:

- Appropriate and effective advertising
 - Effective shortlisting procedures
- Interviews are conducted in a timely manner

3.1.2 Recruitment Marketing

We will improve the current use of marketing approaches to enhance recruitment and ensure we are utilising the most effective advertising options. Advertising has historically been conducted by the HR department meaning that we may have been missing opportunities to more effectively target the best advertising options, therefore limiting our exposure. Targeting the most productive advertising sources in a concerted way will ensure that the most talented candidates are more likely to be exposed to the advertisements. We will ensure that advertising clearly promotes Pembrokeshire Care as a great place to work, reflecting the innovative nature of Pembrokeshire Care, and highlighting the recent decision to review pay rates for Carers.

More recently we have assigned an external marketing company to work closely with our HR Department to enhance our communications and digital marketing strategy to better support us to meet our current and future staffing requirements. This approach is taken in line with the Company's core principles and values. The provision of additional advertising has greatly increased our visibility within the jobs market and has resulted in an increased volume of applications for our Carer vacancies. There is need to raise the profile of Pembrokeshire Care and to develop the new organisational branding. We have achieved this through a more sophisticated approach to marketing with a robust multimedia approach making the brand more visible to prospective applicants, assisting us to become the employer of choice within Social Care market.

The following strategies will be employed by Pembrokeshire Care to improve the effectiveness of our advertising strategy:

- Jobs fairs
- Open days
- Online advertising campaigns
- Digital media
- Professional networking
- Social Media
 - Facebook
 - Instagram
- Web banners
- Work experience/placements
- Job boards and recruitment functions within local FE settings

3.1.3 Targeted recruitment campaigns

We also implement targeted and focused recruitment campaigns for those areas with a high vacancy rate. These can include:

- Continued social media presence with robust targeting functions applied to target specific candidates/demographic areas etc.

3.1.4 Develop Pembrokeshire Care as a socially inclusive employer

Pembrokeshire Care endeavours to ensure that applicants have equal access to opportunities of employment within the organisation. This is covered in more detail within our equal opportunities policy.

The key strategies that the Company employ to ensure equal opportunities for all are set out below:

- Promote Pembrokeshire Care as an employer of choice within the Social Care industry
- Continue to recruit through apprenticeship schemes and engage with Government engagement schemes where appropriate
- Work with FE establishments to encourage collaborative working practices between relevant FE courses and Pembrokeshire Care

3.1.5 Engaging the local community

Pembrokeshire Care is aware that a workforce which is representative of its local community can build trust and confidence among customers and families alike which in turn ensures better quality of care.

By developing and encouraging engagement with our local community, we hope to establish Pembrokeshire Care as the leading Domiciliary Care provider and choice employer. Engaging initiatives are actively encouraged and are promoted on our social media outlets.

3.1.6 Engaging with FE institutions

Pembrokeshire Care will continue to engage with local FE colleges within the local vicinity by attending jobs fairs and careers events, providing information on current vacancies and the Care that we provide. Partnerships between local FE colleges will further enhance the presence of Pembrokeshire Care within the local community, and assist students in gaining employment after completing college, thus engaging with the potential younger workforce and ensuring a future workforce pipeline.

3.2 Rewarding Staff

A core element of the strategy is to ensure we offer our social care staff competitive and fair rates of pay in recognition of their skill and contribution to the lives of the most vulnerable in our society. We must also remain competitive with neighbouring authorities and private social care providers. We have recently reviewed and implemented new job descriptions and increased the hourly rate of our Domiciliary Carers for the third time within the last 12-month period. This re-evaluation brings the Company more in line with other private Domiciliary Care providers and local authorities and improves our position in recruiting when we advertise alongside these other providers. Furthermore, the increase in pay has helped our staff to feel more valued for their work, developing organisational citizenship and company culture. We currently reward staff for recommending new job applicants to us, as well as a significant joining bonus for new recruits with an aim to increase our recruitment and retention rates. We ensure that benchmarking practices take place regularly to ensure that we are strategically capable of remaining 'best-players' within the domiciliary care industry.

3.2.1 Benefits for Staff

We are currently in the process of reviewing our employee benefits with a view to introducing a robust employee benefits scheme within 2021. We hope that an attractive benefits scheme and total reward function will be attractive to potential applicants, thus complimenting our recruitment strategy, but will also support our attrition rates. We hope to introduce a diverse range of benefits which will support our employees whilst providing value for money to the organisation, ensuring

staff are not only financially rewarded for their work but have access to other benefits will help attract, retain and motivate current staff. Pembrokeshire Care currently offers the following benefits:

- Discounted gym membership
- A comprehensive flexible working policy
- Access to a pension scheme
- Access to early pay

We will work to promote these existing benefits and develop new features of the benefit scheme. We hope to review other potential employee benefits and it is anticipated that this will be concluded within 2021 and will potentially include:

- Access to EAP
- The ability to buy additional annual leave through a salary sacrifice scheme

3.2.2 Recognising Positive Contributions

We will also focus on how we provide non-financial recognition for the work of our Carers and celebrate their individual contributions to the Company and to those that we support. An employee recognition scheme is under current review with a hope that this will be implemented within 2021 alongside our employee rewards and benefits scheme. The scheme will be implemented with a view to formally recognise staff for their contribution. Those members of staff that are put forward for the scheme will receive a voucher to reward them for their positive contribution. We hope to recognise individual carers and teams within the Company. Nominating excellent teams and individuals for these awards would promote excellence in the workplace and externally show that good practice is happening within the Company.

3.3 Workforce Development

Pembrokeshire Care are working to create a 'life-long learning culture', an environment within which staff will feel valued, supported, and empowered. Workforce development not only encourages staff loyalty as staff benefit from training that will enhance their career but will also improve practice as staff progress in knowledge, competence, and experience. Workforce development will also incentivise quality staff to apply for posts as they see the benefits to their own career progression potential by joining the organisation. It is also important to recognise the projected staffing requirements for future years and what skills our Carers will need in the future, what skills gaps we may have, and other vacancies which may arise as a result of retirement or general attrition. By promoting training opportunities, we are not only attracting and recruiting better talent, but developing the skillset of our current workforce which will improve the quality of our service. As part of our rewards and benefits package review, we will be developing a model which will lay out clear training and career pathways for all social care staff based on consultation with staff and a consideration of the needs of the organisation.

3.3.1 Improve Working Conditions

Staff have the right to work in an environment which is conducive to effective working practices and which ensures they can work safely and healthily. The following actions in a number of different areas will be required to maintain and promote this:

- Improve the physical working environment for staff by ensuring that efficient runs are provided wherever possible and adequate breaks throughout the day
- Continue to ensure our staff feel safe and supported through regular supervision and appraisals
- Implementation of a work-related stress policy within our employee handbook, and all staff offered access to 'Wellness Action Plans' and signposting to external support networks
- Regularly monitor sickness absence reasons and address trends using the Bradford Factor system
- Develop a control of working hours by dedicating a designated person to establishing rotas to ensuring compliance with the European Working Time Directive and efficient effective rostering
- Staff Involvement is a key factor influencing staff morale in the workplace
- Maintaining effective communication at all levels through the use of Yammer, an internal communications site.

3.3.1 Equality & Diversity

Pembrokeshire Care is committed to ensuring its workforce is reflective of the community it serves. We have an ongoing focus on promoting equality of opportunity and valuing diversity. We have a robust equality and diversity policy and regularly review all of our policies and working practices to ensure that we are compliant with the Equality & Diversity policy both within our recruitment practices, and our ongoing retention policies and procedures.

4.0 Summary

This strategy identifies some of the challenges Pembrokeshire Care face in achieving its aim of recruiting and retaining a workforce with the requisite skills and maintaining the highest quality of service delivery, within an environment which supports flexible and healthy working practices supported by staff development to make Pembrokeshire Care an employer of choice. The challenges are significant but we are confident that with the participation and commitment of every member of staff at every level, combined with our robust recruitment and retention strategy, we will achieve and maintain a skilled and dedicated workforce representative of the local community, capable of delivering high quality domiciliary care. In summary this Strategy covers both Recruitment and Retention and the current and planned objectives of Pembrokeshire Care in relation to how it attracts, develops and retains its workforce.

4.1 How will we know if we have been successful?

If we achieve our goal to have a consistent permanent social care workforce who have the right skills to deliver excellent service delivery whilst meeting the Company's strategic objectives.

We will ensure that there is regular monitoring of the following indicators:

- Recruitment metrics, applicant numbers, cost per hire, attrition rates
- Vacancy rate of domiciliary carer roles
- Reasons for Carers leaving the organisation

4.2 Staff Engagement

Engagement with staff is key to the success of this strategy. We will continue to enhance communication channels so staff and managers can ensure effective communication and obtain feedback to identify areas where development is required to help find solutions for recruitment and retention problems. Social care staff will be consulted and feedback gained on the approaches set out on this strategy. Work is also underway to ensure that the requirements set out in the job descriptions issued for domiciliary carers identify any training and development needs they have in order to work efficiently and effectively. For staff who choose to leave the organisation a new emphasis will be placed on the importance of exit interviews. All Carers will be offered an exit interview which will be undertaken in good time before they leave the organisation and feedback will be regularly reported to the HR Manager, Registered Manager and Directors so that we can use this intelligence to inform our actions and continually improve our recruitment and retention processes.

SECTION D: EQUAL OPPORTUNITIES, BULLYING & HARASSMENT

72. EQUAL OPPORTUNITIES POLICY

- 72.1 We do not discriminate against staff or customers on the basis of their gender, sexual orientation, marital or civil partner status, gender reassignment, race, colour, nationality, ethnic or national origin, religion or belief, disability or age ("the protected characteristics").
- 72.2 You have a duty to act in accordance with this policy, and therefore to treat customers and your colleagues with dignity at all times, and not to discriminate against or harass anyone. In some situations, we may be at risk of being held responsible for the acts of individual members of staff and we will not tolerate any discriminatory practices or behaviour.
- 72.3 This policy applies to: recruitment and selection; training and development; opportunities for promotion; conditions of service, benefits, facilities and pay; health and safety; conduct at work; grievance and disciplinary procedures; and termination of employment, including redundancy.
- 72.4 This policy covers all individuals working at all levels and grades.
- 72.5 This policy does not form part of your Contract of Employment and may be amended at any time.

Forms of discrimination

- 72.6 Discrimination may be direct or indirect and it may occur intentionally or unintentionally.
- 72.7 Direct discrimination occurs where someone is put at a disadvantage for a reason related to one or more of the protected characteristics set out above.
- 72.8 Indirect discrimination occurs where an individual is subject to an unjustified provision, criterion or practice which puts them at a particular disadvantage because of one or more of the protected characteristics set out above.
- 72.9 Discrimination also includes victimisation (less favourable treatment because of action taken to assert legal rights against discrimination or to assist a colleague in that regard) and harassment (which is dealt with under our Anti-harassment Policy).

Recruitment and selection

- 72.10 We aim to ensure that no job applicant receives less favourable treatment because of any of the protected characteristics listed above.
- 72.11 To ensure that this policy is operating effectively with respect to recruitment we may monitor applicant's racial origins, gender, disability, sexual orientation, religion and age as part of the recruitment procedure. We also maintain records of this data in an anonymised format solely for the purposes stated in this policy.

Staff training and promotion and conditions of service

- 72.12 Staff training needs will be identified through staff appraisals, supervision and Personal Development Plans. You will be given appropriate access to training to enable you to progress and promotion decisions will be made on the basis of merit.
- 72.13 Where appropriate, steps will be taken to identify and remove unnecessary or unjustifiable barriers and to provide appropriate facilities and conditions of service to meet the special needs of disadvantaged or underrepresented groups.

- 72.14 Our conditions of service, benefits and facilities are reviewed to ensure that they are available to all staff who should have access to them.

Disability discrimination

- 72.15 If you are disabled, or become disabled in the course of your employment with us, you are encouraged to tell us about your condition. This is to enable us to support you as much as possible. You may also wish to advise us of any reasonable adjustments to your working conditions or the duties of your job which you consider to be necessary, or which would assist you in the performance of your duties. We may wish to consult with you and with your medical adviser(s) about possible reasonable adjustments. Careful consideration will be given to any such proposals and if possible they will be accommodated where reasonable and proportionate to the needs of your job.

Part-time workers

- 72.16 Part-time employees will be offered appropriate access to benefits, training and promotion opportunities. We will ensure requests to alter working hours are dealt with appropriately.

Breaches of the policy

- 72.17 If you believe that you have been discriminated against you are encouraged to raise the matter through our Grievance Procedure. If you believe that you have been subject to harassment you are encouraged to raise the matter through our Anti-harassment Policy. You should speak to us if you are uncertain which policy applies to you or if you need advice on how to proceed.
- 72.18 Allegations regarding potential breaches of this policy may be treated in confidence and investigated in accordance with the relevant procedure. If you make such allegations in good faith you will not be victimised or treated less favourably as a result. False allegations which are found to have been made maliciously or in bad faith may, however, be dealt with under our Disciplinary Procedure.
- 72.19 If you are found to have committed acts of discrimination or harassment you will be subject to disciplinary action. Such behaviour may constitute gross misconduct and may result in summary dismissal. We will take a strict approach to breaches of this policy.

73. ANTI-HARASSMENT AND BULLYING POLICY

- 73.1 All staff must be treated with dignity and respect, free from harassment or other forms of bullying at work.
- 73.2 You are expected to treat our customers, their families and your colleagues with dignity and respect and you should consider whether your words or conduct could be offensive to others. Even unintentional harassment or bullying is unacceptable.
- 73.3 The Equality Act 2010 prohibits harassment related to gender, sexual orientation, marital or civil partner status, gender reassignment, race, colour, nationality, ethnic or national origin, religion or belief, disability or age.
- 73.4 The Protection from Harassment Act 1997 also makes it unlawful to pursue a course of conduct which you know or ought to know would be harassment, which includes causing someone alarm or distress.
- 73.5 Where harassment or bullying is shown to have taken place it will be dealt with under our Disciplinary Procedure as a form of misconduct. In some cases it may be treated as gross misconduct leading to summary dismissal.

- 73.6 This policy does not form part of any employee's Contract of Employment and we may amend it at any time or depart from it where we consider appropriate.
- What are harassment and bullying?**
- 73.7 Harassment is any unwanted physical, verbal or non-verbal conduct which has the purpose or effect of violating a person's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for them. It also includes treating someone less favourably because they have submitted or refused to submit to such behaviour in the past.
- 73.8 Harassment often (but not exclusively) targets the gender, sexual orientation, marital or civil partner status, gender reassignment, race, colour, nationality, ethnic or national origin, religion or belief, disability or age of the victim. Harassment is unacceptable even if it does not fall within any of these categories.
- 73.9 A single incident of unwanted or offensive behaviour to one individual can amount to harassment.
- 73.10 Examples of harassment include (although this list is not exhaustive):
- (a) Unwanted physical conduct or "horseplay". Physical conduct ranges from touching, pinching, pushing, grabbing, brushing past someone or invading their personal space to more serious forms of physical or sexual assault;
 - (b) Unwelcome sexual advances or suggestive behaviour, or suggestions of a sexual nature (which the harasser may perceive as harmless);
 - (c) Suggestions that sexual favours may further a career or that a refusal may hinder it;
 - (d) Continued suggestions for social activity within or outside the workplace after it has been made clear that such suggestions are unwelcome;
 - (e) Inappropriate behaviour whether in the form of offensive or intimidating comments or gestures or insensitive jokes or pranks;
 - (f) Sending or displaying material that is pornographic or obscene or that some people may find offensive (including e-mails, text messages, video clips, and photographs taken or sent using mobile phones or posted on the internet);
 - (g) Mocking, mimicking or belittling a person's disability;
 - (h) Racist, sexist, homophobic or ageist jokes or derogatory or stereotypical remarks about sex, race, age, disability, sexual orientation or a particular ethnic or religious group;
 - (i) Outing or threatening to out someone as gay or lesbian;
 - (j) Ignoring or shunning someone, for example, by deliberately excluding them from a conversation or a workplace social activity;
 - (k) Lewd or abusive comments about appearance;
 - (l) Abusive, threatening or insulting words, behaviour or material.
- 73.11 A person may be harassed even if they were not the intended "target". For example, a person may be harassed by racist jokes about a different ethnic group if those jokes create an offensive environment for him.
- 73.12 Bullying is offensive, intimidating, malicious or insulting behaviour which, through the abuse or misuse of power, makes the recipient feel vulnerable, upset, humiliated, undermined or threatened. Power does not always mean being in a position of authority, but can include both personal strength and the power to coerce through fear or intimidation. Bullying is often a form of harassment and can undermine an individual's self-confidence, competence and self-esteem. As with harassment,



Equality and Diversity Policy

Introduction

PembrokeCare is an equal opportunities employer. We are committed to equality of opportunity and to providing a service and following practices which are free from unfair and unlawful discrimination. The aim of this policy is to ensure that no applicant or member of staff receives less favourable treatment on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy or maternity, race, religion or belief, sex or sexual orientation, or is disadvantaged by conditions or requirements which cannot be shown to be relevant to performance. It seeks also to ensure that no person is victimised or subjected to any form of bullying or harassment.

We value people as individuals with diverse opinions, cultures, lifestyles and circumstances. All employees are covered by this policy and it applies to all areas of employment including recruitment, selection, training, deployment, career development, and promotion. These areas are monitored and policies and practices are amended if necessary to ensure that no unfair or unlawful discrimination, intentional, unintentional, direct or indirect, overt or latent exists.

The Directors have overall responsibility for implementing and monitoring the Equality and diversity policy and, as part of this process, all personnel policies and procedures are administered with the objective of promoting equality of opportunity and eliminating unfair or unlawful discrimination.

All employees, workers or self-employed contractors whether part time, full time or temporary, will be treated fairly and with respect. Selection for employment, promotion, training, or any other benefit will be on the basis of aptitude and ability. All employees will be helped and encouraged to develop their full potential and the talents and resources of the workforce will be fully utilised to maximise the efficiency of the Company.

Equality of opportunity, valuing diversity and compliance with the law is to the benefit of all individuals in our Company as it seeks to develop the skills and abilities of its people. While specific responsibility for eliminating discrimination and providing equality of opportunity lies with managers and supervisors, individuals at all levels have a responsibility to treat others with dignity and respect. The personal commitment of every employee to this policy and

application of its principles are essential to eliminate discrimination and provide equality throughout the Company.

Our commitment as an employer

The Company is committed to:

- creating an environment in which individual differences and the contributions of our staff are recognised and valued
- entitling every employee, worker or self-employed contractor to a working environment that promotes dignity and respect to all. No form of intimidation, bullying or harassment will be tolerated
- providing training, development and progression opportunities to all staff
- understanding equality in the workplace is good management practice and makes sound business sense
- reviewing all our employment practices and procedures to ensure fairness.

Our commitment as a service provider

The Company is committed to:

- providing services to which all clients are entitled regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy or maternity, race, religion or belief, sex or sexual orientation, offending past, caring responsibilities or social class
- making sure our services are delivered equally and meet the diverse needs of our service users and clients by assessing and meeting the diverse needs of our clients
- fully supporting this policy by senior management and ensuring agreement has been reached with employee representatives
- selecting those for employment, promotion, training, or any other benefit purely on the basis of aptitude and ability
- monitoring and reviewing this policy annually
- having clear procedures that enable our clients, candidates for jobs and employees to raise a grievance or make a complaint if they feel they have been unfairly treated
- treating breaches of our equality and diversity policy as misconduct which could lead to disciplinary proceedings
- encouraging all staff to come forward with any issues they need Company assistance and understanding with, no matter their background, identity or circumstances, such as if they are victims of domestic abuse or have caring commitments.

Equal Opportunity Policy Statements

Age

We will:

- ensure that people of all ages are treated with respect and dignity
- ensure that people of working age are given equal access to our employment, training, development and promotion opportunities and
- challenge discriminatory assumptions about younger and older people.

Disability

We will:

- provide any reasonable adjustments to ensure disabled people have access to our services and employment opportunities
- challenge discriminatory assumptions about disabled people and
- seek to continue to improve access to information by ensuring availability of loop systems, braille facilities, alternative formatting and sign language interpretation.

Race

We will:

- challenge racism wherever it occurs
- respond swiftly and sensitively to racist incidents and
- actively promote race equality in the Company.

Sex

We will:

- challenge discriminatory assumptions about women and men
- take positive action to redress the negative effects of discrimination against women and men
- offer equal access for women and men to representation, services, employment, training and pay and encourage other organisations to do the same.

Gender reassignment

We will:

- provide support to prevent discrimination against transsexual people who have or who are about to undergo gender reassignment
- prohibit and respond to all instances of discrimination, both from colleagues and externally.

Sexual orientation

We will:

- ensure that we take account of the needs of lesbians, gay men and bisexuals and
- promote positive images of lesbians, gay men and bisexuals.

Religion or belief

We will:

- ensure that employees' religion or beliefs and related observances are respected and accommodated wherever possible and
- respect people's beliefs where the expression of those beliefs does not impinge on the legitimate rights of others.

Pregnancy or maternity

We will:

- ensure that people are treated with respect and dignity and that a positive image is promoted regardless of pregnancy or maternity
- challenge discriminatory assumptions about the pregnancy or maternity of our employees and
- ensure that no individual is disadvantaged and that we take account of the needs of our employees' pregnancy or maternity.

Marriage or civil partnership

We will:

- ensure that people are treated with respect and dignity and that a positive image is promoted regardless of marriage or civil partnership;
- challenge discriminatory assumptions about the marriage or civil partnership of our employees and
- ensure that no individual is disadvantaged and that we take account the needs of our employees' marriage or civil partnership.

Ex-offenders

We will prevent discrimination against our employees regardless of their offending background (except where there is a known risk to children or vulnerable adults).

Equal pay

We will ensure that all employees, male or female, have the right to the same contractual pay and benefits for carrying out the same work, work rated as equivalent work or work of equal value.

Unconscious bias

The Company recognises the dangers of unconscious bias arising at work, which is where an opinion is formed on an individual by a manager or colleague without them necessarily being aware they have formed it.

There are many different forms of unconscious bias, ranging from an affinity towards those of a similar background to placing too much significance on what has been identified as a negative trait.

The organisation will work against forms of unconscious bias in all decisions taken for employment, including recruitment, promotion and training opportunities, with a focus on promoting diversity and inclusion.

In particular, the Company will implement the following:

- Maintaining a diverse panel to make decisions
- Referring to specific job criteria when making recruitment decisions
- Discounting any favourable personal relationships with staff.

Policy Date: June 2021
Policy Review Date: June 2022

SCHEDULE 4: TRAINING

TRAINING	TYPE
Induction	e-learning
Total communication	classroom
First aid	classroom
Positive behaviour support	classroom
Moving & Handling Practical	classroom
Residential modules	
Moving & Handling	e-learning
Basic Life Support	e-learning
Communication	e-learning
Dignity & Respect	e-learning
Equality & Diversity	e-learning
Fire Awareness	e-learning
Food Safety	e-learning
Health & Safety	e-learning
Infection Prevention & Control	e-learning
Medication Awareness	e-learning
MCA & DoLs	e-learning
Fluids & Nutrition	e-learning
Oral Health	e-learning
Person Centred Care	e-learning
Positive Behaviour Support	e-learning
Documentation & Record Keeping	e-learning
Safeguarding & Protection of Adults	e-learning
Safeguarding Children	e-learning
Duty of Candour	e-learning
Learning Disabilities	e-learning
Mental Health	e-learning
PPE	e-learning
ABI	e-learning
Dementia Awareness	e-Learning
Pressure Ulcer & Risk Assessment	e-Learning
Diabetes	e-learning
Epilepsy	e-learning
Autism Awareness	e-learning
Cleaning	e-learning
COSHH	e-learning
Covid-19	e-learning
Dysphagia & Texture Mod	e-learning
End of Life Care	e-learning
Legionella Awareness	e-learning
Original Pack Dispensing	e-learning
Sepsis	e-learning
Urinary Incontinence – An Introduction	e-learning
Urinary Incontinence – Types & Causes	e-learning
Domiciliary Care Modules	
Moving & Handling	e-learning
Basic Life Support	e-learning

Communication	e-learning
Dignity & Respect	e-learning
Equality & Diversity	e-learning
Fire Awareness	e-learning
Food Safety	e-learning
Health & Safety	e-learning
Infection Prevention & Control	e-learning
Medication Awareness	e-learning
MCA & DoLs	e-learning
Fluids & Nutrition	e-learning
Oral Health	e-learning
Person Centred Care	e-learning
Positive Behaviour Support	e-learning
Documentation & Record Keeping	e-learning
Safeguarding & Protection of Adults	e-learning
Safeguarding Children	e-learning
Duty of Candour	e-learning
Learning Disabilities	e-learning
Mental Health	e-learning
PPE	e-learning
ABI	e-learning
Lone Working	e-learning
Epilepsy	e-learning
Autism Awareness	e-learning
Covid-19	e-learning

E08

Sum of Service Requirement Duration		
Service Location Branch	Service Location Area	Total
Area - Mid	Haverfordwest 2	349
	Narberth	173.5
	Head Office	
Area- East	Milford Haven	408.75
	Pembroke	256.25
	Tenby	71.83333333
Area- West	Fishguard	120.75
	Haverfordwest 1	421.4166667

	Requirement	Availability
Mid	Haverfordwest 2	349
	Narberth	174
East	Milford Haven	409
	Pembroke	256
	Tenby	72
West	Fishguard	121
	Haverfordwest 1	421
		1801
		296
		167.5
		410.5
		150
		73.5
		116.5
		376.5
		1591

Branch	Area	Sum of Hours Per Week
Area - Mid	Haverfordwest 2	296
	Narberth	167.5
Area - Mid Total		463.5
Area- East	Head Office	147
	Milford Haven	410.5
	Pembroke	150
	Tenby	73.5
Area- East Total		781
Area- West	Fishguard	116.5
	Haverfordwest 1	376.5
	Head Office	157.5
Area- West Total		650.5

£9.9

🌐 All Network



Human Resources – September 14, 2021 at 10:57 AM

📧 FANTASTIC NEWS – PAY INCREASE

Dear all

We cannot thank you all enough for your hard work and commitment, especially during these difficult times. We strive to be the employer of choice within the Social Care sector and we think it is important that our rates remain competitive.

We are pleased to announce that as of yesterday, your rates of pay will be increasing and we are proud to say that we have the most competitive rates of pay in this industry in South West Wales.

Your rate of pay has INCREASED!!

Our pay rates are now in two categories: 'standard' and 'enhanced'.

1. If you are **NOT** registered with Social Care Wales, you will receive the 'standard' rate of pay.
1. If you **ARE** registered with Social Care Wales (regardless of if you are qualified or not*) you will receive the 'enhanced' rate of pay.

New 'standard' rate of pay = £9.42 per hour

New 'enhanced' rate = £9.51 per hour

*if you are currently receiving the higher qualified rate of pay you will still be entitled to the increase.

Don't worry – Team Leaders, your pay is increasing too!

Your specific increase amount will be uploaded to your PeopleHR account for you to view.

You can register with Social Care Wales through different avenues not just with your Level 2 qualification.

If you have a certain amount of recent experience in the care industry, or if you have completed your Principles and Values award, you can also register.

Please drop Lucy Walwin a message if you think you should be registered!

Human Resources

From: Human Resources
Sent: 17 November 2021 12:58
To: Sally Clarke; Simon
Subject: RE: Core Competencies - Ideas
Attachments: Core Competencies Ideas.docx

Hi both

Please see updated version attached.

I ran over it with Fiona yesterday and she has given some suggestions for different competencies.

I have had a go at describing each competency.

Can we get together to run over the competencies and confirm the ones that we would like to use please?

The final competency document would form the basis of the following:

- Updated SV/appraisal forms
- Probation packs
- Recruitment – adverts, JD, interviews
- Rising star/development programme

Kind Regards

Chloe Tickle
Human Resources



From: Sally Clarke <Sally.Clarke@elliotshill.co.uk>
Sent: 15 November 2021 16:42
To: Simon <Simon.Clarke@elliotshill.co.uk>; Human Resources <human.resources@elliotshill.co.uk>
Subject: RE: Core Competencies - Ideas

I think one of the core value considerations probably need to be Integrity.....?



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Twitter: @ElliotshillCare

Website: www.elliottshill.co
Email: info@elliottshill.co
Phone: 01437

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From: Simon <simon.clarke@elliottshill.co.uk>
Sent: 15 November 2021 16:29
To: Sally Clarke <Sally.Clarke@elliottshill.co.uk>; Human Resources <human.resources@elliottshill.co.uk>
Subject: Re: Core Competencies - Ideas

i think the fact they are 'Core' should mean that all competencies relate to all job roles. People just carry it out at different levels

From: Sally Clarke <Sally.Clarke@elliottshill.co.uk>
Sent: 15 November 2021 16:10
To: Human Resources <human.resources@elliottshill.co.uk>; Simon <simon.clarke@elliottshill.co.uk>
Subject: RE: Core Competencies - Ideas

Hi Chloe

Great start and well presented. Some thoughts.....

I think we should state Level 1 competencies as the basics, then for each level build with more interesting competencies. So for example for Level 2, you state Level 1 + integrity, problem solving etc etc.

Level 3 = Level 1 & 2 plus xxxxxxxx

So it isn't so repetitive at each level. The higher up you go, you can be more creative with the competencies; Level 3 could include Self Awareness or Emotional Intelligence!



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Phone: 01437

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From: Human Resources <human.resources@elliotskill.co.uk>

Sent: 04 November 2021 12:00

To: Simon <simon.clarke@elliotskill.co.uk>; Sally Clarke <~~Sally.clarke~~@elliotskill.co.uk>

Subject: Core Competencies - Ideas

Hi both

Had a think about some core competencies and put some ideas down on a word doc – see attached.

Let me know what you think. Thought I'd just make a start but I'm sure I have missed out a lot of decent competencies, and there are probably a few too many as well.

Kind Regards

Chloe Tickle
Human Resources



Chloe Tickle

From: Chloe Tickle
Sent: 26 January 2022 16:06
To: Midland Law
Cc: Simon Clarke
Subject: RE: Application - final details needed

Hi Shakila

Please see responses below:

1. Please confirm if the address is correct: Our registered address with Companies House is Penffynnon, Hawthorn Rise, Haverfordwest, Pembrokeshire, Wales, SA61 2AX.
2. How many employees do you have? From chart I can see 19 employees, is this still the case? 59 employees in total
3. How many migrant employees do you currently have? Need to know how many people are on leave to remain or have indefinite leave to remain. If you have migrant employees we will need their names and brp expiry dates - None
4. Are you required to submit audited accounts? If so we will need to provide this – we aren't required to submit audited accounts, however we do have audited accounts on an annual basis which are submitted to Companies House.
5. We require the authorising officer's D.O.B, confirm title (miss,mrs), preferred contact number, work address, Nationality (if not British please refer to the attached form for relevant information)
Full name: Miss Chloe Tickle
DOB: 11/03/1990
Contact number: 01437 764777
Work address (premises address – this differs to registered Company address): Unit 7, Haverfordwest Business Centre, Haverfordwest, SA61 1SB
6. Confirm Authorising officer does not have any criminal convictions/civil judgment against your name.
I am the authorising officer - no criminal convictions or civil judgements

Please let me know if you have any further questions.

Kind Regards

Chloe Tickle
Human Resources



PEMBROK CARE



01437 764 777



Care@Pemcare.co.uk

www.pembrokeshirecare.co.uk



From: Midland Law <info@midlandlaw.co.uk>

Sent: 26 January 2022 15:27

To: Chloe Tickle <chloe.tickle@pemcare.co.uk>

Cc: Simon Clarke <simon.clarke@pemcare.co.uk>

Subject: Application - final details needed

Dear Chloe

We have completed the sponsor license application form and are almost ready to submit. Please can you confirm the following details. Once we receive the answers we will process the application and provide you with instructions on what to send to the Home Office.

Pemcare questions to be answered for license application

1. Please confirm if the address is correct:
2. How many employees do you have? From chart I can see 19 employees, is this still the case?
3. How many migrant employees do you currently have? Need to know how many people are on leave to remain or have indefinite leave to remain. If you have migrant employees we will need their names and brp expiry dates
4. Are you required to submit audited accounts? If so we will need to provide this.
5. We require the authorising officer's D.O.B, confirm title (miss,mrs), preferred contact number, work address, Nationality (if not British please refer to the attached form for relevant information)
6. Confirm Authorising officer does not have any criminal convictions/civil judgment against your name.

Kind regards

EV12

Employer

Elliot's Hill Care Ltd jobs

Post job

<u>Job ID</u>	<u>Title</u>	<u>Location</u>	<u>Posted by</u>	<u>Submitted</u>	<u>Posting</u>	<u>Closing</u>	<u>Status</u>
7976975	Senior Care Assistant	Pembrokeshire, Wales	human.resources@elliots-hill.co.uk	11/01/2022	11/01/2022	10/02/2022	LIVE Delete Edit

EW13

Chloe Tickle

From: Chloe Tickle
Sent: 26 January 2022 14:40
To: Lucy Walwin
Subject: Area Manager ROP Mapping

Importance: High

Hi Lucy

Please could you review comparable Area Manager roles with our competitors and collate details of the following:

- Job title
- ROP
- Company

For comparison – AM's are currently on £11.30 per hour so anything that's comparable to that ROP but may not be technically a direct 'like for like' please add that in as well.

Please could you get this to me by 3.30pm? Sorry for short deadline!

Kind Regards

Chloe Tickle
Human Resources



Chloe Tickle

From: Chloe Tickle
Sent: 26 January 2022 15:30
To: Simon Clarke
Cc: Sally Clarke
Subject: FW: Area Manager ROP Mapping

Please see below, asked her to review PCC rates as well if there are any advertised.

No push for them to apply here as rates are pretty much the same, 25K would need to be the minimum but it probably isn't attractive enough for people to make the jump.

Upwards from 25k as much as possible...

Kind Regards

Chloe Tickle
Human Resources



From: Lucy Walwin <lucy.walwin@pemcare.co.uk>
Sent: 26 January 2022 15:02
To: Chloe Tickle <chloe.tickle@pemcare.co.uk>
Subject: RE: Area Manager ROP Mapping

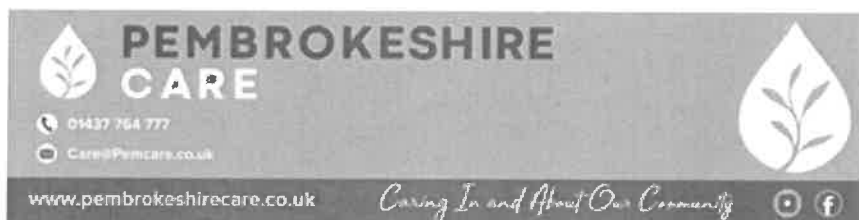
There doesn't seem to be many management roles about in our industry. I have put together some relevant ones to compare to below.

Most management roles in other industries, in this area are 25-28k upwards.

Company	Job title	ROP
Care in Hand	Senior Care assistant	£23,400
	Field Supervisor	£23,712
Creative Living Care	Leaving Care Manager	£24,000-£28,000
Community Interest Care	Care Assistant	£11 ph
The Haven / Accomplish	Deputy Home Care manager	£11.09 ph

Thanks,

Lucy Walwin
Human Resources



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From: Chloe Tickle <chloe.tickle@pemcare.co.uk>
Sent: 26 January 2022 14:40
To: Lucy Walwin <lucy.walwin@pemcare.co.uk>
Subject: Area Manager ROP Mapping
Importance: High

Hi Lucy

Please could you review comparable Area Manager roles with our competitors and collate details of the following:

- Job title
- ROP
- Company

For comparison – AM's are currently on £11.30 per hour so anything that's comparable to that ROP but may not be technically a direct 'like for like' please add that in as well.

Please could you get this to me by 3.30pm? Sorry for short deadline!

Kind Regards

Chloe Tickle
Human Resources



PEMBROK CARE



01437 764 777



Care@Pemcare.co.uk

www.pembrokeshirecare.co.uk



Date: [DATE]

[NAME]

[ADDRESS]

Dear [NAME]

Introduction to Company Benefits Package

As a valued member of our team, I would like to take the opportunity to thank you for your hard work and dedication. The last 12 months have been particularly trying, and your determination and support as a senior management team have been invaluable in enabling us to continue to provide care to those that need it.

As a means of recognising your contributions to the Company, and increase your overall employee experience, we are in the process of developing an excellent benefits package which we would like to share with you as our Senior Management and Administration Team.

As such, we would like to welcome you to join us for an introduction to the benefits package which will take place on [DATE] and [TIME] at The Hotel Mariners in Haverfordwest. Lesley Rossiter (external HR consultant) will be presenting the benefits package to you and will be on hand to answer any questions that you may have on the day. During this session the individual benefits will be presented to you, and we welcome your questions in relation to these. The introduction will be followed by a buffet lunch and refreshments.

We are continuously striving to be the employer of choice and reward our employees for being a part of our Company and as part of our Senior Management and Administration Team, you play a crucial role in the day to day delivery of our operations, helping us to achieve our Company goals and objectives. We hope that this package will.....

In the meantime, I would be grateful if you could confirm your attendance by emailing Lesley Rossiter at [EMAIL] me no later than [DATE].

Yours sincerely

Chloe Tickle
On Behalf of Elliots Hill Care Limited.

Human Resources

From: Human Resources
Sent: 21 October 2021 13:24
Subject: Benefits

Dear all

Further to the recent emails rolling out the AXA Health Benefit and the implementation of the flexible working system, I can confirm that all other benefits discussed during the initial benefits introduction have now been finalised. Attached to this email are the relevant , as well as a guidance document to support you in accessing the different benefits. Please ensure that you review these documents carefully.

 [Policy on Buying Additional Annual Leave 07.10.2021.pdf](#)

 [EH - Flexi time home-working policy 04.10.2021.pdf](#)

 [Elliot's Hill Care Ltd - Guidance on Benefits 07.10.2021.pdf](#)

The benefits on offer are as follows:

AXA Health

Details of those wishing to enrol have been passed along to AXA. The policy was due to commence on 30 September 2021 and you should have received confirmation of your individual policies.

Flexible Working

Please review the separate email sent to you, and the policy on flexible working. This will be effective as of week commencing 11 October 2021.

Paid Sickness

As of 11 October 2021, you will receive full pay for any days sickness taken, up to a maximum of 10 days (2 weeks) per annual leave year, pro rata for part time employees, for ease of use this is calculated in hours.

As this benefit is being rolled out part way through a leave year, the entitlement will be calculated on a proportionate basis for the remainder of the year.

The sickness allowance will be updated every April in line with the holiday year.

Please continue to follow the sickness absence reporting procedure as sickness will continue to be logged in the same way.

Increased Pension Contributions

Your employer pension contributions have increased to 5% to match the employee contribution as of 11 October 2021. If your employer contribution is above 5%, the Company will now match any employee contributions above this up to a maximum of 8% in total.

If you would like to request an increase in your pension contributions, please complete the 'pension contributions' logbook on People HR conforming the overall amount you wish to increase to.

Purchasing Annual Leave

Please review the separate policy attached on purchasing additional annual leave, as well as the guidance document on accessing the different benefits. If you have any questions regarding this please get in touch directly.

Additional Annual Leave

The Company have increased their annual leave entitlement to include bank holidays. Your annual leave entitlement has been updated on People HR to reflect the bank holidays for the remainder of the year. The additional hours have been assigned to the bank holidays on People HR.

Bank holidays will affect part time members of staff differently, depending on contracted working days. The correct amount of additional leave will be calculated based on working days and corresponding bank holidays, and the annual leave entitlement will be updated on People HR and assigned to the relevant bank holidays.

Operational staff are not required to use annual leave on bank holidays but are required to remain 'available' for work unless annual leave is agreed. The additional leave entitlement for bank holidays will be added to operational employee's annual leave entitlement on People HR.

Finally.....

Thank you all for your contributions to the creation of these policies through attending the working group, the benefit launch and by sending your feedback directly to Lesley. The feedback provided has been really helpful and has been included within the final benefits package.

As discussed during the launch, we hope that these benefits support a better work/life balance, greater financial security and provisions for better access to health care.

If you have any questions in relation to the above, please get in touch with me directly.

Updated contracts of employment will follow soon to include the new benefits on offer.

Kind Regards

Chloe Tickle
Human Resources

The logo for Elliotshill, featuring the word "elliots" in a bold, lowercase, sans-serif font, followed by "hill" in a similar font but with a slightly different weight or style.

We Care About People

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1



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Introduction to the Scheme



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3

An introduction to the benefits we would like to offer to you...



Private Healthcare Scheme



Company Sick Pay



Additional Annual Leave



Flexible Working

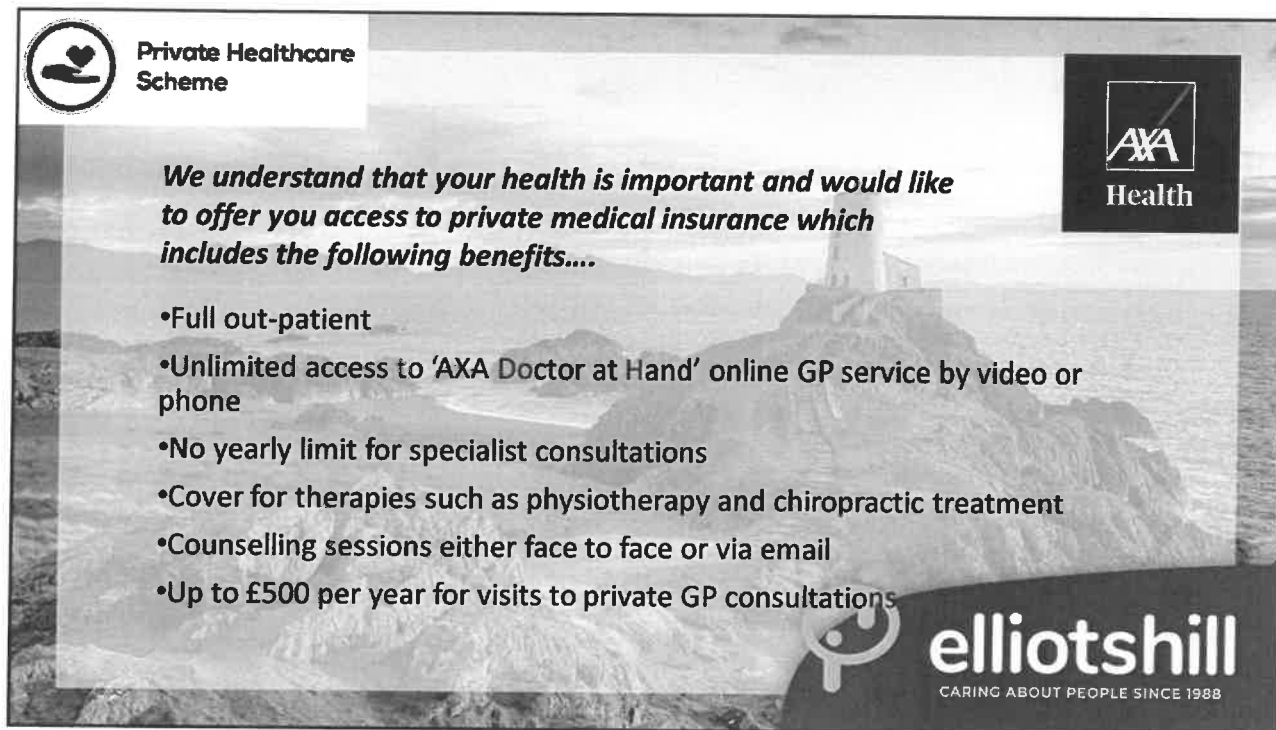


Increased Pension Contributions



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 **Private Healthcare Scheme**



We understand that your health is important and would like to offer you access to private medical insurance which includes the following benefits....

- Full out-patient
- Unlimited access to 'AXA Doctor at Hand' online GP service by video or phone
- No yearly limit for specialist consultations
- Cover for therapies such as physiotherapy and chiropractic treatment
- Counselling sessions either face to face or via email
- Up to £500 per year for visits to private GP consultations

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 **Private Healthcare Scheme**



Employee Assistance Programme offering:

- 24/7 support
- Life Management – help with legal, debt, family, consumer and housing concerns
- Up to 8 sessions of face to face counselling
- Support for managers to meet day-to-day team responsibilities

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Private Healthcare Scheme

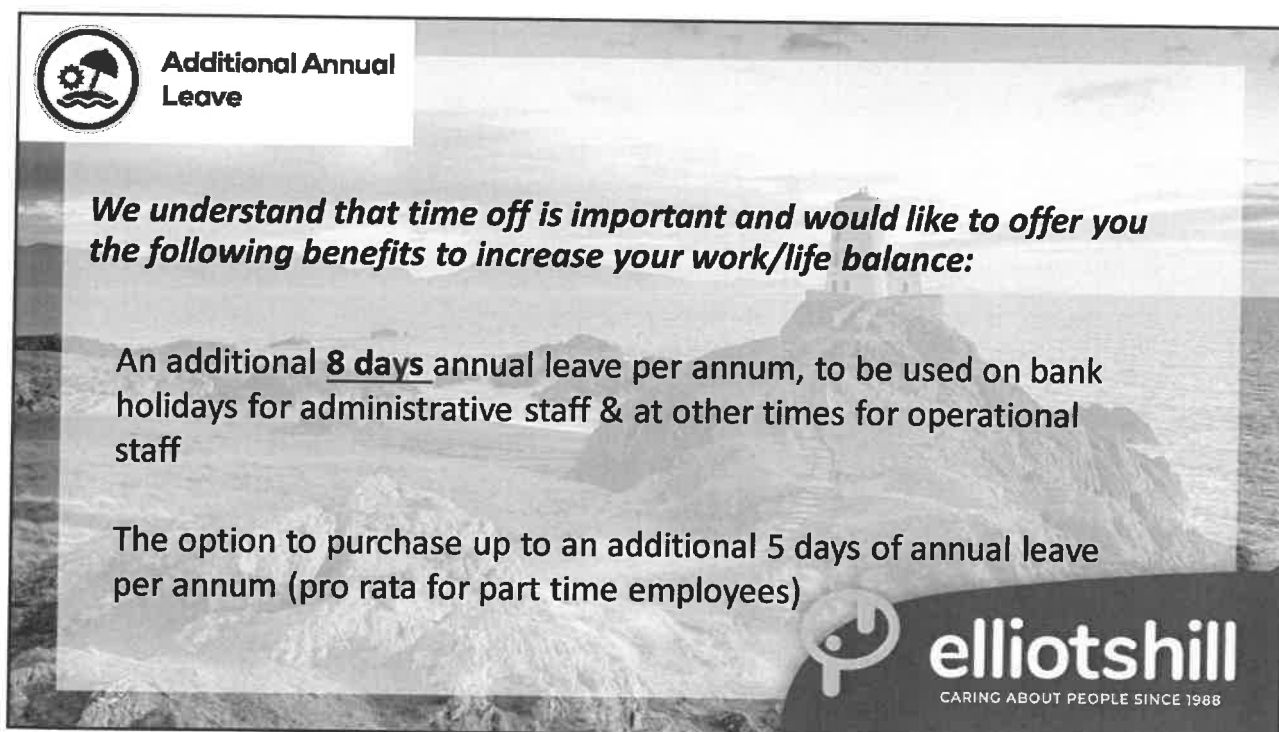
And...cashback on dentist and opticians fees and prescriptions...

- 80% off your dentist fees up to £800 per year
- 80% off the cost of prescribed glasses and contact lenses up to £200 per year
- Up to £25 per year for an eye test

And many more benefits!!

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Additional Annual Leave

We understand that time off is important and would like to offer you the following benefits to increase your work/life balance:

An additional **8 days** annual leave per annum, to be used on bank holidays for administrative staff & at other times for operational staff

The option to purchase up to an additional 5 days of annual leave per annum (pro rata for part time employees)

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Increased Pension Contributions

We want to help you save for your future by...

- Increasing our contribution from 3% to 5% to match the employee contribution
- Matching employee contributions over and above this up to and including an additional 3%
- A potential employer contribution of 8% in total!



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Company Sick Pay

We understand that it's important that employees are able to take time off for genuine sickness where needed, without the added financial concern, therefore we would like make the following changes to your current sick pay arrangements:

- We will be offering up to 10 days full pay per annum (pro rata for part time employees) for absences in relation to sickness.



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Flexible Working

Flexible Hours

We understand that a good work/life balance is important...

- Flexible working hours
- Working from home



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Flexible Working

Flexible Hours

- Option to work flexibly between the hours of 7am –7pm
- Core daily working hours of 10am-2pm
- You must be flexible to work outside of these hours depending on the needs of the business
- Rota ensuring sufficient office cover between 9am-5pm



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Flexible Working

Working From Home

- Option to work from home for up to 1 or 2 days* per four week period – on a role specific basis.
- Subject to an office rota system and operational impact

But we need your support in ensuring this is successful....



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Flexible Working

Working from home in practice – Working groups

- To be effective - a system will need to be utilised to ensure appropriate levels of office cover
- Welcome your feedback on the most effective way of doing this
- Scheme success relies on the office team collectively



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Flexible Working

Working from home in practice – Working Groups

Split in to two groups and discuss the following for the next 10 minutes and discuss..

- Potential implications of working from home and flexible working on the operations of the business
- A plan on how this may work in principle within the parameters that have been set.
- Must keep within the parameters on following slide...



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Flexible Working

Working from home in practice – Working Groups

- **Parameters for discussion.....**
- Minimum of 2 people in the office covering 9am – 5pm on any given day
- At least 1 person on call to be available to cover the office at short notice between the hours of 9am-5pm
- Incorporating WFH, known absences and holiday requests



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Further information

- Increase employment experience at Elliotts Hill
- Benefits = better work/life balance and increased financial security
- Changes = large operational impact. Trialled for temporary period and are available for employees that have satisfactorily passed the 6 month probationary period
- If successful - will be confirmed as a permanent change to your terms and conditions of employment
- Success of flexible working relies on the team as a whole
- Working cohesively will support the long term success of these benefits!

Full details of these schemes and policies will follow ahead of the anticipated October launch date.



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Further information

Contractual changes

Lesley to add info



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Next Steps....

- Feedback or further questions to Lesley Rossiter at lr@iamhr.co.uk no later than 24 September 2021
- Response to you before 01 October 2021
- Anticipated launch date of 01 October 2021
- Updated contracts of employment to include details of the benefits on offer, finalised policies and scheme details will be issued to you ahead of launch date



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Questions



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[illegible]

Name	Team	Average Hours		Proposed Contract Hours		Consultation		Date of Consultation		Date Contract Sent		Returned	Payroll Effective Date		Return Date	Uploaded to PP
		Hours	Hours	Hours	Hours								Date	Date		
~~Alexandra Whetton~~	HW1	13	16			☒		13/11/2019	27/11/2019			☒	23/12/2019	30/12/2019		☒
~~Frances Jane Lewis~~	HW1	12	12			☒		14/11/2019	25/11/2019			☒	05/12/2019	02/12/2019		☒
~~Susan Walters~~	HW1	17	17			☒		14/11/2019	27/11/2019			☒	24/12/2019	30/12/2019		☒
~~Victoria Jenkins~~	HW1	40	37.5			☒		13/11/2019	27/11/2019			☒		30/12/2019		☒
~~Kate Ashworth~~	HW1	26	30			☒		16/01/2020				☒				☒
~~Sarah Badrock~~	HW1	37.5	37.5									☒				☒
~~Louise Stanford-Lewis~~	HW1	14	14			☒		03/12/2019	03/12/2019			☒	03/12/2019	06/12/2019		☒
~~Elaine Hyatt~~	HW1	13	14			☒		20/11/2019				☒				☒
~~Nicole Flynn~~	HW1					☒		15/01/2020				☒				☒
~~Sarah Graham~~	HW1	17	15			☒		16/12/2019	23/12/2019			☒				☒
~~Sarah Cook~~	HW1					☒						☒				☒
~~Joyce Mac~~	HW1	30	30			☒		18/11/2019	07/01/2020			☒	07/01/2020	06/01/2020		☒
~~Julie Moore~~	HW1					☒		13/01/2020	16/01/2020			☒	23/01/2020	27/01/2020		☒
~~Glynis Sturges~~	HW1	24	24			☒		22/11/2019	07/01/2020			☒		27/01/2020		☒
~~Natasha Palmer~~	HW1					☒						☒				☒
~~Cara Parshay~~	HW1	12	12			☒		06/02/2020	06/02/2020			☒				☒
~~Billy Beach~~	HW1					☒		04/12/2019				☒				☒
~~Justine Smith~~	HW1	31	30			☒		26/11/2019	16/01/2020			☒				☒
~~Melanie Cook~~	HW1					☒						☒				☒

EU2

Chloe Tickle

From: Chloe Tickle
Sent: 12 November 2019 16:31
To: Sally Clarke; Simon Clarke
Cc: Millie Thomas
Subject: Memo RE Contract Consultations
Attachments: Contract Consultation Memo 12.11.2019.docx

Hi both

I have drafted up a memo about the contract consultations with some Q&A's to try and minimise any more negativity.

Please can you have a check over to make sure you are both happy with it. Can you let Millie know tomorrow if you are/or if any amendments need to be made and she will upload to Yammer. Millie is also going to put the Q&A's in a "prettier" easy read version to upload to Yammer.

On the plus side, Ally Whelton and Vicky Jenkins are coming in to discuss contracts tomorrow with Millie, and Jaquie Mac has replied to Millie and said that she is happy to come in to discuss further.

Small gains!

EJ21

Chloe Tickle

From: Chloe Tickle
Sent: 28 October 2019 16:58
To: Millie Thomas
Cc: Simon Clarke; Sally Clarke
Subject: Team Consultations

Hi Millie

Can you arrange for us to have meetings with the rest of the teams please to go over the power point with Simon.

Could you try and book in for the week commencing 4th November, see what their availabilities are?

Thanks

ELLIOTS HILL CARE LIMITED

CONTRACT OF EMPLOYMENT

This Contract sets out particulars of the main terms required by section 1 of the Employment Rights Act 1996.

The Company/we/us:	Elliot's Hill Care Limited of Great Elliott's Hill, Crowhill Road, Haverfordwest, SA62 6HT
The Employee/you:	[NAME OF ADDRESS].
Job Title:	Support Worker. Please also see clause 2.
Start of Employment:	[START DATE]
Place of Work:	Your normal place of work will be at the above address but we may require you to work on a temporary or permanent basis at any of our units in Pembrokeshire, Carmarthenshire and/or Cardiganshire and/or at the premises of our customers living in the community, as required by the needs of the business and our customers. Please also see clause 3.
Hours of Work:	Your normal basic hours of work will be a minimum of [HOURS] hours a week. Your hours will be worked between Monday to Sunday as directed by us in accordance with a rota issued from time to time. Please also see clause 4.
Basic rate of pay:	The current rates of pay are set out in Schedule 3. Please also see clause 5. Payment is made 4 weekly in arrears by credit transfer.
Holiday Entitlement:	Your full-time holiday entitlement is 5.6 weeks (full time equivalent is 210 hours) during each complete holiday year. Please also see clause 6.
Driving Licence	You are required to hold a valid driving licence.

New employees only: The Company offers employment on the terms and conditions set out in this Contract and subject to the receipt of satisfactory references, evidence of eligibility to work in the UK, evidence of registration on the Social Care Wales website and appropriate Health and Social Care qualification, receipt of a satisfactory DBS disclosure, confirmation that you are not barred from working with children or vulnerable adults, any medical evidence required and evidence of appropriate qualifications.

You understand and accept the terms and conditions set out in this Contract. You agree to read and comply with the Employee Handbook, the Care Council for Wales Code of Practice, the Adult Protection Policy and any policies/procedures issued by us from time to time.

.....
For the Company

.....
Employee

Dated.....

Dated

1. Start date

- 1.1 Your employment began on the date set out on the front sheet and no previous employment counts as part of your continuous period of employment.
- 1.2 The first 6 months of your employment will be a probationary period. During the first 6 months you are required to complete an induction to social care portfolio and successfully register with Social Care Wales. Your continued employment is conditional upon this portfolio being completed satisfactorily.
- 1.3 During the first month of your probationary period your employment may be terminated at any time without prior notice and during the remaining period of your probationary period your employment may be terminated at any time on one week's prior notice.
- 1.4 During this probationary period your performance and suitability for continued employment will be monitored during monthly reviews. We may extend your probationary period at our discretion. By the end of the probationary period you will be expected to demonstrate a level of competence in clearly defined areas, which will be reviewed.
- 1.5 If you are absent from work due to incapacity during your probationary period for a period which exceeds one week your probationary period will be extended by the period of your absence to allow adequate monitoring of performance.
- 1.6 You are not permitted to take more than 10 days annual leave during your probationary period.

2. Job title

- 2.1 Your job title is set out on the front sheet. A job description will be supplied to you separately. You are required to undertake all duties associated with your job title and job description and any additional or other duties on either a temporary or permanent basis as we may reasonably require from time to time. You agree to be bound by the provisions in Schedule 1.
- 2.2 You are required to complete the Level 2 Diploma in Health & Social Care within 3 years. Failure to achieve this qualification within this timescale may lead to termination of your employment.
- 2.3 You warrant that you are legally entitled to work in the UK without any additional approvals and will notify us immediately if you cease to be entitled at any time during your employment.
- 2.4 During your employment with us you must devote the whole of your working time and attention to the performance of your duties and you must not work for any other person, business or company without our prior consent, which will not be unreasonably withheld. You must also not approach or accept work for yourself or any other business or company from any of our customers.
- 2.5 It is a condition of your employment that we receive a satisfactory DBS disclosure for you. You are responsible for the cost of the DBS. We will pay for the disclosure and you are required to reimburse us. The cost of the DBS will either be deducted from your first month's wages, deducted in three equal monthly installments, or, where you fail to complete your probationary period, will be deducted from your final wages.
- 2.6 You may be required to attend appropriate training courses during your employment. We will pay for such training but you agree to reimburse the Company the cost of such training if your employment terminates for any reason. We reserve the right to deduct such sum from any monies due to you on termination in accordance with Schedule 2.
- 2.7 Staff meetings are important and will be held at intervals during the year. You are expected to attend regularly and failure to do so without good reason will be unacceptable

3. Training

During your employment:

- a) you must complete online training which will be paid for by the Company. Details of current online training are set out in schedule 4.

Elliot's Hill Care Limited

Contract of Employment – May 2021

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- b) you must also complete classroom training which will be paid for by the company. Details of current classroom training are set out in schedule 4.
- c) you are entitled to take part in various training courses which we may provide from time to time in-house. Specific details of what courses might be available will be provided to you within two months of the start date of your employment.

4. Place of work

- 4.1 It is a condition of your employment that you are prepared to work on a temporary or permanent basis at any of our units in Pembrokeshire, Carmarthenshire and Cardiganshire and at the premises of customers living in the community within a reasonable travelling distance from your home or your usual work base. You may also be required to visit or work at other units further afield. This mobility is essential to the smooth running of our organization.

5. Hours of work

- 5.1 Your normal weekly hours of work will be as stated on page 1 to be worked at such times as are notified to you in the rota at least 1 week in advance. Working hours allocated to you will be predominantly between the hours specified on page 1, however due to the 24 hour nature of our business, these hours may vary to meet the needs of the business and may be made up of morning, afternoon and evening shifts and working weekends and bank/public holidays as and when required. We have the right to vary your start and finish times and the number of hours worked on any given day.
- 5.2 Subject to clause 5.3 below, you shall be required to work overtime in addition to your normal hours of work if instructed to do so by the Company on reasonable notice or if necessary, for the proper performance of your duties. We do not guarantee that overtime will be available to you.
- 5.3 Any overtime worked must receive prior authorisation from a Senior Manager and, where so authorised, shall be paid at your normal basic rate of pay.
- 5.4 You shall not be permitted to work overtime if your hours would exceed 48 hours per week averaged over a 17-week reference period, unless you have signed an opt-out agreement. Either you or we may end this 'opt-out' at any time by giving to the other not less than 3 months' notice.

6. Rate of Pay

- 6.1 Your rate of pay is set out on the front sheet. You will be paid four weekly in arrears by credit transfer to your Bank or Building Society account.
- 6.2 Your rate of pay is determined by your registration status with Social Care Wales.. You will be entitled to a higher rate of pay from the date that you provide us with documentary evidence of your successful registration with Social Care Wales as a Health and Social Care worker. The increased rate of pay will not be retrospectively awarded. It is your responsibility to inform us that you have registered with Social Care Wales and to provide the documentary evidence as requested by us. Details of the current rates of pay are set out in Schedule 3.
- 6.3 We reserve the right at any time during your employment or on termination to deduct from your salary any money owed to us by you at any time including, without limitation, pension contributions (if any), any over payments, training costs, loans or advances made to you, the cost of replacing any unreturned property, or uniform, or of repairing any damage or loss to our property or the property of our customers or their families caused by you and any losses suffered by us as a result of any negligence or breach of duty on your behalf and any uninsured losses caused by your negligent driving.

7. Benefits

- 7.1 You are not entitled to any benefits during your employment.

Elliot's Hill Care Limited

Contract of Employment – May 2021

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8. Annual holidays

- 8.1 Our holiday year runs from 1st April to 31st March. Your annual holiday entitlement is set out on the front sheet and includes bank holidays. For part-time employees, entitlement is calculated on a pro rata basis. Holiday pay is based on your basic weekly hours at your normal basic rate of pay.
- 8.2 If you do not have minimum weekly hours and you work irregular hours we will calculate the holiday entitlement that accrues as hours are worked on a monthly basis. The holiday entitlement of 5.6 weeks is equivalent to 12.07 per cent of the hours you work (excluding sleepovers).
- 8.3 During the first year of your employment holiday may only be taken if it has been accrued.
- 8.4 In the event of your employment terminating during the holiday year you may be required to take any holidays accrued but not yet taken in that holiday year during your notice period. You will be paid for any holidays accrued but not taken during that holiday year. You will be required to repay any holiday pay received in excess of your accrued entitlement, which will be deducted from your final pay.
- 8.5 All leave requires prior approval of management and may only be taken at our discretion. You should give us a minimum of four weeks' notice for leave of 1 week or more and at least 1 weeks' notice for leave of single days. You are not permitted to take leave in excess of 2 weeks' consecutively without our prior written consent.
- 8.6 You will not be allowed to take holiday in the period of 19 December and 1 January without our prior authorisation. Holidays cannot be taken when other members of staff have already booked holidays or if staffing numbers do not meet the minimum requirements. Holiday is granted on a first come first served basis.
- 8.7 You may not carry over any unused holiday entitlement from one holiday year to the next and you will not be entitled to be paid in lieu of any unused holiday entitlement .

9. Absence, pay and conditions

- 9.1 Good punctual attendance is a crucial condition of employment with the Company.
- 9.2 If you are absent from work for whatever reason you must personally notify your team leader or manager or in their absence a Registered Manager, as soon as possible, but in any event by no later than 2 hours before your start time on the first day of absence to explain the reason for and likely duration of your absence. It is not acceptable to send a text message or leave a voicemail message.
- 9.3 If you are absent for less than 7 consecutive days due to sickness you must complete a self-certification form on your return to work. You must keep us informed on a daily basis regarding any illness and your return to work.
- 9.4 If you are absent or expect to be absent for 7 days or more you must obtain a certificate from your doctor (a "Statement of Fitness for Work") stating that you are not fit for work and the reason(s) why. This should be forwarded to us as soon as possible. You must keep us updated about your progress and your likely date of return at appropriate intervals and keep us supplied with consecutive medical certificates.
- 9.5 You agree to consent to a medical examination (at our expense) by a doctor nominated by us should we so require. You agree that any report produced in connection with any such examination may be disclosed to us and we may discuss the contents of the report with the relevant doctor.
- 9.6 We will pay you Statutory Sick Pay (SSP), provided that you satisfy the relevant requirements. Your qualifying days for SSP purposes are your normal days of work. There is no contractual sickness/injury payments scheme in addition to SSP.

10. Other paid leave

- 10.1 You may be eligible to take the following types of paid leave, subject to any statutory eligibility requirements or conditions and the Company's rules applicable to each type of leave in force from time to time:
- (a) statutory maternity leave;
 - (b) statutory paternity leave;
 - (c) statutory adoption leave;
 - (d) shared parental leave;
 - (e) parental leave;
 - (f) parental bereavement leave;
- 10.2 You may be eligible to receive Company family friendly pay subject to the rules set out in the Staff Handbook from time to time.
- 10.3 Further details of such leave and your pay during such leave are available in the Staff Handbook.
- 10.4 We may replace, amend or withdraw the Company's policy on any of the above types of leave at any time.

11. Confidential information

- 11.1 You must not use, exploit, disclose, divulge or communicate to any person, company, business entity or other organisation (either during or at any time after your employment) or allow any unauthorised disclosure through your negligence or inadvertence of any confidential information or trade secrets about the business affairs, finances or development plans of the Company or details of any of our customers their families or our staff or about any other matters which may come to your knowledge in the course of your employment.
- 11.2 You further agree not to use any such Confidential Information in a manner which may either directly or indirectly cause loss or damage to us or our customers.
- 11.3 Confidential information means any information or matter which is not in the public domain or any other information labelled as being confidential and which we treat as confidential and which you ought reasonably to know is confidential. This clause does not prevent you from making a protected disclosure or from using or disclosing information as required by law or your employment.

12. Data Protection and General Data Protection Regulations (GDPR)

- 12.1 The Company will collect and process information relating to you in accordance with the privacy notice which is contained in the Data Protection and the General Data Protection Regulation (GDPR) policy of the Company handbook. You are required to sign and date the privacy notice, and return to Jo Swift, Data Protection Officer.
- 12.2 'Data Processing' applies to all kinds of processing of data held about you. It can include obtaining, recording or holding data. It can also include carrying out any operation on the data, including organising, amending, retrieving, using, disclosing, deleting or destroying data.
- 12.3 You will comply with the privacy standard when handling personal data in the course of employment including personal data relating to any employee, customer, client, supplier or agent of the Company.
- 12.4 You will also comply with the Company's IT and Social Media Policy and Data Protection Policy.
- 12.5 Failure to comply with the privacy standard or any of the policies listed above may be dealt with under our disciplinary procedure and in serious cases may be treated as gross misconduct leading to summary dismissal.

13. Health & Safety

- 13.1 All Health and Safety regulations must be adhered to at all times. Safety clothing and personal protective equipment must be used or worn where necessary. Particular care must be taken

- to avoid accidents or injury, paying particular notice to training on health & safety issues. All accidents must be reported and recorded in the appropriate accident book.
- 13.2 Failure to comply with or observe Health & Safety rules may result in disciplinary action and in serious cases, dismissal.
- 14. Company property**
- 14.1 Any Company or customer property in your possession or under your control, including (without limitation) all documents (originals and copies), correspondence, manuals, electronic equipment, hardware, software, clothing, materials and keys provided for your use in the course of your employment must be returned to us immediately at any time on request and in any event prior to the termination of your employment with us. You must not retain any copies. You must also inform us of any computer passwords. Failure to return such items will result in the cost of the items being deducted from any monies outstanding to you.
- 14.2 You are responsible for your personal property. We will not accept any liability for any lost property or damage you may incur.
- 15. Use of computers, internet and telephones**
- 15.1 In no circumstances must you load unauthorised computer software on to the computer system, or download any unauthorised files or documents etc.
- 15.2 You should not access any web page or any files (whether documents, images or other) downloaded from the internet which could, in any way, be regarded as illegal, offensive, in bad taste or immoral.
- 15.3 Use of the Internet and email for personal use is prohibited during working hours.
- 15.4 You must not discuss the Company, or our customers, their families or our staff or your work or any confidential information or trade secrets, or make derogatory or detrimental comments about us or any of our customers, their families or our staff or publish any unauthorised photographs of our customers, their families or our staff on Facebook, Twitter or any other networking sites or media or to the public generally.
- 15.5 Personal incoming and outgoing phone calls from landlines must be kept to a minimum (emergencies only). You must not use your mobile phone without our prior consent for any purpose during working hours.
- 15.6 We reserve the right to monitor the use of electronic communication for business purposes. Abuse of these rules may lead to disciplinary action and in serious cases dismissal.
- 16. Smoking/Vaping/Alcohol**
- 16.1 We operate a non-smoking/non-vaping policy at our premises and those of our customers, and smoking/vaping is prohibited at all times except in the designated smoking area at our premises.
- 16.2 You are strictly prohibited from drinking alcohol on our premises and those of our customers or working whilst under the influence of alcohol or illegal drugs.
- 17. Equal Opportunities**
- 17.1 We are committed to a policy of equal opportunity in all aspects of employment and dealings with staff and customers regardless of sex, marital or civil partner status, gender reassignment, disability, race, colour, nationality, ethnic or national origin, religion or belief, sexual orientation or age or any other criteria that cannot be shown to be justifiable.
- 18. Disciplinary and Grievance Procedures**
- 18.1 The disciplinary and grievance rules and procedures are shown in the Employee Handbook. These procedures do not form part of your Contract of Employment.

- 18.2 We reserve the right, during the first 24 months of your continuous service to take action without recourse, in full or in part, to the Disciplinary and Dismissal Procedure.
- 18.3 We reserve the right to suspend you from work at any time for a period of up to 2 weeks with pay for the purposes of carrying out a disciplinary investigation into any alleged acts of misconduct or neglect against you.
- 18.4 We reserve the right to impose disciplinary suspension without pay for a maximum of one working week, or to demote or to transfer you as a disciplinary sanction.
- 18.5 If you wish to appeal against a disciplinary sanction you should appeal, in writing to a Director within 7 days of the date on which you were informed of the decision.
- 18.6 If you wish to raise a grievance you should apply in writing to a Registered Manager in accordance with our grievance procedure.

19. Company vehicle

- 19.1 You may on occasion be provided with a Company vehicle. You must take reasonable care of Company vehicles and report any problems immediately. You must ensure that you are fit to drive. Failure to comply may result in disciplinary action.
- 19.2 You must inform us immediately if you: commit any criminal convictions, speeding offences; receive any driving convictions or endorsements; are disqualified from driving or otherwise lose your license; or believe you may suffer from any medical condition that may affect your ability to drive. You will be required to pay for any speeding offences or parking penalties incurred whilst you are responsible for the Company's vehicle.
- 19.3 If you are required to drive you must produce your driving licence every 12 months and on request.

20. Right to search/testing

- 20.1 We reserve the right to carry out a search of you and/or your property (including vehicles) whilst you are on our premises and those of our customers or their families. These searches may be random and do not imply suspicion. If practicable you may be accompanied by a third party. You may be asked to remove the contents of your pockets, bags, vehicles, etc. Whilst you have the right to refuse to be searched, such refusal may constitute a breach of contract, which could result in your dismissal.
- 20.2 We will operate a rolling programme of random alcohol and drug testing. We also reserve the right in cases where there is reasonable cause to suspect that your performance is impaired as the result of alcohol or drug misuse to ask you to participate in a drug screening programme. Drug screening will be conducted by an external provider. Arrangements will be discussed with affected members of staff at the start of each screening programme.

21. Notice of termination

- 21.1 The notice of termination that must be given by us or by you is:
- Under 1 month's service –nil
 - 1 month but less than 2 years' service - 1 week
 - 2 years' service or more - 1 week for each completed year of service to a maximum of 12 weeks after 12 years continuous service.
- 21.2 We reserve the right to pay salary in lieu of notice.
- 21.3 At our discretion and by mutual agreement we may decrease the amount of notice that you are required to give to us to terminate your employment.
- 21.4 We will be entitled to dismiss you at any time without notice or payment in lieu of notice if you commit a serious breach of your obligations as an employee that constitutes gross misconduct or gross negligence, if we receive an unsatisfactory DBS disclosure, if you appear on a barred list, if you cease to be entitled to work in the United Kingdom, or if you lose your driving licence in circumstances where this is required for your role. During any notice period,

we may require you to remain at home without duties and may prohibit you from contacting staff, directors, customers or their families.

- 21.5 In the event that a customer you work for no longer wishes for you to carry out your duties, we will endeavour to investigate the reasons why and where possible offer you alternative employment within the Company. If the decision to dismiss you is made and there is no alternative position available, you will be given notice or pay in lieu of notice (depending on your length of service and the remaining provisions in this contract.)

22. Lay-offs and short time working

- 22.1 In the event of a work shortage or other unforeseen circumstances which prevent normal working the Company is entitled to lay you off or impose short time working arrangements to meet those circumstances. During those periods you may be entitled to receive a Guarantee Payment under the Employment Rights Act 1996. You will not be entitled to receive any other remuneration from us and any other payments made during these periods will be at our sole discretion.

23. Collective agreements

- 23.1 There are no collective agreements affecting your terms and conditions of employment.

24. Pension

- 24.1 The Company will comply with the employer pension duties in accordance with Part 1 of the Pensions Act 2008.

25. Changes to your Terms of Employment

- 25.1 We reserve the right to vary your terms and conditions of employment. Any changes or amendments to your terms and conditions will be confirmed in writing within one month.

SCHEDULE 1
EMPLOYMENT AND POST-TERMINATION RESTRICTIONS

In order to protect the confidential information, trade secrets and business connections of the Company to which you have had access as a result of your employment, you covenant with us that you will not during your employment or for a period of 6 months after termination of your employment:

- (a) solicit or endeavour to entice away from us the business or custom of any of our Customers whether or not they continue to be our Customers with a view to providing services to those Customers in competition with our Company; or
- (b) interfere with the existing relations between the Company and any Customers;
- (c) offer to employ or engage or otherwise endeavour to entice away from us any of our employees; or
- (d) be involved with the provision of services to (or otherwise have any business dealings with) any Customers in the course of any business concern which is in competition with the Company; or
- (e) at any time after termination, represent yourself as connected with the Company in any capacity.

For the purposes of this clause Customer includes any person who, during the 12 months prior to the termination of your employment, was a customer of the Company and with whom you had contact in the course of your employment.

Each of the restrictions in this schedule is intended to be separate and severable. If any of the restrictions shall be held to be void but would be valid if part of their wording were deleted, such restriction shall apply with such deletion as may be necessary to make it valid or effective.

SCHEDULE 2
REPAYMENT OF TRAINING COSTS

1. If you are provided with training in the course of your employment, you undertake that on termination of your employment for whatever reason, you may be required (except with the consent of a Director) to repay the Company as follows:
 - a. 100% of the initial mandatory training costs, up to a maximum of £750, if your employment terminates during the period of 12 months immediately after any training has been completed;
 - b. 50% of the initial mandatory training costs, up to a maximum of £375, if your employment terminates more than 12 but no more than 18 months after any training has been completed; or
 - c. Thereafter, no repayment will be required.
2. You may be required to repay up to 100% of any costs, up to a maximum of £180, incurred by the Company on your behalf at any time if you are registered for, or provided with training, or are required to train, for the Diploma in Health and Social Care, or Advanced Certificate in Positive Behavioural Support, or internal training, but do not attend or complete the course.

SCHEDULE 3: RATES OF PAY

Pay structure	Hourly rate
Training	£9.15
Support Worker - Standard	£9.42
Support Worker - Enhanced	£9.51
Mileage	£0.35 per mile
Customer Holiday (per hour for all hours)	£8.91
Sleepovers	£8.91
Waking Nights – Standard Rate	£10.44
Waking Nights – Enhanced Rate	£10.54



Carer Consultation

Meeting with	Maria ~~0181~~
Meeting Date	02 March 2020
Attendees	Millie
Location	Millie Office

Meeting Purpose	Contract Consultation
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Summary of outcomes and advice given	
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Summary of Hours/Days worked between the period of 24.06.2019 – 27.08.2019	<i>[Discuss spreadsheet called (Final Availability Report V1) and explain how we have worked out availability]</i>
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Proposed Contracted Hours	30
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Proposed Working Schedule	
Monday Morning	
Monday Lunch	
Monday Afternoon	
Monday Evening	
Tuesday Morning	Available
Tuesday Lunch	Available
Tuesday Afternoon	Available
Tuesday Evening	Available
Wednesday Morning	Available
Wednesday Lunch	Available
Wednesday Afternoon	Available
Wednesday Evening	Available
Thursday Morning	Available
Thursday Lunch	Available
Thursday Afternoon	Available
Thursday Evening	Available
Friday Morning	Available
Friday Lunch	Available
Friday Afternoon	Available
Friday Evening	Available



Saturday Morning	Available
Saturday Lunch	Available
Saturday Afternoon	Available
Saturday Evening	Available
Sunday Morning	Available
Sunday Lunch	Available
Sunday Afternoon	Available
Sunday Evening	Available

Summary of outcomes and advice given	Maria only wants 25 hour contract. 3.5 days. Maria doesn't want to work a Sunday, will give one Sunday a month (first of every month).
--------------------------------------	--

Proposal Agreed	Yes	No
<i>If yes, contract to be issued and returned prior to [Date]. PP to be updated with relevant contracted hours and availability. If no, further review needed].</i>		

Date contract issued	
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1

Introduction

- Our Vision
- Why Change?
- Organisational Structure
- Yammer
- Mobizio App
- Contract Opportunities (Team Leader)
- Summary



2

Our Vision

1. Stop decline
2. Stabilise
3. Grow
 - Biggest Dom care provider in Pembrokeshire by 2022
 - Increase staff numbers by 50 to 75%
 - Start service in Carmarthenshire and Ceredigion by 2023

3

How to achieve vision?

Stop decline > Stabilise > Grow

- Become 'best in class' Dom Care provider by:
 - Establishing an effective organisational structure
 - Improving communications
 - Establishing supporting processes and procedures
 - Introducing best in market technology
 - Establishing an effective Human Resources support function

4

Why Change?

Honesty!

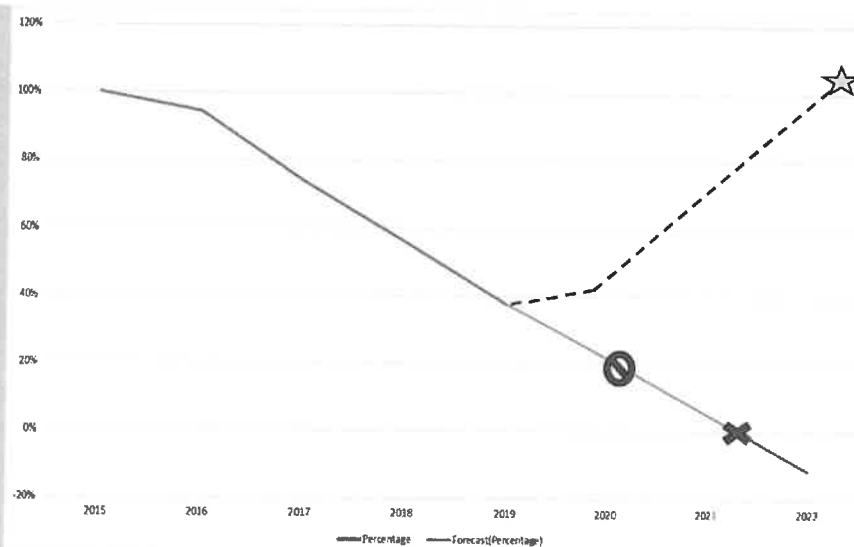
- Company was in decline and on course for failure
- Staff deserve better working conditions/patterns/environment
- Clients deserve better
- Council/CIW – reaching 'concern' level
- Contractual – Next council framework, will be required to use mobile check in and check out

Not changing what and how we do things is not an option

All achievable and has been done before

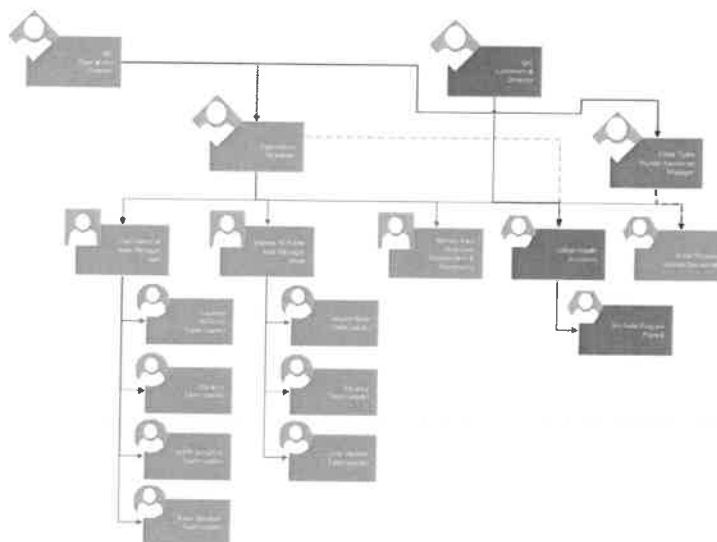
5

Why Change?



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An effective Org structure



7

Yammer

Effective Communication

- Benefits
 - Team communication
 - Productivity
 - Knowledge sharing
 - Employee engagement
 - An area for staff to ask questions or air concerns.
- No urgency to answer messages or to check for updates
- Allows centralisation of all messages, single point of information
- Internal vacancy advertisements
- Important notifications
- Correct Yammer groups to be used e.g. TL to use TL group, or personal questions to be sent as private messages to recipient

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Mobizio App (Care Planner)

Client Care

- Best in class technology
- Easier to use and more accurate
- Carer rota and calls will be accessible on the app and will be up to date and accurate
- Forms will be accessible on the app and once submitted for client are automatically sent to appropriate person i.e. area manager
- You will receive training and a 'how to guide' on the app;
- Reduces time spent writing out reports;
- Safe & secure – password protected.



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Mobizio App (Care Planner)

Client Care

- The app is essential to the everyday running of the business and will be a requirement in all domiciliary care settings after next year
- Full training will be given and a 'how to guide', 1:1 training can also be given
- Max data usage calculated at 200mb of data per month if used 10 hrs a day 5 days a week. 10Mb of data = 10 min scrolling facebook
- Based on 1Gb @ £5.40 (uk average cost) * 20% = 1.08 = £1.08 a month = 27p per week
- If deemed an issue will look at a financial top up relating to a relative proportion of usage mentioned above
- In the event that phones are lost or broken a small bank of phones will be available.

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People Planner

Rota

- Increase efficiency
 - An overview of the whole company
 - Easier to allocate TBA's
 - Easier to establish the working patterns of the whole company
 - Ability to understand the capacity of our staff
- More consistency with working hours, we are able to take in to account the availability of all staff
- Fairer working hours for all
- The ability to take on more care packages and to understand if we have the man-power to staff additional calls
- TL will have an input in to the rotas as will be the 'client experts' and have knowledge of what does and does not work

People Planner

Rota

Area	Team	Availability Hours	Hrs required to deliver	Full Time equivalent	Part Time equivalent
East	Milford Haven	370	402	10	23
East	Pembroke	99.5	92.5	3	6
East	Narberth	178.5	192.5	5	11
East	Tenby	61.5	61.3	2	4
West	Haverfordwest 1	466.5	414	12	29
West	Haverfordwest 2	347	331.5	9	22
West	Fishguard	127	116.5	3	8
Total hours:		1650	1610.25	44	103.125
Including Holiday & Sickness				Shortfall Hrs	FTE Equiv
East	Milford Haven	370	451.9	81.9	2.2
East	Pembroke	99.5	104.0	4.5	0.1
East	Narberth	178.5	216.4	37.9	1.0
East	Tenby	61.5	68.9	7.4	0.2
West	Haverfordwest 1	466.5	465.4	-1.1	0.0
West	Haverfordwest 2	347	372.7	25.7	0.7
West	Fishguard	127	131.0	4.0	0.1
Total hours:		1650	1610.3	160.3	4.3

Team Leader Role

The Team Leader role will involve managing and supporting staff and clients in the following ways:

- Supervisions – every 12 weeks
- Appraisals – annually
- Team Meetings – 6 per year
- Retention of new employees
- New starter probation meetings
- R2W Meetings – after periods of absence
- Reporting on any changes in customer needs, concerns etc;
- Updating all client paperwork at mandated intervals
- Rotas – being brought in house, input from TL required to assist with the compilation of the rotas.

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Team Leader Role

A selection of client forms

Form

Private Agreement
Weekly Task Time Table
Medication Change Request
Medication Risk Assessment
Moving and Handling Risk Assessment
Health Risk Assessment
Incident Form
Key Contacts Form
Lone Working Risk Assessment
External Activities Risk Assessment

Form

Financial Transaction Sheet
Customer Review Form
Eating and Drinking Risk Assessment
Environment Risk Assessment
Customer Consent Form
Customer Needs Assessment
Customer Profile Form
Additional Notes Form
COSHH Risk Assessment
Customer Care Plan

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Contract Opportunities (Team Leaders)

- TL positions require a full time contract
- 37.5 Hours as standard plus additional hours to complete administrative duties as well as additional hours if desired
- You must be available Monday – Sunday on a rota basis;
- Hours can be worked above these contracted hours but no less
- Staff mobility is a requirement, if hours cannot be allocated within your usual area they will be allocated to you elsewhere (in rare occasions or in the event of a loss of contract etc.)

Contract Opportunities (Team Leaders)

- We are updating contracts of employment as the old ones are out of date and do not reflect current working practices.
- In addition, there is new legislation being implemented next year.
- The Employment Rights (Employment Particulars and Paid Annual Leave) (Amendment) Regulations 2018 (SI 2018/1378) requires us as your employer to state the days of the week you are required to work or if those hours are variable how that is determined – **Zero hours contracts are coming to an end next year.**
- We are therefore required by law to update your current contracts and to implement new ones.

Contracts – The Benefits

- Security
- Formalise working patterns
- Holiday pay accrued even in the event of absences
- Guaranteed Hours!!

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Contract opportunities – Team Leaders.

- If you are in agreement to the contracts which have already been issued to you – please sign and return to Millie in the HR Office **no later than 15 October 2019.**
- We would therefore hope that you cooperate with the process if you are happy to continue in your Team Leader position, and sign and return the contracts of employment.

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Summary

- Stop decline
- Stabilise
- Grow
- To do this we need to change
- Change is difficult but essentially no avoiding it

EU26

Mr Narberth 1



Millie Thomas (HR Admin Assistant) – November 13, 2019 at 02:01 PM

Hello

Please see attached the Carer Consultation Power Point presentation that was shown to you on 11 November 2019.

Any questions, don't hesitate to ask.



EL7



Memo

To: All Staff

From: PembrokeShire Care Limited

Date: 12 November 2019

Re: Contracts

Dear Colleagues

As you are aware, we are in the process of reviewing contracts as part of our efforts to ensure a more structured and secure workforce.

We understand that some Carers may be happy with a 0 hour contract as it may meet individual requirements more, however as of April 2020 the government will be implementing new rules and regulations which inhibit the use of such contracts as they are regularly used to exploit workers in certain industries, and workers are not guaranteed hours.

Over the next few weeks we will be consulting with each team, before meeting with staff individually to discuss their requirements and to discuss our proposals. I would like to reiterate now that we are not trying to enforce any unattainable working patterns or hours and that we are simply trying to formalise your existing arrangements in terms of days and hours worked.

We are aware that some of you may be feeling anxious, and we have been in receipt of several queries regarding contract changes. In order to try and alleviate any concerns that you may have, we have placed these questions into a Q&A format. An example of the questions that we have received are below;

Q&S's

Q: Do I have to sign a new contract?

A: We hope that you will understand our reasons for making these changes and formalise your existing working patterns. To ensure that you are fully informed we will be holding consultation with all staff on an individual and group basis. If during a consultation both parties are in agreement with the proposal, then a new contract will be issued for the employee to sign and return to acknowledge their agreement. If an agreement cannot be reached, we will explore the reasons for this, and a further consultation meeting will be held to try and establish and agree to a formal working pattern.

Q: Why are we implementing contracts with set hours?

A: As previously mentioned, the government will soon be introducing measures to ensure that workers are protected from 0 hour contracts and are entitled to a 'more predictable and stable contract'. This combined with the need to ensure the smooth operations of the business mean that this change is a necessity. For

example, Carers being put on the rota on days that they are unavailable creates a huge amount of issues in terms of ensuring that calls are attended and can be easily fixed when working patterns are agreed and formalised.

Q: Does signing this contract mean that I will have to cover all of the TBA's?

A: Not at all. There will be two types of availability. These can be classified as days that you are definitely available, and days that you may be happy to pick up rotas but will require confirmation before hand from an Area Manager. We recognise that TBA's essentially mean that there is an additional staffing requirement, and we are already working hard to recruit new members of staff to alleviate the amount of TBA's that we have on a weekly basis. In summary, you are able to pick up additional shifts if you want!

Q: Will I be made to work every day that I state that I am available?

A: No, however the more limited your availability the greater the possibility of this happening. For example if a Carer requested a 20 hour contract but is only available for 2 days per week. They would be required to work 2 days in order to be able to work 20 hours.

Q: Can I work above/under my contracted hours?

A: You are able to work above your contracted hours; however you would need to meet your contracted hours each week which is why it is crucial to establish a true reflection of your availability and requested contracted hours during consultation. Contracts are not set in stone though and as long as the correct process is followed, contracts can be amended at a later date.

Q: Will my 'normal' day off change?

A: If your normal working pattern does not reflect you working regularly on the 'day off' then we would not include this in your working days, unless you instruct us to. You will only be required to work on your allocated working days to ensure you meet your contracted hours, depending on your flexibility, you may not work on all of these days. You will not be made to work on any day that is not agreed on your scheduled contract unless discussed and authorised with you beforehand.

Q: What happens if my availability changes?

A: There are several reasons for changes in availability and these can be classed as permanent or temporary. Permanent changes such as a request to reduce contracted hours can be dealt with by following a process to ensure that adequate notice is given so that appropriate measures can be put in place such as ensuring calls are covered, or additional staff recruited.

Temporary changes can be for a wide variety of reasons and can be dealt with on a case by case basis as appropriate depending on the type of request.

I hope this answers some of your questions, and alleviates any concerns that you may have. However if you have any additional questions that you would like answering, please do not hesitate to contact the HR department to discuss further.

Yours Sincerely



Chloe Tickle

On behalf of Pembrokeshire Care Ltd